

FY21 Budget – Town of Grafton, MASSACHUSETTS

	FY 2019 ACTUAL	FY 2020 BUDGET	FY2021 DEPT. REQUEST	FY2021 TOWN ADMIN	\$ CHANGE FY20 to FY21	% CHANGE FY20 to FY21	% OF TOTAL BUDGET
GENERAL GOVERNMENT	2,342,134	2,501,711	2,661,264	2,458,964	(42,747)	-1.7%	3.6%
PUBLIC SAFETY	3,042,648	3,289,656	3,630,148	3,348,349	58,693	1.8%	5.0%
PUBLIC WORKS	2,687,342	2,792,597	2,899,293	2,714,543	(78,054)	-2.8%	4.0%
SEWER	1,043,260	1,093,666	1,097,399	1,097,399	3,733	0.3%	1.6%
HEALTH & HUMAN SERVICES	494,559	578,122	587,973	582,619	4,497	0.8%	0.9%
CULTURE AND RECREATION	1,057,475	1,146,686	1,288,958	1,164,676	17,990	1.6%	1.7%
EDUCATION	35,006,960	36,582,273	38,740,627	37,926,369	1,344,096	3.67%	56.1%
UNCLASSIFIED	7,466,790	7,849,499	8,361,049	8,121,864	272,365	3.5%	12.0%
DEBT SERVICE	4,543,296	6,164,765	6,631,474	6,631,474	466,709	7.6%	9.8%
TOTAL OPERATING BUDGET	57,684,464	61,998,975	65,898,186	64,046,257	2,047,282	3.3%	94.7%

NON-APPROPRIATED EXPENSES							
ROAD STABILIZATON FUND	1,500,000	1,500,000	1,500,000	1,500,000	-	0.0%	2.2%
STATE ASSESSMENTS	846,813	731,079	809,390	809,390	78,311	10.7%	1.2%
OVERLAY RESERVE	300,139	150,000	300,000	300,000	150,000	100.0%	0.4%
TM RAISE & APPROPRIATE	98,700	100,000	100,000	100,000	-	0.0%	0.1%
BVT ASSESSMENT	744,344	770,561	833,267	862,497	91,936	11.9%	1.3%
TOTAL EXPENSES	61,174,460	65,250,615	69,440,843	67,618,144	2,367,529	3.6%	100.0%

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	#	Account Name	FY 2019 ACTUAL	FY 2020 BUDGET	FY2021 DEPT. REQUEST	FY2021 TOWN ADMIN	\$ CHANGE	% CHANGE
		Town Moderator						
1	114	Personnel	\$150	\$150	\$150	\$150	\$0	0.0%
2		Expenses	\$0	\$150	\$150	\$150	\$0	0.0%
		Total	\$150	\$300	\$300	\$300	\$0	0.0%
		Board of Selectmen						
3	122	Personnel	\$25,952	\$26,000	\$30,000	\$26,000	\$0	0.0%
4		Expenses	\$6,966	\$11,900	\$10,900	\$10,600	(\$1,300)	-10.9%
		Total	\$32,918	\$37,900	\$40,900	\$36,600	(\$1,300)	-3.4%
		Town Administrator						
5	123	Personnel	\$304,263	\$322,250	\$333,520	\$328,750	\$6,500	2.0%
6		Expenses	\$58,522	\$65,000	\$70,000	\$65,000	\$0	0.0%
		Total	\$362,785	\$387,250	\$403,520	\$393,750	\$6,500	1.7%
		Finance Committee						
7	131	Personnel	\$9,298	\$11,182	\$11,518	\$11,182	\$0	0.0%
8		Expenses	\$2,293	\$4,770	\$4,525	\$4,525	(\$245)	-5.1%
		Total	\$11,591	\$15,952	\$16,043	\$15,707	(\$245)	-1.5%
		Reserve Fund						
10	132	Expenses	\$0	\$75,000	\$75,000	\$50,000	(\$25,000)	-33.3%
		Total	\$0	\$75,000	\$75,000	\$50,000	(\$25,000)	-33.3%
		Town Accountant						
11	135	Personnel	\$138,599	\$135,914	\$137,600	\$135,675	(\$239)	-0.2%
12		Expenses	\$16,616	\$18,870	\$18,807	\$18,257	(\$613)	-3.2%
13		Equipment	\$0	\$0	\$0	\$0	\$0	N/A
		Total	\$155,215	\$154,784	\$156,407	\$153,932	(\$852)	-0.6%
		Board of Assessors						
14	141	Personnel	\$155,354	\$160,310	\$167,979	\$163,479	\$3,169	2.0%
15		Expenses	\$40,410	\$29,540	\$42,815	\$42,815	\$13,275	44.9%
		Total	\$195,764	\$189,850	\$210,794	\$206,294	\$16,444	8.7%
		Collector/Treasurer						
17	145	Personnel	\$229,608	\$217,489	\$223,874	\$218,815	\$1,326	0.6%
18		Expenses	\$75,650	\$70,415	\$72,640	\$68,890	(\$1,525)	-2.2%
		Total	\$305,258	\$287,904	\$296,514	\$287,705	(\$199)	-0.1%
		Legal						
20	151	Expenses	\$109,695	\$108,000	\$108,000	\$108,000	\$0	0.0%
		Total	\$109,695	\$108,000	\$108,000	\$108,000	\$0	0.0%
		Human Resources						
21	153	Personnel	\$46,358	\$36,293	\$56,500	\$56,500	\$20,207	55.7%
22		Expenses	\$35,419	\$37,850	\$38,250	\$37,850	\$0	0.0%
		Total	\$81,777	\$74,143	\$94,750	\$94,350	\$20,207	27.3%
		MIS/GIS						
23	155	Expenses	\$119,133	\$131,825	\$148,320	\$142,320	\$10,495	8.0%
24		Equipment	\$10,970	\$6,500	\$2,500	\$0	(\$6,500)	-100.0%
		Total	\$130,103	\$138,325	\$150,820	\$142,320	\$3,995	2.9%
		Copiers						
25	156	Expenses	\$22,700	\$28,300	\$28,300	\$28,300	\$0	0.0%
		Total	\$22,700	\$28,300	\$28,300	\$28,300	\$0	0.0%
		Town Clerk						
26	161	Salary Town Clerk	\$58,549	\$59,303	\$71,000	\$59,303	\$0	0.0%
27		Personnel	\$49,300	\$96,847	\$102,195	\$101,245	\$4,398	4.5%

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	#	Account Name	FY 2019 ACTUAL	FY 2020 BUDGET	FY2021 DEPT. REQUEST	FY2021 TOWN ADMIN	\$ CHANGE	% CHANGE
28		Expenses	\$6,392	\$11,875	\$13,723	\$11,875	\$0	0.0%
		Total	\$114,241	\$168,025	\$186,918	\$172,423	\$4,398	2.6%
		Election & Registration						
29	162	Personnel	\$23,250	\$20,425	\$27,425	\$27,425	\$7,000	34.3%
30		Expenses	\$20,700	\$22,590	\$26,080	\$26,080	\$3,490	15.4%
		Total	\$43,950	\$43,015	\$53,505	\$53,505	\$10,490	24.4%
		CATV Oversight Committee						
31	166	Expenses	\$2,653	\$2,833	\$2,833	\$2,833	\$0	0.0%
		Total	\$2,653	\$2,833	\$2,833	\$2,833	\$0	0.0%
		Conservation Committee						
32	171	Personnel	\$68,368	\$76,908	\$58,076	\$57,788	(\$19,120)	-24.9%
33		Expenses	\$5,056	\$13,059	\$12,955	\$5,455	(\$7,604)	-58.2%
		Total	\$73,424	\$89,967	\$71,031	\$63,243	(\$26,724)	-29.7%
		Planning Board						
34	175	Personnel	\$193,328	\$195,049	\$249,957	\$147,243	(\$47,806)	-24.5%
35		Expenses	\$10,160	\$10,575	\$10,400	\$9,900	(\$675)	-6.4%
		Total	\$203,488	\$205,624	\$260,357	\$157,143	(\$48,481)	-23.6%
		Appeals Board						
36	176	Personnel	\$21,429	\$24,375	\$29,588	\$24,375	\$0	0.0%
37		Expenses	\$2,750	\$3,997	\$4,000	\$4,000	\$3	0.1%
		Total	\$24,179	\$28,372	\$33,588	\$28,375	\$3	0.0%
		Economic Development						
38	182	Expenses	\$9,882	\$12,300	\$12,300	\$12,300	\$0	0.0%
		Total	\$9,882	\$12,300	\$12,300	\$12,300	\$0	0.0%
		Farnumville Fire House						
39	191	Expenses	\$1,376	\$1,500	\$1,500	\$1,500	\$0	0.0%
		Total	\$1,376	\$1,500	\$1,500	\$1,500	\$0	0.0%
		South Grafton Community House						
40	192	Personnel	\$0	\$1,800	\$0	\$0	(\$1,800)	0.0%
41		Expenses	\$11,509	\$15,550	\$15,550	\$15,550	\$0	0.0%
		Total	\$11,509	\$17,350	\$15,550	\$15,550	(\$1,800)	-10.4%
		Municipal Center						
42	193	Personnel	\$151,385	\$141,217	\$138,934	\$138,934	(\$2,283)	-1.6%
43		Expenses	\$208,203	\$193,800	\$203,400	\$195,900	\$2,100	1.1%
		Total	\$359,588	\$335,017	\$342,334	\$334,834	(\$183)	-0.1%
		Unclassified Personnel						
44	195	Retirement & Pensions	\$1,678,129	\$1,878,900	\$1,991,634	\$2,074,425	\$195,525	10.4%
45		Medicare / FICA	\$469,933	\$475,000	\$475,000	\$475,000	\$0	0.0%
46		Group Life Insurance	\$5,528	\$7,000	\$7,000	\$7,000	\$0	0.0%
47		Group Health Insurance	\$4,589,401	\$4,722,684	\$5,100,500	\$4,788,524	\$65,840	1.4%
		Total Personnel Services	\$6,742,991	\$7,083,584	\$7,574,134	\$7,344,949	\$261,365	3.7%
		Unclassified Expenses						
48	195	Auditing Services	\$28,000	\$28,000	\$28,000	\$28,000	\$0	0.0%
49		Town Report	\$2,000	\$2,000	\$2,000	\$2,000	\$0	0.0%
51		GWD Hydrant Rental	\$66,300	\$67,000	\$67,000	\$67,000	\$0	0.0%
52		SGWD Hydrant Rental	\$21,000	\$21,000	\$22,000	\$22,000	\$1,000	4.8%
53		Memorial Day Expenses	\$3,996	\$4,000	\$4,000	\$4,000	\$0	0.0%
54		Historic District Commission	\$777	\$400	\$400	\$400	\$0	0.0%
55		Historical Commission	\$1,925	\$500	\$500	\$500	\$0	0.0%

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	#	Account Name	FY 2019 ACTUAL	FY 2020 BUDGET	FY2021 DEPT. REQUEST	FY2021 TOWN ADMIN	\$ CHANGE	% CHANGE
56		Town Insurance / Workers Comp	\$592,071	\$634,415	\$654,415	\$644,415	\$10,000	1.6%
57		Employee Assistance Program	\$0	\$600	\$600	\$600	\$0	0.0%
58		Medicaid Claim Processing	\$7,730	\$8,000	\$8,000	\$8,000	\$0	0.0%
		Total Expenses	\$723,799	\$765,915	\$786,915	\$776,915	\$11,000	1.4%
		Total Unclassified	\$7,466,790	\$7,849,499	\$8,361,049	\$8,121,864	\$272,365	3.5%
		Fuel						
59	196	Expenses	\$89,888	\$100,000	\$100,000	\$100,000	\$0	0.0%
		Total	\$89,888	\$100,000	\$100,000	\$100,000	\$0	0.0%
		Police Department						
60		Personnel	\$1,987,851	\$2,134,278	\$2,161,870	\$2,156,444	\$22,166	1.0%
61	210	Expenses	\$188,708	\$178,100	\$188,600	\$179,300	\$1,200	0.7%
62		Equipment	\$47,135	\$12,000	\$100,000	\$0	(\$12,000)	-100.0%
		Total	\$2,223,694	\$2,324,378	\$2,450,470	\$2,335,744	\$11,366	0.5%
		Fire Department						
63		Personnel	\$318,771	\$424,342	\$608,569	\$562,984	\$138,642	32.7%
64	220	Expenses	\$146,645	\$180,638	\$195,421	\$185,421	\$4,783	2.6%
65		Equipment	\$114,804	\$94,490	\$102,000	\$0	(\$94,490)	-100.0%
		Total	\$580,220	\$699,470	\$905,990	\$748,405	\$48,935	7.0%
		Building Inspector						
66	241	Personnel	\$159,486	\$176,093	\$178,115	\$174,642	(\$1,451)	-0.8%
67		Expenses	\$2,154	\$3,950	\$7,700	\$3,950	\$0	0.0%
		Total	\$161,640	\$180,043	\$185,815	\$178,592	(\$1,451)	-0.8%
		Gas Inspector						
68	242	Personnel	\$9,412	\$12,925	\$12,925	\$12,000	(\$925)	-7.2%
69		Expenses	\$1,670	\$915	\$1,815	\$1,815	\$900	98.4%
		Total	\$11,082	\$13,840	\$14,740	\$13,815	(\$25)	-0.2%
		Plumbing Inspector						
70	243	Personnel	\$9,150	\$14,065	\$14,065	\$12,900	(\$1,165)	-8.3%
71		Expenses	\$376	\$1,300	\$800	\$800	(\$500)	-38.5%
		Total	\$9,526	\$15,365	\$14,865	\$13,700	(\$1,665)	-10.8%
		Sealer of Weights & Measures						
72	244	Personnel	\$7,569	\$8,275	\$8,275	\$8,100	(\$175)	-2.1%
73		Expenses	\$142	\$700	\$1,478	\$1,478	\$778	111.1%
		Total	\$7,711	\$8,975	\$9,753	\$9,578	\$603	6.7%
		Wiring Inspector						
74	245	Personnel	\$14,205	\$13,735	\$13,735	\$13,735	\$0	0.0%
75		Expenses	\$1,376	\$1,300	\$1,800	\$1,800	\$500	38.5%
		Total	\$15,581	\$15,035	\$15,535	\$15,535	\$500	3.3%
		Emergency Management						
76	291	Personnel	\$1,400	\$1,400	\$1,400	\$1,400	\$0	0.0%
77		Expenses	\$6,388	\$6,750	\$6,750	\$6,750	\$0	0.0%
		Total	\$7,788	\$8,150	\$8,150	\$8,150	\$0	0.0%
		Animal Control						
78	292	Personnel	\$2,406	\$0	\$0	\$0	\$0	0.0%
79		Expenses	\$20,100	\$21,500	\$21,930	\$21,930	\$430	2%
		Total	\$22,506	\$21,500	\$21,930	\$21,930	\$430	2.0%
		Animal Inspector						
80	296	Personnel	\$2,900	\$2,900	\$2,900	\$2,900	\$0	0.0%
81		Expenses	\$0	\$0	\$0	\$0	\$0	N/A

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	#	Account Name	FY 2019 ACTUAL	FY 2020 BUDGET	FY2021 DEPT. REQUEST	FY2021 TOWN ADMIN	\$ CHANGE	% CHANGE
		Total	\$2,900	\$2,900	\$2,900	\$2,900	\$0	0.0%
		School Department						
82	300	Expenses	\$35,006,960	\$36,582,273	\$38,740,627	\$37,926,369	\$1,344,096	3.67%
		Total	\$35,006,960	\$36,582,273	\$38,740,627	\$37,926,369	\$1,344,096	3.67%
		Engineering Department						
83	410	Personnel	\$75,858	\$79,218	\$81,000	\$79,218	\$0	0.0%
84		Expenses	\$8,805	\$57,800	\$102,900	\$102,900	\$45,100	78.0%
		Total	\$84,663	\$137,018	\$183,900	\$182,118	\$45,100	32.9%
		Highway Department						
85	420	Personnel	\$716,456	\$748,168	\$780,718	\$776,571	\$28,403	3.8%
86		Expenses	\$413,241	\$467,200	\$467,500	\$310,000	(\$157,200)	-33.6%
		Total	\$1,129,697	\$1,215,368	\$1,248,218	\$1,086,571	(\$128,797)	-10.6%
		Sanitation						
87	421	Personnel	\$12,566	\$15,000	\$15,000	\$11,000	(\$4,000)	-26.7%
88		Expenses	\$793,020	\$935,518	\$971,878	\$971,878	\$36,360	3.9%
		Total	\$805,586	\$950,518	\$986,878	\$982,878	\$32,360	3.4%
		Snow & Ice Control						
89	423	Personnel	\$86,050	\$38,000	\$38,000	\$38,000	\$0	0.0%
90		Expenses	\$238,114	\$112,000	\$112,000	\$112,000	\$0	0.0%
		Total	\$324,164	\$150,000	\$150,000	\$150,000	\$0	0.0%
		Street Lighting						
91	424	Expenses	\$55,653	\$62,000	\$47,000	\$47,000	(\$15,000)	-24.2%
		Total	\$55,653	\$62,000	\$47,000	\$47,000	(\$15,000)	-24.2%
		Sewer Department (Funded from Sewer Use Receipts Reserved Account)						
92	440	Personnel	\$417,118	\$423,316	\$467,999	\$467,999	\$44,683	10.6%
93		Expenses	\$626,142	\$670,350	\$629,400	\$629,400	(\$40,950)	-6.1%
		Total	\$1,043,260	\$1,093,666	\$1,097,399	\$1,097,399	\$3,733	0.3%
		Cemetery and Parks						
94	491	Personnel	\$211,965	\$203,023	\$206,247	\$191,426	(\$11,597)	-5.7%
95		Expenses	\$75,614	\$74,670	\$77,050	\$74,550	(\$120)	-0.2%
		Total	\$287,579	\$277,693	\$283,297	\$265,976	(\$11,717)	-4.2%
		Health Department						
96	510	Personnel	\$52,242	\$53,785	\$55,192	\$55,192	\$1,407	2.6%
97		Expenses	\$99,360	\$114,582	\$107,631	\$107,631	(\$6,951)	-6.1%
		Total	\$151,602	\$168,367	\$162,823	\$162,823	(\$5,544)	-3.3%
		Council On Aging						
98	541	Personnel	\$178,692	\$203,309	\$210,863	\$205,509	\$2,200	1.1%
99		Expenses	\$15,351	\$19,150	\$19,150	\$19,150	\$0	0.0%
		Total	\$194,043	\$222,459	\$230,013	\$224,659	\$2,200	1.0%
		Together We Can						
100	542	Expenses	\$3,301	\$3,300	\$3,300	\$3,300	\$0	0.0%
		Total	\$3,301	\$3,300	\$3,300	\$3,300	\$0	0.0%
		Veterans Services						
101	543	Personnel	\$74,438	\$93,046	\$96,837	\$96,837	\$3,791	4.1%
102		Expenses	\$71,175	\$90,950	\$95,000	\$95,000	\$4,050	4.5%
		Total	\$145,613	\$183,996	\$191,837	\$191,837	\$7,841	4.3%
		Library						
103	610	Personnel	\$587,082	\$635,841	\$712,413	\$652,961	\$17,120	2.7%
104		Expenses	\$201,315	\$220,900	\$229,500	\$216,300	(\$4,600)	-2.1%

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105		Equipment	\$1,200	\$2,000	\$1,500	\$0	(\$2,000)	-100.0%
		Total	\$789,597	\$858,741	\$943,413	\$869,261	\$10,520	1.2%
		Recreation Commission						
106	630	Personnel	\$199,083	\$218,695	\$276,250	\$177,770	(\$40,925)	-18.7%
107		Expenses	\$36,796	\$39,400	\$39,445	\$112,795	\$73,395	186.3%
		Total	\$235,879	\$258,095	\$315,695	\$290,565	\$32,470	12.6%
		Nelson Library & Park						
108	650	Personnel	\$13,242	\$17,000	\$17,000	\$0	(\$17,000)	-100.0%
109		Expenses	\$10,857	\$12,850	\$12,850	\$4,850	(\$8,000)	-62.3%
110		Equipment	\$7,900	\$0	\$0	\$0	\$0	N/A
		Total	\$31,999	\$29,850	\$29,850	\$4,850	(\$25,000)	-83.8%
		Retirement of Debt						
111	710	Expenses	\$2,916,965	\$3,841,292	\$4,173,964	\$4,173,964	\$332,672	8.7%
		Total	\$2,916,965	\$3,841,292	\$4,173,964	\$4,173,964	\$332,672	8.7%
		Debt Interest						
112	750	Expenses	\$1,626,331	\$2,323,473	\$2,457,510	\$2,457,510	\$134,037	5.8%
		Total	\$1,626,331	\$2,323,473	\$2,457,510	\$2,457,510	\$134,037	5.8%
		Non-Appropriated Expenses						
113		Expenses	\$3,489,996	\$3,251,640	\$3,542,657	\$3,571,887	\$320,247	9.8%
		Total	\$3,489,996	\$3,251,640	\$3,542,657	\$3,571,887	\$320,247	9.8%
		TOTAL	\$61,174,460	\$65,250,615	\$69,440,843	\$67,618,144	\$2,367,529	3.6%

INTRODUCTION

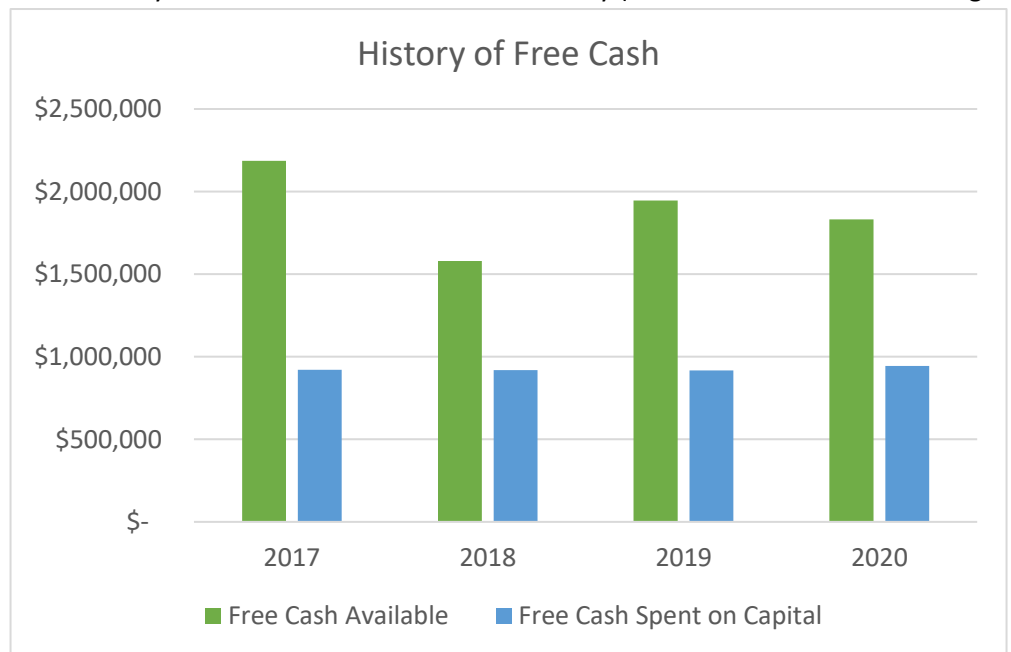
The Town of Grafton’s \$1,125,470 FY2021 capital plan will make much needed investments in Grafton’s infrastructure, including town and school facilities, technology, and vehicles. The FY2021 plan represents an increase from the FY2020 approved capital plan, largely due to a grant award for an item on the towns FY2020 capital list. The FY2021 plan is derived largely from the 5-year capital plan established by the Town Administrator’s Office after several retreats with department heads to discuss needed improvements to infrastructure and equipment over the next 5 years, and available at the end of this FY21 Capital Budget & Plan. Each year, this plan is tweaked and adjusted to meet the current needs of the community.

WHAT IS A CAPITAL PROJECT?

The Town of Grafton defines a capital project and/or improvement as a project that must involve a major non-recurring tangible asset which is/are purchased or undertaken at intervals of not less than five years, and has a useful life of at least five years, and cost over \$10,000. According to the Massachusetts Department of Revenue, the Capital Plan is a blueprint for planning a community’s capital expenditure and “one of the most important responsibilities of local government officials.” The benefits of addressing the needs over 5 years, rather than in isolation has many benefits. The impacts of the operating budget can be minimized through thoughtful debt management, which in Grafton, is established by the Board of Selectmen’s Debt Policy (found in the back of this budget document). Large scale projects can be phased over several years. Expensive mistakes due to lack of coordination – such as paving a street and then tearing it up to install a sewer line – can be avoided. The Town Administration with the Board of Selectmen upholds an internal fiscal policy of adding items to the capital list when they cost more than \$7,500 to maintain in any given operating year. It becomes a balance of knowing when to invest capital dollars in order to avoid costly maintenance bills on the operating side.

FUNDING SOURCES

The Town of Grafton is committed to using one-time dollars on onetime expenses. We strive to never use operating dollars on capital expenses. Therefore, the majority of our capital plan is funded through free cash. Other potential investment monies come from Chapter 90 funds, grants, and sometimes through debt exclusions in the tax levy. Grafton has maintained a healthy balance of free cash over the last 5 years. This has allowed the town to routinely invest in robust capital plans. We plan to continue this tradition of planning and investing in the future of Grafton.



FY2021 CAPITAL BUDGET & PLAN

FY2021 CAPITAL IMPROVEMENT PLAN

Per Section 6-7 of the Town Charter, I am pleased to submit my recommended FY21 capital plan for your review and consideration.

To be considered a capital project and/or improvement the project must involve a major non-recurring tangible asset which is/are purchased or undertaken at intervals of not less than five years, have a useful life of at least five years, and cost over \$10,000. The projects were selected after considering the relative need, impact, timing and cost of these expenditures and the effect each will have on the operating conditions and financial position of the town.

I recommend the items in the chart to the right be included in our Capital Article for May's Town Meeting.

This capital plan totals **\$1,125,470**, all of which is funded by Free Cash or retained earnings. The town received a grant from the state to purchase a DPW vehicle on the FY20 list. The funding allocated for that truck will go into this article in May, bringing the **actual total free cash spend in FY21 to \$943,470**. The remaining balance will be considered additional stabilization funds which will increase the Town's financial stability and improve our chances of receiving a favorable bond rating.

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Following this document is the Town of Grafton Capital Management Plan, which is a comprehensive 5-year capital plan that incorporates both Town and School needs. Additionally, the Capital Management Plan gives specifics on funding sources, historical funding of capital projects, as well as a mission statement to guide all stakeholders toward a common goal. This Capital Management Plan is a dynamic document that changes with the needs and financial condition of the town.

DEPT	PROJECT	COST	Funding Source
FIRE DEPARTMENT			
	Fire Pumper/Tanker Lease* - expires 8/1/2025	\$99,577	Free Cash
	Replace Engine 3 with Foam System* - expires 3/15/2026	\$103,280	Free Cash
	Replace M-2 AWD Utility Vehicle	\$100,000	Free Cash
POLICE DEPARTMENT			
	L Scan 500 Palm Print Livescan	\$17,000	Free Cash
PUBLIC WORKS			
	Vehicle 47 - 1 Ton Dump Truck currently 14 years old	\$75,000	Free Cash
	Replace Truck 44 – 5 Ton - currently 16 year old truck	\$250,000	Free Cash
	Replace Truck 28 Cemetery – 1-Ton dump with plow – 12 years old	75,000	Perpetual Care – Sale of Lots
SEWER			
	Replace F-250 with Plow	\$45,000	Retained Earnings
GENERAL GOVERNMENT			
	Phase I Part II - Electrical Upgrades to Municipal Center**	\$50,000	Free Cash
	Lease on Dell Server * - Expires 6/30/2022	\$10,800	Free Cash
	Replace Council on Aging Van – 2013 14-passenger van	\$62,000	Free Cash
SCHOOLS			
	Access Road Modifications GHS	\$50,000	Free Cash
	Tile Floor Replacement MSES	\$36,000	Free Cash
	Tile Floor Replacement NSES	\$35,000	Free Cash
	Renovate Tech Classroom GMS	\$40,000	Free Cash
	Classroom Carpet Replacement NSES	\$19,000	Free Cash
	Carpet Replacement MSES	\$58,000	Free Cash
	Carpet Replacement SGES	\$73,000	Free Cash
	Concrete Pad for lunches GMS	\$22,000	Free Cash
	Modify Guidance/Nurse GMS	\$22,000	Free Cash
TOTAL			\$1,125,470

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

INTRODUCTION

The Town of Grafton's Capital Management Plan is established by the Town Administrator's Office after several retreats with department heads to discuss needed improvements to infrastructure and equipment over the next 5 years. Each year, this plan is tweaked and adjusted to meet the current needs of the community. The rolling five-year plan considers the best information available. Should more funding become available or should resources become more limited, projects can be moved forward and backward in the plan. The requirements and process for developing the capital management plan are clearly laid out in the Town Charter Section 6-7 and are set forth in the charge for the Capital Improvement Planning Committee.

Town Charter Section 6-7: CAPITAL IMPROVEMENT PROGRAM

The Town Administrator shall submit a capital improvement program to the Select Board and the finance committee at least one hundred fifty (150) days before the start of each fiscal year. It shall be based on material prepared by the capital planning committee established by by-law, if any, including:

- (a) A clear and concise general summary of its contents;
- (b) A list of all capital improvements proposed to be undertaken during the next ensuing five years, with supporting information as to the need for each capital improvement
- (c) Cost estimates, methods of financing and recommended time schedules for each improvement; and,
- (d) The estimated annual cost of operating and maintaining each facility and piece of major equipment involved.

This information is to be annually revised by the town administrator with regard to the capital improvements still pending or in the process of being acquired, improved or constructed.

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Capital Improvement Planning Committee – Established and charged by the Select Board, July 24, 2012

MEMBERSHIP: 5 members

One Selectmen Member, One Finance Committee Member,
One Member of the School District, and Two Members-at-Large

TIMETABLE: To begin upon appointment for an indefinite term or until the Committee has met its charge and disbanded by the Select Board.

Section 1. The Select Board shall establish and appoint a committee to be known as the Capital Improvement Planning Committee, composed of 5 members including one member of the Select Board, one member of the Finance Committee, one member from the School District, and the Town Administrator. Members-At-Large should be considered based on knowledge of construction and public works finance.

Section 2. The Committee shall study proposed capital projects and improvements as recommended by the Town Administrator, involving non-debt excluded, major non-recurring tangible assets and projects which:

- 1) Are purchased or undertaken at intervals of not less than five years;
- 2) Have a useful life of at least five years; and
- 3) Cost at least \$10,000.

The Committee shall consider the relative need, impact, timing, and cost of these expenditures and the effect each will have on the financial position of the Town.

Section 3. The Committee shall prepare an annual report recommending a Capital Improvement Budget for the next fiscal year, and a Capital Improvement Program including recommended capital improvements for the following five fiscal years. The report shall be submitted to the Select Board for its consideration and approval. The Board through the Town Administrator shall submit its approved Capital Budget to the Annual Town Meeting for adoption by the Town.

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

CAPITAL PROGRAM MISSION STATEMENT

The tangible assets of the Town, in the form of public buildings, facilities, and infrastructure, rolling stock and machinery, and equipment including technology are central to efficient operations and the services provided to residents. When well-maintained and enhanced, they add to the quality of life in Town. Consequently, a program that tracks the condition and functionality of these assets, invests to enhance their value and lifespan, and that advocates new expenditures as need arises is an important ongoing responsibility of any Town government.

A capital program must remain consistent from year to year to establish stability and continuity in government; provide a basis for sound and prudent finance related decision-making; consider the future impact of present decisions; protect the town's bond rating and in turn reduce borrowing costs and taxpayer burden. A commitment to such a program will then build public confidence that tax dollars are spent wisely and responsibly. The policies and procedures that follow are intended to support and work in tandem with the Town Charter Section 6-7.

WHAT IS A CAPITAL PROJECT?

The Town of Grafton defines a capital project and/or improvement as a project that must involve a major non-recurring tangible asset which is/are purchased or undertaken at intervals of not less than five years, and has a useful life of at least five years, and cost over \$10,000. According to the Massachusetts Department of Revenue, the Capital Plan is a blueprint for planning a community's capital expenditure and "one of the most important responsibilities of local government officials." The benefits of addressing the needs over 5 years, rather than in isolation has many benefits. The impacts of the operating budget can be minimized through thoughtful debt management, which in Grafton, is established by the Select Board's Debt Policy (found in the back of this budget document). Large scale projects can be phased over several years. Expensive mistakes due to lack of coordination – such as paving a street and then tearing it up to install a sewer line – can be avoided. The Town Administration with the Select Board upholds an internal fiscal policy of adding items to the capital list when they cost more than \$7,500 to maintain in any given operating year. It becomes a balance of knowing when to invest capital dollars to avoid costly maintenance bills on the operating side.

The fiscal year capital plan should be prepared alongside the fiscal year operating budget. The Town Administrator shall, in accordance with the Grafton Charter Section 6-7; submit a capital improvement program to the Select Board and the finance committee at least one hundred fifty (150) days before the start of each fiscal year. It shall be based on material prepared by the capital planning committee established by by-law, if any.

The funding approach for Capital Improvement Projects shall be "raise and appropriate" or free cash. "Raise and appropriate" simply means that the town will raise, within the levy, general tax dollars to pay for capital investment costs. Where possible, the town will seek to use this method. Free Cash will be used as the primary source of funding for capital projects. The use of Free Cash for capital projects should always be considered and approved by the Select Board. This method of funding in no way precludes the Town from drawing on other resources for capital expenditures.

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

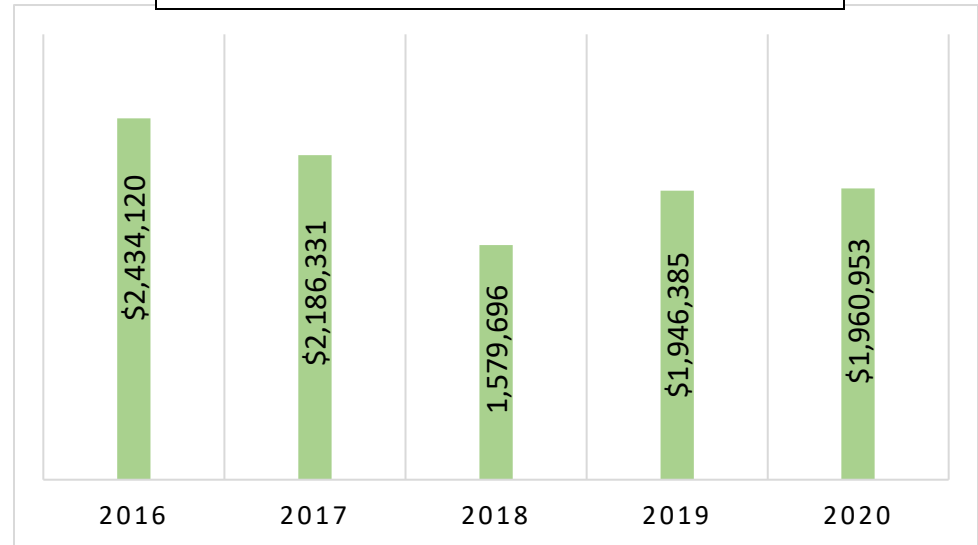
Calendar for Preparation of the Yearly Capital Budget:

- a. Municipal Capital Summit – August
- b. Distribution of Capital Request Forms – September/October
- c. Capital Requests Due to Town Administrator’s Office – October/November
- d. Review of requests with departments – November/December
- e. Submission of Capital Memo – January
- f. Capital and Operating Budget Presentation to Selectmen – February
- g. Finance Committee Hearings and Recommendations – April
- h. Approval of Warrant Articles by Select Board – April/May
- i. May Annual Town Meeting – Approval of Fiscal Year Budget and Capital Plan

POTENTIAL FUNDING SOURCES

The Town of Grafton is committed to using one-time dollars on one-time expenses. We strive to never use operating dollars on capital expenses. Therefore, the majority of our capital plan is funded through free cash. Other potential investment monies come from Chapter 90 funds, grants, and sometimes through debt exclusions in the tax levy. Grafton has maintained a healthy balance of free cash over the last 5 years. This has allowed the town to routinely invest in robust capital plans. We plan to continue this tradition of planning and investing in the future of Grafton.

HISTORY OF CERTIFIED FREE CASH



TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

To ensure that capital projects and other expenditures are funded without financially overextending the Town through excessive borrowing, the Select Board have practiced following the Massachusetts Department of Revenue guidelines:

1. Determine that debt can be incurred without jeopardizing the Town's credit rating and causing financial hardship;
2. Incorporate affordability guidelines for expenditures;
3. Include Review of the Capital Budget Plan; and
4. Indicate appropriate uses for, and acceptable amounts of debt.

Other important Statutory Limits that restrict debt:

Levy Ceiling

Massachusetts General Laws, Chapter 59, Section 21C caps the amount of property taxes a community can levy each year. A community cannot levy in excess of 2.5% of the total full and fair cash value of all taxable real and personal property. The levy ceiling without debt exclusions is \$25 per \$1,000 assessed value. The levy ceiling is important as it relates to the Town's ability to raise enough taxes to finance the annual budget, including debt services.

Debt Limit

The maximum amount of debt a municipality may incur is defined in Massachusetts General Laws, Chapter 44, Section 10. For towns, the debt limit is set at 5% of the town's equalized valuation (EQV). Statutory provisions exist to petition the State to increase this level to 10% if need be.

Debt incurred by a regional school district is not considered when tallying an individual town's debt relative to its statutory debt limit. Planners however, should be cognizant of regional school debt assessment when evaluating debt burden and budget growth.

The Town will endeavor to manage total issued and authorized debt so as not to exceed 4% of the Town's equalized valuation (EQV). We will explore both of these limits below in *"Potential Funding Sources"*. Currently, Grafton's authorized debt is at 2.3% of the total EQV. That number is expected to increase in the upcoming fiscal year with the borrowings for the Library and DPW renovation projects.

General Fund Revenue

Capital expenses can be appropriated from the same pool of operating cash that finances the town budget. This general fund is comprised of several different revenue streams, most notably: Tax Levy, Local Aid, Local Receipts, and "Other Revenue". Often, when general fund revenues are utilized for capital expenses, words like "taxation" or "raise and appropriate" will be used to describe the funding source. When operating funds are used for capital expenses, it is important not to include those items in the line item budget, but rather, place them in separate articles. General fund operating funds close out at the end of the fiscal year to fund balance and then become Free Cash. Capital items are typically one-time expenses and often require more than one fiscal year to complete. Having those funds roll year to year is critical for project success.

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Free Cash

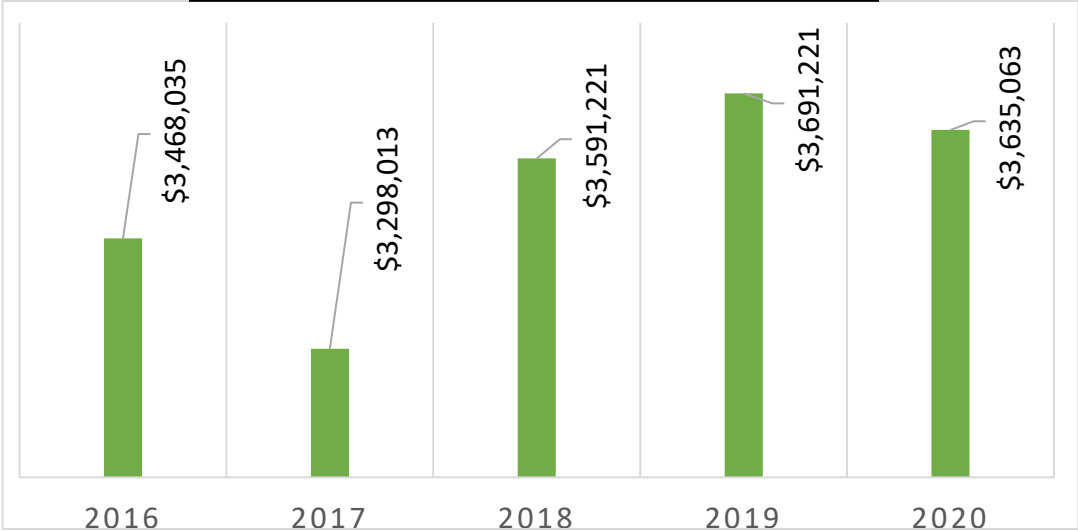
Free cash refers to the Town’s remaining year-end general fund balance which is determined to be unreserved, undesignated, and not offset by deficits. Typically, free cash consists of year-end revenues in excess of projections, and unexpended departmental appropriations as of June 30. Free cash must be certified by the Massachusetts Department of Revenue prior to being appropriated for use. The Town Accountant must submit a prior-year balance sheet to the Division of Local Services and the Director of Accounts certifies the free cash. The DLS certification process protects communities from relying on free cash that might not materialize due to inaccurate local estimates.

Historically, Grafton has always maintained a balance of \$1,000,000 in Free Cash after the development of the fiscal year capital plan. This base of free cash is to be used for unforeseen expenses, like a stabilization account.

General Stabilization Fund

The Town maintains a Stabilization Account, or “savings” account as authorized by MGL Chapter 40, Sec. 5b. Money is appropriated into the fund, typically from free cash or the tax levy, and can be subsequently appropriated out to finance any lawful purpose. Monies accumulated in a stabilization fund carry over from one fiscal year to another, and interest remains with that fund. Appropriating funds to the Stabilization Account requires a simple majority Town Meeting vote. However, the law requires a two-thirds Town Meeting vote to approve spending from the Stabilization Account. Stabilization is regarded as a onetime, non-recurring revenue sources and as a result, is not intended to support town operations. Stabilization Funds can be created for one or more different purposes. The fund can be created for any broad lawful spending category or can be created for a specific purpose or project. The legislative body can vote to change the purpose of a stabilization fund later by a two-thirds vote.

HISTORY OF GENERAL STABILIZATION



Stabilization Fund Overrides

Voters can approve a Proposition 2 ½ levy limit override ballot question for the purpose of funding any of the stabilization funds it establishes. The Town of Grafton did this in 2014 when it asked voters to approve a \$1.5 million Roads Stabilization Fund. This additional levy capacity is earmarked for the same Roads Stabilization fund in subsequent years. The Select Board has the option under MGL Ch. 59, Sec. 21C(g) to raise and appropriate 2.5% over the previous year’s appropriation under Proposition 2 ½. The Grafton Select Board have elected not to raise the

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

additional 2.5% over the initial appropriation. The Road Stabilization Funds are earmarked specifically for roads projects, to be used in accordance with the rules and regulations governing the use of Chapter 90 funds.

Chapter 90 Funds

Chapter 90 is a form of state funding for towns and cities for road improvements and related work to be used on a reimbursement basis. The State of Massachusetts Chapter 90 Funding Guidelines include projects such as: preliminary engineering, right-of-way acquisition, shoulders, landscaping and tree planting, roadside drainage, structures (bridges, sidewalks, traffic controls), streetlighting (non-operational costs), and other related purposes authorized by the Department of Transportation.

The formula for Chapter 90 funding is based on lane miles maintained by that city or town, population, and employment. Distributions are subject to the authorization and issuance of State Transportation bonds. The Town of Grafton maintains approximately 110 lane miles of road. In FY19, the Chapter 90 distribution to the town was approximately \$500,000.

Borrowing within the Town Levy

The Town has the option to borrowing through notes, bonds or a combination of both to fund projects or purchases. Borrowing within the levy is what would be characterized as “non-excluded” debt, or debt that is paid for by General Fund revenue inside the operating budget and does not require additional tax revenue to be levied to pay for such debt. Currently, the Town of Grafton has one project funded through this method, which is the Honeywell Energy Project. When conceptualizing funding mechanisms for this project, the Town concluded, with the approval of 2/3 of Town Meeting, that funds borrowed for the upgrade could be paid for by general fund dollars due to the reduction in energy costs that would result.

Debt Exclusion

A debt exclusion is a means to raise tax revenue beyond Proposition 2 ½ to pay debt service on a borrowing for a capital project. This increase is raised for a temporary period, to pay off the debt associated with that specific project. Increases to the tax levy for a debt exclusion do not increase the levy limit or become part of the base for calculating future years’ levy limits. The state does not limit the number or dollar amount of exclusions for towns and cities. A Debt Exclusion is always associated with a borrowing authorization article and requires a two-thirds vote of Town Meeting and a town wide ballot vote by a majority.

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Capital Outlay Exclusion

If funds are not available from other sources, the town may raise, in one year, all the property tax needed to cover the cost of a purchase through a Capital Outlay Exclusion. The Town benefits by avoiding issuance costs and interest expense associated with a borrowing. Capital Outlay Exclusions requires a two-thirds vote of Town Meeting and a town wide ballot vote by a majority. This additional taxing authority is available for just the one fiscal year specified in the question proposed to voters. A separate question may be presented for each budgeted project, or multiple projects may be included within a single question.

Override

An override allows for a permanent increase in property taxes to fund operations. This increases the levy limit and becomes part of the base for calculating future years' levy limits. The result is a permanent increase in taxing authority, which sets it uniquely apart from exclusions. Most often, overrides are utilized to provide funding for expenses likely to recur into the future. While it can be used for any purpose, including debt or allocation to stabilization accounts, it is most often used for operational expenditures. The Town of Grafton approved a \$2 million override for the School Department in 2014. This was done in concert with the \$1.5 million stabilization override for the Roads Stabilization Account for a total of \$3.5 million override in 2014. The only limitation on the amount of the override is that the new levy limit, including the override, cannot exceed the overall Proposition 2 ½ levy ceiling of 2 ½ percent of the full and fair cash value of the town or city.

Excess Levy Capacity

The state law known as Proposition 2 ½ places limits on the maximum amount of total tax revenue a town can collect from property owners. That "limit" automatically increases each fiscal year. When a community sets its levy below the limit, the difference between the levy and the levy limit is commonly referred to as excess levy capacity. Excess levy capacity reflects efforts to slow property tax increase but is also a reserve and a revenue source. All or a portion of whatever amount the town chooses not to raise in one year is roughly equivalent to additional tax revenue that can be captured in a subsequent year. The use of excess levy capacity is implicitly approved by Town Meeting when it votes on the annual operating budget.

There are two common misconceptions regarding excess levy capacity that should be addressed. The first misconception is that if a town has excess levy capacity in one year, then its ability to levy up to its levy in succeeding years is negatively affected. This misconception is based on the fact that Proposition 2 ½ limits the amount a community can increase its property taxes from year to year. Many believe this means a town cannot raise its levy all the way up to the limit to use all its excess capacity in just one year. However, this is false. Proposition 2 ½ limits increases from year to year in the levy limit, not the levy itself. Before the tax rate is set, the full amount of the levy limit is always available regardless of how much of the limit the community has chosen to levy in prior years.

The second misconception is that a town can go back and "capture" excess levy capacity from a previous year. This is also not true. Once a town sets a tax rate for a given year, any revenues foregone because of excess levy capacity in that year are lost for that year. In the following year, the town may levy up to its new levy limit, regardless of its levy in the previous year.

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

HISTORY OF FUNDING SOURCES FOR THE TOWN OF GRAFTON

Levy Limits and Levy Capacity

Fiscal Year	Levy Limit w/o Debt & Capital	Maximum Levy Limit	Total Tax Levy	Excess Levy Capacity	Levy Ceiling	Override Capacity	Total Assessed Value	Tax Levy as % of Assessed Value
2012	26,540,332	30,038,923	30,023,901	15,022	53,120,843	26,580,511	2,124,833,737	1.41
2013	27,600,126	32,064,636	32,044,980	19,656	51,519,261	23,919,135	2,060,770,425	1.55
2014	28,728,435	32,664,103	32,652,066	12,037	53,492,900	24,764,465	2,139,715,998	1.53
2015	31,834,675	36,643,727	35,492,115	1,151,612	53,775,932	21,941,257	2,151,037,275	1.65
2016	33,054,015	37,763,602	36,724,455	1,039,147	54,812,621	21,758,606	2,192,504,829	1.67
2017	34,426,844	39,117,102	38,365,790	751,312	58,484,437	24,057,593	2,339,377,475	1.64
2018	36,005,923	40,674,343	40,359,490	314,853	60,819,003	24,813,080	2,432,760,118	1.66
2019	37,515,491	42,263,532	42,186,231	77,301	63,304,668	25,789,177	2,532,186,732	1.67
2020	39,346,671	45,003,603	44,891,761	111,842	68,017,820	28,671,149	2,720,712,791	1.65

Free Cash

Fiscal Year	Date Certified	Amount Certified
2010	01/28/2010	2,544,793
2011	04/28/2011	2,775,152
2012	12/09/2011	3,289,375
2013	09/27/2012	1,889,516
2014	09/12/2013	1,900,591
2015	10/07/2014	2,683,025
2016	09/29/2015	2,434,120
2017	10/17/2016	2,186,331
2018	11/10/2017	2,155,663
2019	10/12/2018	2,166,660
2020	9/26/2019	1,960,953

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Stabilization Fund

Fiscal Year	Stabilization Fund Balance	Operating Budget (Less Debt)	Stabilization Fund as % of Budget
2011	3,445,917	43,734,589	7.88%
2012	3,547,399	47,382,922	7.49%
2013	3,350,406	45,429,842	7.37%
2014	3,424,004	51,657,036	6.63%
2015	3,357,220	55,938,803	6.00%
2016	3,468,035	54,849,957	6.32%
2017	3,442,460	57,770,953	5.96%
2018	3,730,067	64,112,913	5.82%

Resources

All the numbers above have been certified by the Department of Revenue through a variety of sources. At the close of each fiscal year, the Town Accountant submits “Schedule A” which is a detailed accounting of all the funds from the previous fiscal year. Those numbers are then certified by the Department of Revenue and tracked by the Division of Local Services on their webpage. The state has created a “Municipal Finance Trend Dashboard” for each city and town in the Commonwealth. The dashboard includes six categories: Operating Position, Unfunded Liabilities, Property Taxes, General Fund Revenues and Expenditures, Demographics, and Debt. This is an excellent tool for both administrators and constituents to monitor the financial health of their town.

Anybody can view these dashboards at: <https://www.mass.gov/service-details/municipal-finance-trend-dashboard>

The Town of Grafton also utilizes a Visual Budget tool that allows residents and business owners to see where their tax dollars are spent relative to the budgets that are approved at Town Meeting.

Anyone can view and interact with the Grafton Visual Budget at: <http://grafton.visgov.com/>

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

2019 CAPITAL PLANNING SUMMIT

In August of 2019, the Town of Grafton embarked on a mission to develop a comprehensive capital plan. This kicked off with a Capital Planning Summit, inviting all town departments to submit projections for both capital and operational needs over the next 5 years. The purpose of this summit was to get department heads thinking about what they need to carry out their missions in future years. This information then gets utilized to development the Long-Range Capital Plan at the end of this document.

Capital Budget: All items your department needs to complete mission not already budgeted for.

*What are the costs of the capital items you've requested?
Both upfront costs and ongoing operating expenses.*

	FY2020
Capital Items:	
Estimated Cost of items:	
Cost to maintain Items (supply and expense):	
Cost to maintain items (personnel)	
TOTAL COST:	

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

ANNUAL BUDGET AND CAPITAL DIRECTIVE

Each year in the early Fall, the budget directive is sent out to all Department Heads to initiate the start of the budget season for that fiscal year. This includes the preparation for both the operating and capital budgets for all town departments.

FY21 Budget Directive



OFFICE OF THE
TOWN ADMINISTRATOR
30 Providence Road
Grafton, MA 01519
(508) 839-5335

Assistant Town Administrator: *Rebecca A. Meekins*
meekinsr@grafton-ma.gov
www.grafton-ma.gov

TO: Department Heads, Boards & Committees
DATE: September 10, 2019
RE: FY21 Budget Directive

It is time to start preparing your departmental requests for the FY21 Budget, as well as your capital requests for FY21. Please complete the Blank Capital Project Request Form (located here: [\\gthserver6\public\Budget\Blank Capital Project Request Form.pdf](#)) and after completing, please save documents here: [\\gthserver6\public\Budget\Completed Capital Request Forms](#). As always, we are trying to improve the budget document to provide as much information as possible to residents in the most comprehensive format. The goal of this budget is to provide transparency of governmental operations to our residents and the public.

As you know the budget document is a guiding tool for your departmental operations. Our goal is to have individual budgets describe the following:

- Statement of policy/Department description (what your office mission is)
- Information about the financial plan for the FY21 Budget (how will you spend the money allocated)
- Methodology for managing department budget during the year (what you do to manage cost)
- Departmental goals for the fiscal year
- Organizational Chart and Essential Functions (who works in the office and what is their role)

Please note that this information should change year to year (except for the department description, which may change if there is a staffing change/mission change). Please update with as much detail as possible.

We will need each of you to provide or do the following by November 1, 2019. All of the documents you need are on the Public Drive in the Budget Folder, which is available here: [\\gthserver6\public\Budget](#). When working on the Public Drive, here are a few instructions:

FY21 Budget Directive

- Only work in your section
- Save to server (Public Drive in the Budget Folder)
- Since this is a shared document please give it an extra few minutes when opening, loading, and saving.
- We recommend saving your request to a local folder for you to use as a reference.

Note: FY19 Actual column has been updated to reflect actual figures spent in FY19 and FY20 budget column has been updated to reflect the current fiscal year budget.

1. Calculate salaries using the personnel payroll sheets (located here: [\\gthserver6\public\Budget\Blank Personnel wages worksheet.xls](#)). These sheets are available on the public server. As usual, staff increases, including longevity, will be calculated by the department head and verified through HR. Once completed, please save your personnel payroll spreadsheet with your department's name in the title on the "Completed Payroll Spreadsheets" folder in the budget file on the Public Drive, located here: [\\gthserver6\public\Budget\Completed Payroll Worksheets](#).

Please calculate a percentage increase for non-union salaries if you have completed an evaluation for them. We will adjust Department Head salaries after the employee's performance evaluation. Union salaries are determined by the collective bargaining agreement. A copy of the GMEA pay schedule is also available on the public drive. In the event that we do not have an updated union contract, for union employees at the highest step, assume that they will receive the last percentage allowed under their contract and carry that number for FY21. Requests for additional staff will be considered on a case by case basis.

2. Update the "FY2021 Budget Document" file by reviewing and updating as necessary the Department Description, Budget Statement, Goals and Personnel Table. **You only need to make changes on the FY21 Budget Detail tab.** The budget document is located here: [\\gthserver6\public\Budget\FY21 Budget Document\2021 BUDGET DOCUMENT.xlsx](#)
3. Enter your budget request on the "FY21 Budget Detail" tab of the FY2021 Budget Document excel file. Funding requests must be tied to sound financial calculations. This will require Department Heads to provide narrative and calculations on how all line item requests were formulated. Please update the justification/explanation area that is located under each line item. Supplemental materials, when appropriate, should be scanned in .pdf format and emailed to us. During your budget proposal meeting, your budget will be compared, side by side, with your FY20 submittal. We expect that narrative, goals, and justifications for all requests will be updated.

When submitting your budgets please enter the numbers rounding up to the nearest dollar for each line item. Please see examples below:

- o Expense Line A you calculate to need \$497.25 – ENTER \$498

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Departmental Capital Expenditure Request Form

The long-range planning form offers staff an opportunity to look ahead and their capital needs. In each fiscal year, staff still must fill out a Capital Expenditure Request Form for that specific year. Barring unforeseen circumstances, their Capital Expenditure Request Form should line up with their long-range planning form for that fiscal year.

Capital Project/Purchase Request	
Dept Name:	Date Prepared:
Project/Equipment Name:	
Budget Fiscal Year requested:	
Description:	
Estimated Cost:	
Justification and Useful Life:	
Recommended Sources of Funding:	
Contact Person: Title/Position: Email:	Phone Number:

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

LONG RANGE CAPITAL IMPROVEMENT PLAN

The Government Finance Officers of America have a best practice surrounding Multi-Year Capital Planning. The Town of Grafton uses this best practice as a guide for a properly prepared capital plan. GFOA calls this plan “essential to the future financial health of an organization and continued delivery of services to citizens and businesses.” GFOA recommends that capital plans look at least 3 years into the future, preferably five or more. This long-range capital plan looks 5 years into Grafton’s future. A year by year analysis is completed with plots out specific capital projects and purchases. Estimated costs are assigned to each as is, to the extent possible, a funding source. Costs are estimates and are subject to change with each year’s update. It is understood that changing circumstances may compel department heads or others to add or omit projects or purchases from year-to-year. Priorities may also shift, as well as financing sources.

Capital Expenditure Projection Summary

Below is a cost breakdown of the projected expenditures for all town departments on capital needs for the next 5 years.

Department	FY2021	FY2022	FY2023	FY2024	FY2025
Fire Department	\$ 100,000	\$ 740,000			\$ 2,050,000
Highway Department	\$ 825,000	\$ 325,000	\$ 200,000	\$4,325,000	\$ 400,000
Police Department	\$ 20,000	\$ 30,000	\$ 20,000	\$ 22,000	\$ 135,000
Sewer	\$ 45,000			\$ 48,000	
School Department	\$ 1,706,521	\$ 2,067,022	\$2,867,023	\$ 889,024	
Senior Center	\$ 62,000			\$ 43,000	
Parks & Recreation		\$ 75,000	\$ 40,000	\$ 50,000	
Library				\$ 14,000	
Municipal	\$ 170,000	\$ 105,000	\$ 150,000	\$ 160,000	\$ 350,000
Accounting		\$ 50,000			
Cemeteries	\$ 75,000				
Total	\$ 3,003,521	\$ 3,392,022	\$3,277,023	\$5,551,024	\$ 2,935,000

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Long Range Capital Plan Detail

Department and Description		Funding Source Options	2021	2022	2023	2024	2025
Fire Department							
	Replace M2: Engine M2 is a 1990 Ford Pumper used to fight brush fires. Engine 10 to be replaced by a 1-ton pickup similar to Forestry 2. Engine 10 was originally purchased as a forestry vehicle. Unfortunately, current vehicle is not AWD and is ineffective off road.	Capital Plan	\$100,000				
	Replace Engine 1 with a new custom pumper. Engine 1 is a 2000 American LaFrance Custom Pumper. Maintaining Engine 1 has been very costly over the last several years - in excess of \$50,000.	Capital Plan		\$740,000			
	Replace Tower 1 - Tower 1 is a 2001 Pierce 1995 midmount aerial tower. Replace with a 100' Aerial Tower. Tower 1 will be 23 years old at this time. Repairs have been costly and are expected to increase as the vehicle ages.	Capital Plan					\$2,050,000
Highway Department							
	Replace Truck 44	Capital Plan	162,500				
	Replace Truck 47	Capital Plan	162,500				
	Westboro Road Culvert	Chapter 90	500,000				
	Replace Truck 46	Capital Plan		162,500			
	Replace Truck 42	Capital Plan		162,500			
	Replace Loader 38 and add wing plow	Capital Plan			200,000		
	Replace Truck 44	Capital Plan				162,500	
	Replace Truck 34	Capital Plan				162,500	
	George Hill Road Reconstruction	Chapter 90 and/or Override				4,000,000	
	Replace Truck 23	Capital Plan					\$250,000
	Replace Trackless	Capital Plan					\$150,000

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Department and Description		Funding Source Options	2021	2022	2023	2024	2025
Police Department							
	Crossmatch I Scan 500 - Tenprint and Livescan - for use in fingerprinting prisoners and processing firearms license applicants. The current Livescan unit was purchased in 2004 and has already experiences issues that forced the unit to be taken offline and returned to manufacturer for repair. The unit works with a specialized laptop computer and has a useful life of about 5-7 years.	Capital Plan Criminal Justice Information Services Grant	20,000				
	Landscape Slope at Police Department - Originally built in 2006, the slope in front of the police station is made of grass starting at the concrete curb adjacent to the parking lot leading down to the swale and infiltration basins that manage water runoff during periods of heavy rain. Mowing this area is done by the public works personnel and poses a challenge to cut and maintain. Because of the slope, the grass must be cut using a grass trimmer. This process is slow, labor intensive and hazardous to work crews because of the steep grade and terrain. The department proposes to replace the grass with 4-6 inch rip-rap or other material that would require little maintenance and be more pleasing to citizens passing by this location. Low growing shrubbery such as blue rug junipers could also be utilized to cover the slope. Construction shall be accomplished so that the intended drainage capabilities will not be compromised.	Capital Plan		30,000			
	Replace PTZ Cameras at Station - PTZ cameras currently used around building were originally installed in 2006. The PTZ units in use are analog cameras and had to be adapted to the new digital recorder recently installed. The cameras are essential for building security including personnel safety as well as vehicle and equipment integrity.	Capital Plan MIIA Safety Grant Funding			20,000		
	Spacesaver Moveable File Storage - file storage shelving for department archives. Given the amount of file storage required for records access and equipment storage, Spacesaver movable shelving will provide the following benefits: greater space efficiency, accommodate growth effectively and allow for short-term or long-term expansion in existing spaces, customizable storage can be configured to fit storage needs including boxes with property and equipment as well as file folders, and increased storage security guarantees that only authorized personnel may open the aisles to access contents as per MPAC standards.	Capital Plan				10,000	
	12x24 Storage Shed for Police equipment	Capital Plan					\$12,000
	Radio Console for Dispatch	Capital Plan Criminal Justice Grant					\$135,000
Sewer							
	Replace Pickup with Plow	Sewer Retained Earnings	\$45,000				
	Replace Pickup with Plow	Sewer Retained Earnings				48,000	

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Department and Description		Funding Source Options	2021	2022	2023	2024	2025
School Department							
	Renovation of Teacher Lunchroom at GMS - Removal of cracked asbestos tiles and vct overlays, creation of mother room, added electrical for appliances and modify plumbing for addl sink.	Capital Plan	\$45,000				
	Carpet Replacement at SGES - Replace old carpet in 2 classrooms, office and hallways.	Capital Plan	\$70,000				
	Repave Playground Surface at SGES - Uneven due to years of weather and use - need improved ramp/walkway to playground structure for students with mobility issues	Capital Plan	\$130,000				
	Parking Lot Repair at NSES - reclaim and repave parking lot due to frost heave damage - approx. 5k sqft of asphalt.	Capital Plan	\$52,000				
	Repave Driveway NGES – Repave upper parking lot due to failed pavement. 2.5” base and 1.5” topcoat. Install new sidewalk from road to school	Capital Plan	\$44,000				
	Renovate guidance area and Nurse Room GMS - modify guidance and nursing area to accommodate 2 nursing offices. Replace carpeting in guidance area.	Capital Plan	\$22,000				
	Access Road Modifications - GHS.	Capital Plan	\$50,000				
	Tile Floor Replacement - MSES	Capital Plan	\$36,000				
	Tile Floor Replacement NSES	Capital Plan	\$35,000				
	Renovate Tech Classroom GMS	Capital Plan	\$40,000				
	Classroom Carpet Replacement NSES	Capital Plan	\$19,000				
	Carpet Replacement MSES	Capital Plan	\$58,000				
	Carpet Replacement SGES		\$73,000				
	Concrete Pad for Lunches GMS.	Capital Plan	\$22,000				
	Create Handicap/Visitor Parking at MSES - School not designed with handicap or visitor parking close to main entrance. This would add 4 handicap and 6 visitor spots.	Capital Plan	\$52,000				
	Expand Parking Lot at NGES – More parking required		\$325,000				
	Plumbing/HVAC Repairs throughout the district - replace failed plumbing in buildings.	Capital Plan	50,000				
	Auditorium Upgrades at GMS - Fund refurbishment of 736 original wooden auditorium seats with modernized cushioned seats.	Capital Plan	116,500				
	Hot Water Heater Replacement SGES - Replace 1976 water heater and storage tank.	Capital Plan	35,000				
	SGES Roof Replacement	Capital Plan	430,000				

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Department and Description		Funding Source Options	2021	2022	2023	2024	
School Department							
	Replacement Furniture - Many desks and chairs past their expected useful life. Average cost of \$200 per desk/chair set. Hope to replace 350 desks/chair sets.	Capital Plan		70,000			
	GHS Field House - create a proper storage area for athletic equipment that is centralized on the campus instead of a shared unit. Will include concession and bathrooms to accommodate large crowds at sporting events.	Capital Plan		260,000			
	HV Replacement at GMS - Units are 52 years old and parts are unavailable for the units. Units are inefficient and cause severe energy waste. 11 Units at approximately \$110k each.	Capital Plan		1,200,000			
	Replace Intercom System NSES - Intercom system no longer works	Capital Plan		65,000			
	Univent Replacement at SGES - replace univents that are 43 years old. Cost of maintenance increased. Honeywell computer program cannot manage older units.	Capital Plan		470,000			
	Districtwide Security - Install additional cameras. Focus to expand at GMS and door swipes at NGES.	Capital Plan			75,000		
	Turf Field #1 Replacement - life expectancy of 10 years	Capital Plan			700,000		
	Bleacher Replacement at GMS - recommended by insurance company for safety purposes	Capital Plan			240,000		
	Roof Replacement NSES - Replace all but section "D" of roof. Installation would have 30 year warranty.	Capital Plan			1,710,000		
	Replace Cafeteria Ceiling at SGES - Install drop ceiling. Ceiling s been damaged by multiple roof leaks. Will include lighting upgrade to LED	Capital Plan			27,000		
	Replace 1975 Walk in Fridge at SGES - Unit is not functioning properly	Capital Plan			65,000		
	Ceiling Repair SGES	Capital Plan			48,000		
	Districtwide Replacement furniture	Capital Plan				70,000	
	Plumbing/HVAC Repairs throughout the district - replace failed plumbing in buildings.	Capital Plan				50,000	
	Turf Field #2 Replacement - 10 year life expectancy	Capital Plan				700,000	
	SGES Handicap Ramp	Capital Plan				67,000	

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Department and Description		Funding Source Options	2021	2022	2023	2024	2025
Senior Center							
	New Senior Van - Will replace existing van. The current 2013 Senior Shuttle has 90,000 miles. An average of 16,000 miles a year is added to the vehicle. By FY 2021, there will be 122,000 miles on the vehicle. Our last van was replaced with 120,000 miles.	Capital Plan	\$62,000				
	Senior Mini Van - With an increase in ridership, and if the trend continues, the need for a 3rd Senior Center van might be necessary to meet the needs of the seniors and those disabled in Grafton. It would be ideal to purchase a mini-van which would be more cost effective when a wheel-chair lift is not necessary.	Capital Plan				\$43,000	
Parks & Recreation							
	Boathouse/Storage Building at Beach: The current building has many openings which allow animals to enter including mice, bees, etc. We have to call in specialists to remove infestations and staff has been exposed to unsafe environments. It gets extremely hot in the summer; it can be a very uncomfortable environment for staff and equipment to be in - staff does not have the ability to cool down on a break to maintain peak performance and patrons who may be experiencing a heat-related illness or other first aid needs don't have a private or cool area to recover. Very little winter storage can occur there which requires the moving back and forth of many items and finding storage for these items in the off-season which is of short supply.	Capital Plan CPC		\$40,000			
	Playground Equipment at Norcross Park - These parks are approaching or will be at the end of their lifespan. Some equipment has already showed signs of rust and worn off PVC which will deteriorate the equipment and become a safety concern. The goal is to slowly replace individual large structures on an annual basis before being confronted with an entire playground needing to be demolished and replaced. We are looking for these larger costs to be covered by capital money and will plan on replacing smaller pieces as needed with our revolving funds.	Capital Plan CPC Funds MOD/DCR Grant		\$35,000			
	Playground Equipment at Ferry Park	Capital Plan, CPC Funds MOD/DCR Grant			40,000		
	Playground equipment at Riverview Park	Capital Plan, CPC Funds MOD/DCR Grant				50,000	
Library	Replace Self-Check Workstations – Replace 2019 Models	Capital Plan/Long Range IT Plan				\$14,000	
Municipal							
	Server Lease – Dell Replacement Server	Capital Plan	\$10,800				
	Fire Alarm System for whole Municipal Center - the building should have an alarm system based on the square footage. In FY18, funds were allocated for a design. The system was designed. This funding is to do the install of the system.	Capital Plan MIIA Safety Grant	120,000				

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

Department and Description		Funding Options	2021	2022	2023	2024	2025
Municipal Center	Phase I Part II - 1st floor of Municipal Center- The electrical wires and panel in the Municipal Center are out of code and unsafe. This is the first phase of a 3 phase project to upgrade all the panels in the building. Phase I had to be broken into two years to accommodate the expense of the project. Phase I work will occur in FY21 unless other funding mechanisms present.	Capital Plan MIIA Safety Grant	50,000				
	Phase II Electric Upgrade - Change panel on 2nd floor of Municipal Center	Capital Plan MIIA Safety Grant		20,000			
	Phase III of Electric Upgrade - change panels in the Senior Center	Capital Plan MIIA Safety Grant		40,000			
	Service Counter – Building Department – in an effort to continue providing the highest level of customer service possible, requesting funds to modify the Building Department similarly to the Treasurer/Collector and Planning Offices to be ADA accessible and provide best service to residents and business owners.	Capital Plan		\$45,000			
	Repair Municipal Center Roof - Roof is past its useful life and maintenance and repair costs are increasing substantially.	Capital Plan MIIA Safety Grant			150,000		
	Renovate Municipal Center Bathrooms – bathrooms are not compliant with ADA code	Capital Plan MOD Grant				\$160,000	
	Repave Parking Lot at Municipal Center - to accommodate increases in visitors for Senior Center and to repair damaged areas due to weather.	Capital Plan					\$350,000
Town Clerk							
	Additional Voting Machines/Equipment - Voting hardware and poll pads for elections	Capital Plan	7,800				
	Voting Booths - current booths have reached their useful life expectancy and need to be replaced	Capital Plan		4,000			
Accounting Department							
	Upgrade Accounting Software (Softright) - Softright is currently doing upgrades to their platform and modules. Cities/towns will be eligible for this upgrade conversion in FY2020.	Capital Plan Long Range IT Account		\$50,000			
Cemeteries Department							
	Replace 1-Ton Dump Truck with Plow and Sander	Capital Plan Chapter 90	75,000				
TOTAL			\$3,009,300	\$3,394,000	\$3,275,000	\$5,501,000	\$2,935,000

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

PRIOR YEARS' CAPITAL APPROPRIATIONS

Department		FY16	FY17	FY18	FY19	FY20
Highway						
Sweeper Lease		33,175	33,175			
Brush Chipper #8		34,195				
Truck #1		39,500				
Replace Adams Barn Roof			23,000			
Replace 5-Ton Dump Truck			229,500			
Replace Fork Truck			35,000			
DPW Truck Fit for Snow Ops				33,175		
Replace Truck #26				71,000		
Replace 1 Ton F250 with Utility Body						\$65,000
Replace 22y/o 5-Ton Dump Truck						\$250,000
Grapple Rake						\$17,000
Fire						
Fire Rescue Lease		109,500	109,500	109,500		
Pumper/Tanker Lease					130,542	\$99,577
Replace Forestry 1					100,000	
Replace Car 1 - Ford Expedition					60,000	
Engine 3 with Foam Lease						\$128,000
2000ft of 5' Hose and 6 Hydra Assist Valves						\$26,245
Police						
Phone System Upgrade			22,000			
Radio			26,675			
Police Car			37,500			
4 Pole Mounted Radar Units				16,000		
2 Police Cruisers						\$85,000

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

<i>Cemetery & Parks</i>	FY16	FY17	FY18	FY19	FY20
Fountains at Lake Ripple	100,000				
Sports Topper Model BTD-10		11,875			
Garage Addition at Fairview		35,000			
Replace 2005 Chevrolet Pickup			40,000		
<i>General Government</i>					
Municipal Center Carpeting	6,200				
Municipal Center Fire Alarm Preliminary Study		25,000			
ADA Accessible Service Counters			44,500		
F-250 Pickup Truck with Plow				40,000	
Handicap Ramps				75,000	
Phase I Part I Electrical Upgrades Municipal Center					\$50,000
Lease on Dell Server					\$10,800
<i>Election & Registration</i>					
Voter Scanner System			42,000		
Poll Pads			13,725		
Codification Services for Bylaws				18,500	
<i>Library</i>					
Library RFID/Self Check Stations		38,000			
Column and Fire Escape Repair			10,000		
Self-Check Workstations			22,800		
<i>Recreation</i>					
Appliance Replacement at Beach				18,000	
Boathouse Roof Repair				23,000	
<i>Senior Center</i>					
Upgrades to Senior Center		23,000			

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

	FY16	FY17	FY18	FY19	FY20
School Department					
Sewer Line Catch Basin	66,800				
Sidewalk Repair	42,000				
North Grafton Cafeteria	65,000				
NGES Chimney Removal	18,000				
Oil Tank Removal	90,000	10,000			
Univent Lease	69,500	69,500	69,500	69,500	
MSS Roof Repair	400,000				
Plumbing Upgrades	50,000				
Pre-School Entryway		60,000			
1-Ton Dump Replacement		63,000			
Fridge Compressor Replacement		15,000			
2nd Grade Classroom NSES		17,500			
Grease Trap Replacement MSES		11,500			
Library A/C Repair at NSES		18,000			
Trace Wires SGES		30,000			
Computer Replacement District		200,000			
Classroom Furniture Replacement			60,000		
Building Security Districtwide			75,000		
Replace Floor Tiles MSES			27,000		
Carpet Replacement NGES			50,000		
Music Room Carpet Replacement			42,000		
Replace Failed Concrete GHS			65,000		
Replace Stair Tread			70,000		
Sidewalk Repair MSES			15,000		
Preschool Playground NGES			45,000		
Bathroom Upgrades NGES			45,000		
Stage at NSES Upgrades			35,000		
Life Skills Classroom GMS				48,000	
SpED Van				55,000	

TOWN OF GRAFTON CAPITAL MANAGEMENT PLAN

	FY16	FY17	FY18	FY19	FY20
Tech Hardware/Infrastructure				130,000	
Install/Repair Sidewalk SGES				24,000	
HVAC Repairs				56,000	
Add Security to Buildings					\$85,000
AC for Intensive Classroom SGES					\$16,000
Replace Roof Section at NSES					\$100,000
Replace Furniture					\$70,000

CONCLUSION

The Town of Grafton has always strived to adhere to sound financial policies and practices around capital planning and management. Grafton utilizes a long-range forecasting model over 5 years which assesses short and long term financial implications of proposed policies, programs and assumptions. The Town has also been using ICMA’s Financial Trend Monitoring System (FTMS) since 2012 to assess the financial health of the town based on the benchmarks that the International City/County Manager’s Association recommends. The Long-Range Plan, FTMS, and this Capital Management Plan are all a part of the Baker-Polito Administration’s Financial Management Best-Practices for the Community Compact, which will assist the town in applying for grants from the State in the future.

A comprehensive Capital Management Plan is another Financial Management best practice tool that the Town can use in assessing the needs of the town. This Capital Management Plan will be assessed and updated annually and should always be evolving to reflect the community’s needs and should fit within a financing plan that reflects Grafton’s ability to pay. This plan will be submitted as a part of the budget document in each fiscal year so that the Town can continue to offer clear and transparent communication of financial policies to residents and businesses.

We look forward to working with stakeholders, community members, and town departments to continue to improve and assess this plan as time progresses.