



**REPORT OF THE
JOINT CAPITAL PLANNING COMMITTEE (JCPC)
APRIL 2019**

Introduction

In accordance with the Amherst Home Rule Charter adopted in 2018:

Section 5.7 (b) Capital Improvement Program: The Town Manager, with the advice of a Joint Capital Planning Committee composed of, at a minimum, representatives from the Town Council, School Committee, and Library Trustees, shall create a capital improvement program, which shall include: (i) a clear summary of its contents; (ii) a list of all capital improvements proposed to be undertaken during the next 5 fiscal years with supporting data and rationale; (iii) cost estimates, method of financing, and recommended time schedules; and (iv) the estimated annual cost of operating and maintaining the facilities and/or equipment included. The above information shall be revised and extended each year.

The Fiscal Year 2020 is a transitional year with a budgeting process that began before the Council was inaugurated on December 2, 2018 and a JCPC that was operating under procedures and practices from its predecessor committee. The current JCPC consists of three members of the Council, two members of the School Committee, and two members of the Library Trustees. It was assisted by Sean Mangano, Capital Projects Manager and Director of Finance for the Amherst and Pelham public schools and the Amherst Pelham Regional School District; Sonia Aldrich, Comptroller; and Anthony Delaney, Procurement Officer.

Historically, capital requests came to JCPC exclusively from Town Departments as well as the Library and Amherst elementary schools. In 2018 JCPC created a citizen request process whereby citizens could directly submit requests for capital improvements. This process continues to be refined and improved. Additionally, the Community Preservation Act Committee (CPAC) presents its recommendations to the JCPC. CPAC is an independent committee established by state law and allocates tax revenue for specific purposes. CPAC recommendations are presented to JCPC as there is some overlap in their consideration of purchases, construction, and renovations pertaining to open space, recreation, housing, and historic preservation.

On November 6, 2018 the former Finance Committee issued Preliminary Budget Guidelines that recommended a capital budget equal to 9.5% of the tax levy in FY20 for a total of \$5,014,825 (an increase of 12.6% from the FY19 total). In addition to funding the purchase of new items, the capital budget includes debt service for capital projects that were purchased through borrowing. After subtracting the debt service costs projected for the year, the amount available for tax funded capital in FY20 is \$3,503,810.

The initial requests presented to the committee by Town Departments, schools, and the library totaled \$7,814,825.

Citizens submitted 8 proposals through the citizen request process. The total costs of these requests is unknown as the current process requires citizens to estimate the costs of their proposal and not all citizens have the expertise to include this information.

- Two requests were related to the North Amherst Library (the estimated cost of \$800,000 was included by the Library in their FY20 request to JCPC).
- One request was written in support of conducting a survey and assessment to develop a plan and determine a cost estimate for construction of a sidewalk on East Pleasant Street. (This request was previously submitted under the citizen request process and referred to TAC by JCPC in FY19, and has now been included in the FY 20 request by DPW.)
- A request was made to allocate funds to study possible expansion of the Crocker Farm School initial feasibility work should the Massachusetts School Building Authority accept Amherst's Statement of Interest. (The estimate provided was \$40,000.)
- A proposal was submitted to improve the clubhouse at Cherry Hill Golf Course. (The petitioner listed a cost of \$300,000 but indicated that a feasibility study with expertise should be conducted.)
- Three additional requests were related to roads and sidewalks. (Petitioners did not include an estimated cost for these proposals.)

At its meeting on March 28, the committee considered suggestions from the Town Manager and the Capital Projects Manager on how we might develop a capital budget recommendation for FY20. Mr. Bockelman requested that we consider increasing the allocation for paving and sidewalks to amounts similar to FY19 and again delaying some purchases, particularly vehicles. We asked whether there were risks to work productivity or maintenance costs if those replacement purchases were delayed. He said "no" and that he would use this opportunity to inventory all town owned vehicles and assess their status. We also asked whether he intends to update the 2015 assessment of town-owned buildings. He is aware of the need to do so. Mr. Mangano indicated that the schools are developing a plan to reduce some of the maintenance expenses requested for the Wildwood and Fort River Schools while not risking student and employee health and safety, or risking the ability to effectively use the buildings. This will enable a reduction in the school requests for facilities.

Because of difficulties with timing, the Community Preservation Act Committee (CPAC) was not able to present its recommendations to the JCPC until April 25. CPAC recommendations will not be included in this report but will be presented to the Council directly, which must vote to accept them.

Fiscal Year 20 Recommendation Summary

Funds for the Capital Improvement Program may come from many sources: property taxes, enterprise and other special purpose funds of the Town, grant funds from the federal and state government, debt exclusion overrides, and unexpended balances from previously authorized capital projects. The JCPC can also recommend borrowing on major purchases.

Consistent with the Preliminary Guidelines of the prior Finance Committee, the JCPC recommends that 9.5% of the tax levy in FY20, for a total of \$5,014,825, be allocated toward capital, which would move the Town closer to the longstanding goal of 10% of the levy for capital projects as stated in the Town's financial policies. We believe it is critical to continue to increase our spending to this level to keep up with the capital needs of the Town.

The total debt service is \$1,932,480, which includes current debt obligation of \$1,912,480 and proposed debt of \$20,000 for short-term interest costs. Included in these totals are CPA debt of \$421,465 and the Town's share of debt service on capital expenditures authorized by the Amherst-Pelham Regional School Committee of \$302,042.

The Joint Capital Planning Committee (JCPC) further recommends capital project funding for FY 20 totaling \$7,827,173. This includes \$1,632,825 for equipment, \$2,054,985 for buildings and \$2,206,883 for facilities. Funding sources for items, other than General Fund Revenue (9.5% of the tax levy), are color coded on the attached General Ten Year Plan. The Enterprise Funds contain their own capital appropriations and are not included in this report.

The JCPC also considered the resident requests reported above and makes the following recommendations:

- North Amherst Library - This would likely be funded with borrowing and could be moved from FY 22 to FY20 or FY 21 if the Town Manager concludes that there is an offer of donated funds that makes it advisable to do so.
- The East Pleasant sidewalk - This was included in the DPW request.
- Three remaining sidewalk and paving requests - These requests were referred to the Transportation Advisory Committee, Town Manager, and Superintendent of Public Works since the decision of what projects should proceed in FY20 is an executive decision, not a matter determined by the capital budget.
- Crocker Farm feasibility study. The suggested amount was \$40,000 but needs verification by Mr. Mangano. The JCPC recommends that the Manager consider this request and whether a study would expedite later work or enhance the possibility that the MSBA would invite us into the process this year.
- Cherry Hill Clubhouse. This was referred to the Town Manager and we suggested that he consult LSSE staff and the LSSE Commission to determine the need and the likely cost.

Capital Planning Issues

- The JCPC will have an additional meeting to consider recommendations for the process in future years, including the timeframe of JCPC process.
- The Council Finance Committee and the Council are considering what major capital building projects to pursue, how they will be funded, and the timing for them. The FY20 JCPC process coincided with the Finance Committee's early work on this Finance Committee effort. The funding for the major projects will have an impact on the town's capital budget and is a part of the overall capital plan. The JCPC looks forward to better coordination with the Finance Committee in the development of proposals for future capital plans.
- In the 2017 process to develop the FY18 capital plan, the JCPC made two recommendations that were implemented into the planning process: 1) moving to a 10 year capital plan from a 5 year plan; and 2) increasing the minimum expenditure for debt financing (borrowing) to \$100,000. The Committee made a third recommendation, to increase the threshold cost for capital projects from \$5,000 to \$10,000 to better reflect current cost realities. As noted, the JCPC may supplement its recommendations at an additional meeting.
- As noted in the previous section of this report, the JCPC did not meet with the Community Preservation Act Committee (CPAC) to coordinate the capital spending priorities, better align community capital spending, and create a comprehensive approach to capital planning and spending. This involves ongoing communication and coordination and we recommend a better effort for the FY21 process.

Short History of Capital Planning in Amherst

JCPC was organized in 1992 and incorporated into the former Town government Act, Section 5.2. As noted in the Introduction section of this report, it was maintained in the current Home Rule Charter. The committee is comprised of three representatives of the Council, two of whom are members of the Finance Committee, and two representatives each from the School Committee and Jones Library Board of Trustees.

As the Town began to recover from the fiscal crisis of the early 1990s, State Aid was reduced, property tax limits were imposed, and the Town used reserves and unexpended capital appropriations to balance operat-

ing budgets for three consecutive years. Capital needs were neglected during this time of economic difficulty, but through good capital planning the backlog in capital needs was reduced by the early 2000's. With the next economic recession which began in the fall of 2008, the Town once again faced significant reductions in State Aid and local tax revenues, but its well-developed approach to the capital planning process allowed the Town to not fall too far behind in maintaining our capital assets. This history demonstrates how careful planning and management with respect to capital needs over the last 25 years has allowed the Town to purchase equipment using regular replacement schedules and to make regular expenditures for the maintenance and upkeep of buildings and facilities.

Amherst, like many cities and towns, is often faced with the conflicting priorities of needing to meet increased operating expenses, provide for pensions and other post-employment benefits (OPEB), satisfy capital needs, and rebuild/maintain reserves. The Financial Management Policies and Objectives, adopted by the Finance Committee in January 2008 and reviewed by JCPC, acknowledge the need to adequately fund a multi-year capital plan to maintain infrastructure, replace worn equipment, and provide for other long-range capital projects.

What are Capital Improvements and Priorities?

The Town's Financial Management Policies & Objectives define a capital improvement as a tangible asset or project with an estimated useful life of five (5) years or more, and a cost of \$5,000 or more. As noted above, JCPC recommends this amount be raised to \$10,000. The Financial Management Policies provide that items properly classified as capital improvements are:

1. New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
2. Major alterations, renovations, or improvements to existing buildings that extend the useful life of the existing buildings by ten (10) years;
3. Land acquisitions and/or improvements, unrelated to a public building, but necessary for conservation or park and recreation purposes;
4. Major equipment acquisitions, replacements or refurbishments, including but not limited to vehicles, furnishings, and information technology systems hardware and software; or other items that combined in purpose together make it a Capital Project;
5. New construction or major improvements to Town's physical infrastructure, including streets, sidewalks, storm water drains, the water distribution system, and the sanitary sewer system. Infrastructure improvements must extend the useful life of the infrastructure by at least ten (10) years to be appropriately classified as a capital improvement;
6. A feasibility study, engineering design services, or consultant services which are ancillary to a future capital improvement project.

The Financial Management Policies then provides that capital needs are prioritized by considering, not in priority order:

1. Imminent threat to health and safety of citizens, employees or property (police cruisers and radios, self-contained breathing apparatus for firefighters, building repairs, improving accessibility for people with disabilities);
2. Maintenance and improvement of capital assets (major repairs of buildings, replacement of vehicles and equipment, park and play area renovations);
3. Requirement of state or federal law (e.g. asbestos cleanup program mandated by federal law, removal of fuel storage tanks);
4. Improvement of the infrastructure (streets and sidewalks, water and sewer programs);
5. Improvement/maintenance of productivity (equipment replacement, computer hardware/software);
6. Improvement of an overburdened situation;

7. Newly identified need;
8. Priority assigned by a Department (Very High, High, Medium, Low); and
9. Consistency with and in furtherance of long-term planning objectives of the Town (Master Plan, Climate Action Plan, Historic Preservation Plan, Disability Access Transition Plan, etc.).

The Recommended Capital Plan – A One-Year Budget, a Ten-Year Plan

The General Fund Ten Year Capital Plan for FY20-29 includes voted appropriations from FY19, a proposed budget for FY20, and a tentative projected plan of capital investment for the period FY21-29. Next year JCPC will again update the plan to balance projected expenditures with projected available revenues for subsequent years. The total capital budget in any fiscal year is comprised of direct cash expenditures for capital items, debt service (interest and principal) on all prior bonded expenditures, and debt service on newly authorized and un-issued bonds, if any. The plan is organized into three categories of projects: major equipment (vehicles, technology, etc.); building needs; and facility needs (road maintenance, parks, open space, etc.).

The Ten-Year plan includes amounts for major building projects. A major project plan has not yet been recommended by the Council Finance Committee and approved by the Council. However, a realistic ten-year plan must include tentative amounts for these significant projected expenses. For example, we expect that the Massachusetts Board of Library Commissioners (MBLC) will provide funding for part of the Jones Library renovations and addition. It is shown as a buildings project for FY22. The \$13,700,000 grant expected from MBLC is not included. MBLC expects that the Town will assure that the remaining \$21,900,000 will be available. The report lists that amount in two separate lines. It is likely that the town will need to provide \$15,900,000, possibly by a debt exclusion override. The library has indicated that the remaining \$6,000,000 will be provided by tax credits (\$3,100,000) and fund raising (\$2,900,000).

The new school is also shown for F22. The amount we would seek from the Massachusetts School Building authority is not included in the Ten-Year Capital Plan. The \$39,600,000 amount the town would need to provide, also by possible debt exclusion override, is included. Tentative amounts for the new DPW Facility and Fire Department Headquarters are shown as projected FY21 expenses. The amounts and timing for all projects will need revision after a major project plan is adopted.

Charter Section 5.7 specifies the following steps in the budget process after the JCPC submits these recommendations:

- (c) Submission: Not later than May 1, the Town Manager shall prepare and submit to the Town Council the capital inventory and the 5-year capital improvement program.
- (d) Public Forum: The Town Council shall make the proposed capital improvement program available to the public and shall hold at least one public forum on the capital improvement program.
- (e) Adoption: At any time after the public forum but before June 30, the Town Council shall adopt the capital improvements program, which may be amended, provided that each amendment shall be voted on separately and that an increase in the capital improvements program as submitted shall clearly identify the method of financing to accomplish the proposed increase.

The Council will also consider the recommendations developed by the Community Preservation Act (CPA) Committee for eligible community housing, open space, historic preservation, and recreation projects funded from the local voter-approved 3% property tax CPA surcharge and matching state funds. The CPA Committee spending recommendations are proposed by the CPA Committee and are described in their report for FY20.

Capital plans in previous years have used as much as 10% of the tax levy which is the target expressed in the Town's current Financial Management and Objectives. This year's capital budget is 9.5% of the tax levy. We recommend increasing the funding level for capital projects to 10% in subsequent years so we do not fall further behind in preserving and maintaining our capital assets as we take on major building projects.

JOINT CAPITAL PLANNING COMMITTEE

Tamson Ely, Library Trustees

Lynn Griesemer, Town Council Finance Committee

Mandi Jo Hanneke, Town Council

Alex Lefebvre, Library Trustees, Vice-Chair

Alison McDonald, School Committee

Eric Nakajima, School Committee

Andrew Steinberg, Town Council Finance Committee, Chair

Staff Liaisons:

Sean Mangano, Capital Projects Manager and Director of Finance for the Amherst and Pelham
public schools and the Amherst Pelham Regional School District

Sonia Aldrich, Comptroller

Anthony Delaney, Procurement Officer

Town of Amherst – Capital Requests Details

Equipment

Cost	Item and Description
\$151,425	Computer equipment
5yrs	Estimated useful life
\$0	Impact on operating budget
	Annual computer equipment replacement, including servers, PCs, printers, copiers, routers, switches, and other technology systems.
\$25,000	Document, Record and Image Scanning
10yrs	Estimated useful life
\$0	Impact on operating budget
	Continue to scan paper Planning and Zoning records currently in file cabinets in Town Hall. The digitized records would be stored on Town servers.
\$589,000	Fiber Optic I-Net (<i>Borrowing</i>)
30yrs	Estimated useful life
\$0	Impact on operating budget (no annual maintenance in FY 20)
	Installation of Town-owned fiber optic network to link roughly 50 locations, including Town, public safety, schools, libraries, and water and sewer locations. The Town will no longer be able to use Comcast's fiber after October 2019.
\$275,000	Information Systems – Other Departments
5-10yrs	Estimated useful life
\$26,000	Impact on operating budget (annual maintenance contracts)
	Meeting room AV upgrades, Microsoft Office licenses, inventory software and implementation, and a new base-map flyover for Amherst's Geographic Information System.
\$120,000	Police Vehicles
4yrs	Estimated useful life
\$0	Impact on operating budget
	Replace three APD cruisers as part of department's ongoing vehicle replacement program. The department currently utilizes 11 marked (black and white) and 3 unmarked (silver) police vehicles for routine patrol. Department protocol is to replace patrol vehicles after they reach approximately 100,000 miles and administrative vehicles after approximately 120,000 miles.
\$15,000	In Car Video Systems
5yrs	Estimated useful life
\$0	Impact on operating budget
	Audio and video recording equipment for all motor vehicle stops for two cruisers.
\$40,000	Personnel Portable Radios
10yrs	Estimated useful life
\$0	Impact on operating budget
	Replace the portable radios carried by each firefighter on the two front-line engines and rescue truck. New radios are public safety grade (P25) and can be connected to firefighter's breathing packs via Bluetooth, enabling them to talk more freely. Old radios would be redeployed to ambulance or support vehicles.

\$40,000	Protective Gear (<i>Repurposed Capital</i>)
5yrs	Estimated useful life
\$0	Impact on operating budget Annual replacement cycle of approximately twenty sets of helmets, coats, pants and boots per state and national standards, representing one-fifth of all gear for a five-year replacement cycle.
\$150,000	Dump/Sander Truck
15-20yrs	Estimated useful life
\$0	Impact on operating budget Replace a large sander/dump truck used in snow and ice control in the winter and a dump truck in the summer. Two of the current fleet of eight trucks did not pass inspection.
\$20,000	Dump/Sander Truck Equipment
10-15yrs	Estimated useful life
\$0	Impact on operating budget Adds snow equipment to the large sander trucks.
\$10,000	Furniture at Town Buildings
10yrs	Estimated useful life
\$0	Impact on operating budget Replace tables, chairs, and desks throughout buildings.
\$26,800	Library Information Technology Infrastructure Replacements
5yrs	Estimated useful life
\$0	Impact on operating budget Annual computer equipment replacement, including servers, PCs, printers, copiers, and other technology systems in the Jones and branch libraries.
\$20,000	Furniture at Amherst Schools
10yrs	Estimated useful life
\$0	Impact on operating budget Ongoing necessary replacement of elementary school furniture.
\$11,000	Copiers at Amherst Schools
5yrs	Estimated useful life
\$0	Impact on operating budget Replace one photocopier.
\$139,600	Computer Technology Schools
5yrs	Estimated useful life
\$0	Impact on operating budget Annual computer equipment replacement, including PCs, laptops, tablets, printers, monitors, servers, switches, and other related equipment throughout the elementary schools.

Buildings

Cost	Item and Description
\$100,000	Building Envelope Repairs
15yrs	Estimated useful life
\$0	Impact on operating budget Annual allocation to town building repairs, covering the costs of unexpected repairs to roofs, HVAC units, and other items that arise during the course of the year. Funds were added to cover items that were moved to out years during the review process, such as cabinetry replacement at the Police Building, senior center kitchen design, and HVAC equipment for schools. More funds became available when some of the debt service was pushed out another year, due to timing the Town Manager made the decision to increase this line.
\$17,985	Energy Conservation Projects
10yrs	Estimated useful life
\$0	Impact on operating budget (potential energy cost savings) Matching funds for Green Community Energy grants the Town will apply for. The Town's goal is to reduce or maintain zero growth in energy consumption.
\$10,000	Interior Maintenance at Bangs Center
15yrs	Estimated useful life
\$0	Impact on operating budget Ongoing necessary repair of interior finishes and features, including walls, ceilings, doors, stairwells and fixtures.
\$25,000	Heating System at North Amherst School
20yrs	Estimated useful life
\$0	Impact on operating budget (potential energy cost savings) Replace current heating system, now running at half capacity due to one of two furnaces being un-repairable.
\$10,000	Exterior Maintenance at Child Care Facility
10yrs	Estimated useful life
\$0	Impact on operating budget Address drainage issues, including roof, gutters, eaves, landscaping, drains and pavement.
\$12,000	Roof at South Amherst Campus
10yrs	Estimated useful life
\$0	Impact on operating budget Roof repairs as needed.
\$20,000	Roof Design and Repair at Police Station
20yrs	Estimated useful life
\$0	Impact on operating budget Design services for replacement of roof.

\$20,000	Security System at Public Works Facility
10-15yrs	Estimated useful life
\$0	Impact on operating budget
	Expand the current DPW card access security system to the Community Field comfort station. The system allow for tracking of who opens a facility, automatic locking and unlocking, and control of who has access.
\$25,000	Security Improvements at Elementary Schools
10yrs	Estimated useful life
\$0	Impact on operating budget
	Continuing improvements to school safety and security with locks, crash bars, and communications systems with Police and Fire.
\$210,000	Energy Management/HVAC Upgrade at Elementary Schools
10-25yrs	Estimated useful life
\$0	Impact on operating budget
	Rental of chiller unit for Fort River and Wildwood elementary schools and up-grades to buildings to accommodate these units, and replacement of failed HVAC equipment.
\$80,000	Electrical Systems at Elementary Schools
4yrs	Estimated useful life
\$0	Impact on operating budget
	TEGG inspection and generation of needed list of repairs, certification, and warranty of the schools' aging electrical services. Provider will monitor and repair certified equipment for three years.
\$10,000	Energy Management Upgrade at Elementary Schools
10yrs	Estimated useful life
\$0	Impact on operating budget
	Upgrades and improvement to the software used to control the environments at the elementary schools.
\$300,000	Interior Upgrades at Amherst Schools
10yrs	Estimated useful life
\$0	Impact on operating budget
	Ongoing repair of interior finishes and features including walls, floors, ceilings, doors, stairwells and fixtures. This also includes accessibility upgrades and the replacement of water fixtures.
\$20,000	Asbestos Management at Amherst Schools
20yrs	Estimated useful life
\$0	Impact on operating budget
	Abatement or encasement of existing asbestos within the schools.
\$40,000	Preliminary Feasibility Study at Crocker Farm Elementary School
5yrs	Estimated useful life
	Impact on operating budget
	Feasibility study of possible additions and modifications to Crocker Farm in light of possible District reconfigurations.

\$100,000	Roof at Crocker Farm Elementary School
15yrs	Estimated useful life
\$0	Impact on operating budget Replace approximately 40 aging, leaky skylights.
\$20,000	Unit Ventilators Replacement at Crocker Farm Elementary School
indefinite	Estimated useful life
\$0	Impact on operating budget Study and plan to replace unit ventilators at each school and determine optimal number of units to replace each year.
\$10,000	HVAC Equipment Replacement at Crocker Farm Elementary Schools
25yrs	Estimated useful life
\$0	Impact on operating budget Repair and replacement of failed HVAC equipment.
\$60,000	Exterior Doors at Fort River Elementary School
20yrs	Estimated useful life
\$0	Impact on operating budget Replace doors for better protection against weather and rodents, improving energy efficiency and security as well.
\$20,000	Unit Ventilators Replacement at Fort River Elementary School
indefinite	Estimated useful life
\$0	Impact on operating budget Study and plan to replace unit ventilators at each school and determine optimal number of units to replace each year.
\$25,000	Exterior Doors at Wildwood Elementary School
20yrs	Estimated useful life
\$0	Impact on operating budget Replace six sets of doors for better protection against weather and rodents, improving energy efficiency and security as well.
\$20,000	Unit Ventilators Replacement at Wildwood Elementary School
indefinite	Estimated useful life
\$0	Impact on operating budget Study and plan to replace unit ventilators at each school and determine optimal number of units to replace each year.
\$250,000	New Public Works Facility (<i>Borrowing</i>)
	Estimated useful life Impact on operating budget Design services for new DPW facility.
\$250,000	New Fire Headquarters (<i>Borrowing</i>)
	Estimated useful life Impact on operating budget Design services for new Fire headquarters.
\$400,000	New Elementary School (<i>Borrowing</i>)
	Estimated useful life Impact on operating budget Design services for new elementary school.

Facilities

Cost	Item and Description
\$40,000	North Amherst Village Center Planning
30yrs	Estimated useful life
\$0	Impact on operating budget
	Hire a planning consultant to conduct a community planning process focusing on the North Amherst Village Center and vicinity to provide guidance on zoning, preferred massing and architectural styles, and streetscape improvements.
\$10,000	School Zone Light & Pedestrian Safety Improvements
10-15yrs	Estimated useful life
\$0	Impact on operating budget
	To purchase a set of school zone lights or crosswalk flashing beacon lights.
\$10,000	Street & Traffic Lights
10-15yrs	Estimated useful life
\$0	Impact on operating budget
	Replacement of lamps as they fail throughout the year and to add new lights as approved.
\$200,000	Sidewalks
15-20yrs	Estimated useful life
\$0	Impact on operating budget
	Address backlog of sidewalk repairs and extensions to new areas.
\$841,883	Road Maintenance and Improvements (<i>Chapter 90</i>)
15-20yrs	Estimated useful life
\$0	Impact on operating budget
	This is the estimated amount of the annual Chapter 90 state road repair program monies that will be dedicated to repaving, based on projected grant funding by the state for local projects.
\$1,000,000	Paving and Road Repairs
15-20yrs	Estimated useful life
\$0	Impact on operating budget
	Roadway maintenance, including paving machines to supplement efforts of DPW equipment and labor for repairs to Amherst roads.
\$50,000	Transportation Plan
10-15yrs	Estimated useful life
\$0	Impact on operating budget
	Annual request to address issues and policy identified by the Transportation Advisory Committee. In FY 20, the DPW will look to survey East Pleasant St. in preparation for sidewalk improvements.
\$35,000	Trails, Bridges, Kiosks, and Parking Access
20yrs	Estimated useful life
\$0	Impact on operating budget
	Address a large backlog of capital projects at trails and conservation areas, including three large bridges spanning Hop and Amethyst Brooks and the Fort River. Additionally, improve trail heads with welcome kiosks, parking, and accessible trails.

\$20,000	Housing Production Plan (<i>Grant Funded</i>)
5yrs	Estimated useful life
\$0	Impact on operating budget
	Update the current Housing Production Plan with current demographic and socio-economic data integrated with housing statistics to continue addressing the Town's housing challenges. An updated Plan will guide the Affordable Housing Trust, Community Preservation Act Committee, and staff, as well as aid in future housing grant and program applications.