

## **Section 12:**

# **Capital Improvement Program**

## **I. Executive Summary**

Dear President & Members of the City Council:

I am pleased to submit herewith the proposed Fiscal Years 2017-2021 Capital Improvement Program (CIP). All projects listed under FY2017 have been, or are expected to be, funded during this current fiscal year. All projects listed under FY2018 through FY2021 will require funding through a combination of sources as noted on the project detail sheets. As you are aware, I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City. This has proved to be a useful tool for the City and is now an integral component of the City's long-range financial planning process.

The format and organization of the CIP is designed to include: 1) a description and justification of each project, 2) the year in which the project or acquisition is planned, and 3) the recommended financing mechanism. As you will see, the City seeks to fund more projects using available funds, such as Grants, Special Revenue Funds, Free Cash and Retained Earnings, rather than issuing debt.

### **Development of the CIP**

Prior to the implementation of the CIP, individual departments maintained their own capital budgets. This practice provided an inventory of capital needs for each department but did not engender a comprehensive and holistic approach to capital planning. Prior to FY2013, the City was not able to offer an adequate long-term funding program to address important City-wide infrastructure improvements, replace deteriorating equipment, and repair and renovate facilities.

Since FY2013, I have prioritized the continued development and refinement of a comprehensive capital improvement plan that incorporates the capital needs of all City Departments with a practical funding plan for each year of the program. Department Heads have worked with the Mayor's Office to identify and/or update their most important capital needs for FY2017 through FY2021. Significant time has been spent on developing a realistic funding schedule within the confines of the City's financial resources and aligned with the City's financial policies.

I have deliberately included fully funded projects and acquisitions during FY2017 in this CIP to reflect the progress that has been made during the current fiscal year. My hope is that the City Council will continue to recognize the value and importance of committing to funding planned projects and acquisitions on an annual basis, while also acknowledging that the City is faced with new and unexpected capital challenges every year. On the following page, is a list of capital projects funded or anticipated to be funded during FY2017 totaling \$13.1 million.

## FY2017 Capital Funding

CIP #	Department	Project	Amount	Funding Source
FD002	Fire	Replace/Update Radio Equipment	\$55,000	General Fund Free Cash
PD001	Police	Portable Radios	\$45,000	General Fund Free Cash
PD006	Police	Special Operations Vehicle	\$45,000	Police Operating Budget / Grant
IT001	Information Technology	IT Hardware	\$88,500	General Fund Free Cash
PK002	Parks	Bartlet Mall Frog Pond Restoration	\$29,500	Grant
PK004	Parks	Cushing Park Improvement Project	\$28,000	Grant
PK005	Parks	Joppa Park Improvement Project	\$45,000	Grant
PK006	Parks	Inn Street Site Amenities	\$30,000	Grant
PK007	Parks	Field Improvement- Construction Projects - Cherry Hill	\$27,100	General Fund Free Cash
PK008	Parks	Field Improvement- Construction Projects - Nock Diamond	\$100,000	Grant
PK009	Parks	Field Improvement- Construction Projects - Fuller Complex	\$1,098,000	Excluded Debt
PK010	Parks	Dump Truck	\$55,000	General Fund Free Cash
PL002	Planning & Development	Intermodal Structured Parking Facility	\$1,028,300	Parking Bond
SC002	Schools	Nock-Parking Lot Repairs and Repaving	\$300,000	General Fund Free Cash
SC006	Schools	Nock-Elevator Controls Modernization	\$140,000	General Fund Free Cash
SC008	Schools	Nock-Furniture Replacement	\$25,000	General Fund Free Cash
SC015	Schools	High School Fire Alarm Panel Replacement	\$60,000	General Fund Free Cash
SC025	Schools	Pickup Truck with Plow and Utility Body	\$50,521	School Operating Budget
YS001	Youth Services	Purchase of 21 Passenger Mini Bus	\$40,000	Recreational Services Revolving Fund
HW003	DPS - Highway	Drainage Improvement Projects Phase 1	\$400,000	General Fund Bond
HW016	DPS - Highway	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$85,000	General Fund Free Cash
HW020	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with Plow	\$43,000	General Fund Free Cash
HW023	DPS - Highway	Ground Keeper / Landscaping Equipment	\$25,000	Cemetery Receipts Reserved for Approp.
HW027	DPS - Highway	Roadway Paving Improvement	\$516,329	Chapter 90 Funds
HW028	DPS - Highway	Sidewalk Replacement and New Construction Program	\$340,740	General Fund Free Cash / Meals Tax
HW030	DPS - Highway	Purchase Multi-Purpose Tractor	\$35,000	General Fund Free Cash
SW001	DPS - Sewer	Graf Road Lift Station	\$5,800,000	Sewer Bond / MassWorks Grant
SW004	DPS - Sewer	West End Sewer Access Road (formerly West End Easement)	\$350,000	Sewer Retained Earnings
SW006	DPS - Sewer	I/I Sewer Replacement and Manhole Project	\$250,000	Inflow/Infiltration Receipts Reserved for Approp.
SW007	DPS - Sewer	Replacement of Pumps , Valves and Actuators	\$90,000	Sewer Retained Earnings / CIP Funds
SW009	DPS - Sewer	Meter Replacement Project (Water/Sewer)	\$200,000	Water & Sewer Retained Earnings
SW012	DPS - Sewer	Wastewater Treatment Facility Odor Control Improvements	\$1,223,000	Sewer Bond / Retained Earnings
WA001	DPS - Water	Water Main Replacement	\$325,000	Water Operating Budget / Retained Earnings
WA013	DPS - Water	WTP Sump Pump Repair	\$50,000	Water Retained Earnings
WA014	DPS - Water	Artichoke Pump Station Skylight/Roof Repairs	\$25,000	Water Retained Earnings
WA016	DPS - Water	Sludge Removal in the Lagoons	\$40,000	Water Retained Earnings
<b>Total</b>			<b>\$13,087,990</b>	

## Free Cash Policy

Working with our Finance Team, I have developed a Free Cash Policy that provides direction for how the City appropriates its Free Cash. In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30 close of the fiscal year, the City's Free Cash is certified by the State Department of Revenue (DOR) and available for appropriation. Free Cash must be certified by the DOR's Director of Accounts as of July 1, and cannot be appropriated until it is certified. Once certified, Free Cash can be appropriated up until the following June 30 by City Council for any legal spending purpose. Free Cash is the major source of funding for supplemental appropriations after the budget has been adopted and a tax rate has been set for the year. Maintaining a healthy Free Cash balance gives the City adequate flexibility to address the priority items in the CIP instead of continuing to defer our capital needs.

Free Cash is generated when actual operations of the fiscal year compare favorably with budgeted revenues and expenditures. It results when actual revenue collections exceed the estimates used for budgeting and actual expenditures and encumbrances (committed funds not yet expended) are less than appropriations. Free Cash is affected by uncollected property tax receivables, illegal deficits, overdrawn grant accounts and deficits in other funds (e.g., special revenue funds, agency funds).

According to the Financial Policies that were formally adopted in 2012, Free Cash balances should generally be used for non-recurring expenses. The Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures. To that end, the following are explicitly authorized uses of Free Cash under this policy:

- Limited Subsidy of the Operating Budget
- Capitalize the Stabilization Fund
- Capital Improvement Program
- Extraordinary Deficits & Emergency Appropriations

In keeping with the intent of this policy, an appropriate use of Free Cash is to fund capital projects that would have otherwise incurred borrowing costs associated with the issuance of debt. The financing of small capital projects or equipment is not considered a best practice for a community our size. Although perfectly legal, the City will continue to move away from incurring debt for vehicles and small equipment purchases and projects.

Bond rating agencies prefer to see cities using a pay-as-you-go approach for smaller capital projects. The one-time nature of Free Cash makes it an appropriate use for one-time capital expenditures. If, for some reason, sufficient Free Cash does not materialize in a given year, the City may borrow for capital projects, or delay them without causing immediate impacts to the operating budget and related services.

## CIP Assumptions

The FY2017-2021 CIP is based on the following budgetary assumptions. The City will:

- Continue to build cash reserves, setting a minimum threshold Free Cash balance of \$500,000 or 1% of the tax levy, whichever is greater;
- Continue to conservatively estimate New Growth;
- Not use funds from General Stabilization for ordinary capital improvements;

- Continue to actively pursue State and Federal funding opportunities and leverage an annual allotment of Community Preservation Act funds; and
- Continue to fund a grant writer to assist in securing outside funding to subsidize particular projects and infrastructure investments.

## **Overview of the CIP**

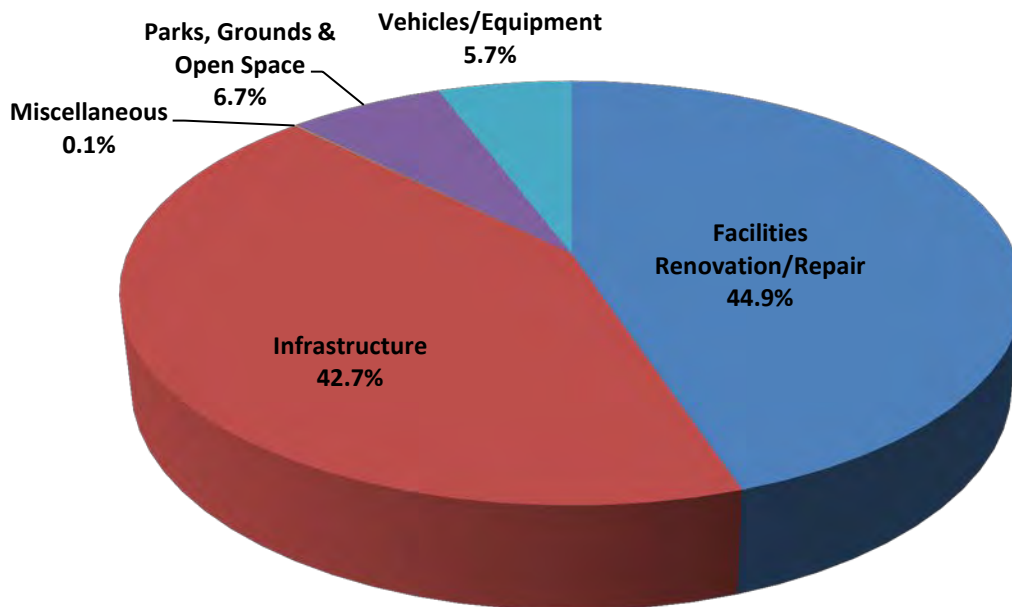
The CIP includes projects with a five year total estimated cost of \$72,726,484. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph on the page following illustrates that 44.9% of spending is for facilities renovation and repair. A significant portion of this spending is for the Parking Garage/Intermodal Facility Project, with an estimated project cost of \$12.6 million. Additional projects include the odor control improvements at the Wastewater Treatment Facility, as well as, renovations to the City's fire stations. The CIP also identifies and anticipates significant investment in existing City buildings, such as roof replacements, numerous updates to the High School and Nock/Molin School, carpet replacements, among others.

Investments in infrastructure represent 42.7% of the total spending included in the CIP. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City's water and sewer systems, roadways and sidewalks as part of the operating budget. In the past several years, sidewalk improvements have been a priority. The City has made historic investments in our sidewalks since we began earmarking 50% of meals tax revenue for their repair. The City will continue to invest a minimum of \$300,000 in sidewalks and \$500,000 in roadway improvements. Additionally, through existing enterprise funds, the City will continue to invest in infrastructure improvements, including \$8.0 million in water infrastructure improvements and \$10.3 million in sewer infrastructure projects over the next five years.

Another important area for the City is our parks, grounds, and open space, which comprises 6.7% of total spending in the CIP. A major investment in this capital improvement program is the completion of the Fuller Track Complex and Nock Diamond and multi-use playing fields. Additional important investments include the restoration of the Bartlett Mall Frog Pond, continued work on expanding and completing the City's rail trail and updates to the City's parks with the help of grants, such as those from the Gayden Morrill Foundation.

### Project Costs by Project Type



### **Funding the CIP**

The City remains committed to making annual capital investments through a diverse stream of funding sources. As such, the City has been able to maintain a strong financial position by leveraging State and Federal funds, grants, CPA funds, and strong Free Cash and Retained Earning balances to fund many capital improvements and purchases. This has limited the City's need to borrow to fund smaller capital improvements. The funding philosophy behind the CIP was to continue to fund and invest in capital without drastically increasing the debt burden. As recommended in the best practices report released by the Division of Local Services, the City will continue ensure sustainable funding for our Capital Improvement Program by way of establishing a minimum funding target of 8.0% of annual revenue. Over the past five years, the City has funded capital at 8.8% of annual revenue. This minimum ratio becomes an especially useful tool so that, as debt service from older capital projects rolls off, those funds will not be earmarked for other operating needs, but instead retained for future capital investments.

On the following page is a summary of anticipated project costs for fiscal years 2017 through 2021.

## Project Costs by Department

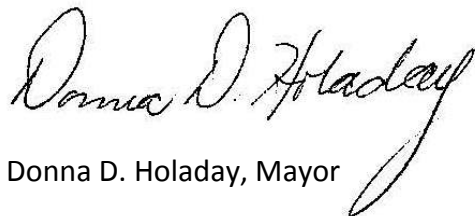
### Estimated Project Costs by Fiscal Year

Department	FY2017	FY2018	FY2019	FY2020	FY2021	Five-Year Total
Fire	55,000	105,000	4,440,000	5,055,000	2,575,000	12,230,000
Police	90,000	47,000	55,000	-	-	192,000
Information Technology	88,500	458,500	58,500	58,500	58,500	722,500
Library	-	30,800	28,600	-	-	59,400
Parks	1,412,600	1,211,493	1,120,000	20,000	-	3,764,093
Planning & Development	1,028,300	15,224,430	800,000	150,000	1,600,000	18,802,730
Schools	575,521	1,397,406	420,134	968,631	-	3,361,692
Youth Services	40,000	-	-	-	-	40,000
DPS - Highway	1,445,069	1,743,000	1,893,000	1,905,000	1,855,000	8,841,069
<b>Total General Fund</b>	<b>\$4,734,990</b>	<b>\$20,217,629</b>	<b>\$8,815,234</b>	<b>\$8,157,131</b>	<b>\$6,088,500</b>	<b>\$48,013,484</b>
DPS - Sewer	7,913,000	4,715,000	850,000	1,200,000	1,200,000	15,878,000
DPS - Water	440,000	1,085,000	2,560,000	2,375,000	2,375,000	8,835,000
<b>Total Enterprise Funds</b>	<b>\$8,353,000</b>	<b>\$5,800,000</b>	<b>\$3,410,000</b>	<b>\$3,575,000</b>	<b>\$3,575,000</b>	<b>\$24,713,000</b>
<b>Total Capital Improvements</b>	<b>\$13,087,990</b>	<b>\$26,017,629</b>	<b>\$12,225,234</b>	<b>\$11,732,131</b>	<b>\$9,663,500</b>	<b>\$72,726,484</b>

### Conclusion

I want to thank everyone who has helped to make this CIP not just a document, but a real plan. The City continues to make great strides towards improving its capital planning. The capital budget on the following pages highlights the City's ongoing responsibility to maintain its facilities, vehicles, equipment, and infrastructure, and to make the necessary capital investments to meet the needs of our community. Many projects continue to be deferred in order to keep the funding mechanisms realistic, but hopefully those can be included in the CIP in subsequent years. The CIP is a living document in the truest sense and will continue to be revaluated and updated on an annual basis as part of the budget process. The CIP will also continue to be included as an appendix to the annual operating budget and it is my intention to aggressively pursue funding for each year of the program.

Respectfully submitted,



Donna D. Holaday, Mayor

## II. FY 2017-2021 CIP Summary

CIP #	Department	Project Description	FY2017	FY2018	FY2019	FY2020	FY2021	Five-Year Total
FD001	Fire	Rechassis Forestry Pumper	\$0	\$50,000	\$0	\$0	\$0	\$50,000
FD002	Fire	Replace/Update Radio Equipment	\$55,000	\$55,000	\$55,000	\$55,000	\$0	\$220,000
FD004	Fire	Replacement Aerial Ladder Fire Truck	\$0	\$0	\$1,100,000	\$0	\$0	\$1,100,000
FD005	Fire	Type III Ambulance	\$0	\$0	\$185,000	\$0	\$0	\$185,000
FD006	Fire	Replacement of Fire Station # 2	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000
FD007	Fire	Architectural Study and Design for Fire Station	\$0	\$0	\$100,000	\$0	\$0	\$100,000
FD008	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$3,000,000	\$0	\$0	\$3,000,000
FD009	Fire	Plum Island Fire Station	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000
FD010	Fire	Renovation of Engine 3	\$0	\$0	\$0	\$0	\$75,000	\$75,000
	<b>Fire Total</b>		<b>\$55,000</b>	<b>\$105,000</b>	<b>\$4,440,000</b>	<b>\$5,055,000</b>	<b>\$2,575,000</b>	<b>\$12,230,000</b>
PD001	Police	Portable Radios	\$45,000	\$0	\$0	\$0	\$0	\$45,000
PD003	Police	Garage Doors	\$0	\$25,000	\$0	\$0	\$0	\$25,000
PD004	Police	Facility Weatherproofing	\$0	\$0	\$25,000	\$0	\$0	\$25,000
PD005	Police	Flooring Replacement	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PD006	Police	Special Operations Vehicle	\$45,000	\$0	\$0	\$0	\$0	\$45,000
PD007	Police	Locker Replacement	\$0	\$22,000	\$0	\$0	\$0	\$22,000
	<b>Police Total</b>		<b>\$90,000</b>	<b>\$47,000</b>	<b>\$55,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,000</b>
IT001	Information Technology	IT Hardware	\$88,500	\$58,500	\$58,500	\$58,500	\$58,500	\$322,500
IT002	Information Technology	Municipal Fiber Network	\$0	\$400,000	\$0	\$0	\$0	\$400,000
	<b>Information Technology Total</b>		<b>\$88,500</b>	<b>\$458,500</b>	<b>\$58,500</b>	<b>\$58,500</b>	<b>\$58,500</b>	<b>\$722,500</b>
LI001	Library	Carpet Replacement	\$0	\$30,800	\$28,600	\$0	\$0	\$59,400
	<b>Library Total</b>		<b>\$0</b>	<b>\$30,800</b>	<b>\$28,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,400</b>
PK002	Parks	Bartlet Mall Frog Pond Restoration	\$29,500	\$40,500	\$0	\$0	\$0	\$70,000
PK004	Parks	Cushing Park Improvement Project	\$28,000	\$70,000	\$100,000	\$0	\$0	\$198,000
PK005	Parks	Joppa Park Improvement Project	\$45,000	\$20,000	\$20,000	\$20,000	\$0	\$105,000
PK006	Parks	Inn Street Site Amenities	\$30,000	\$20,000	\$0	\$0	\$0	\$50,000
PK007	Parks	Field Improvement- Construction Projects - Cherry Hill	\$27,100	\$0	\$0	\$0	\$0	\$27,100
PK008	Parks	Field Improvement- Construction Projects - Nock Diamond	\$100,000	\$0	\$0	\$0	\$0	\$100,000
PK009	Parks	Field Improvement- Construction Projects - Fuller Complex	\$1,098,000	\$1,010,993	\$1,000,000	\$0	\$0	\$3,108,993
PK010	Parks	Dump Truck	\$55,000	\$0	\$0	\$0	\$0	\$55,000
PK012	Parks	Multi-Purpose 60 HP Tractor	\$0	\$50,000	\$0	\$0	\$0	\$50,000
	<b>Parks Total</b>		<b>\$1,412,600</b>	<b>\$1,211,493</b>	<b>\$1,120,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$3,764,093</b>
PL001	Planning & Development	Fish Pier Embayment Dredging	\$0	\$0	\$650,000	\$0	\$0	\$650,000
PL002	Planning & Development	Intermodal Structured Parking Facility	\$1,028,300	\$11,524,430	\$0	\$0	\$0	\$12,552,730
PL003	Planning & Development	Central Waterfront Bulkhead Phase II	\$0	\$2,750,000	\$0	\$0	\$0	\$2,750,000
PL004	Planning & Development	Central Waterfront Rail Trail Extension/Park Expansion	\$0	\$850,000	\$0	\$0	\$0	\$850,000
PL005	Planning & Development	Rt 1 Traffic Circle Redevelopment/Bicycle & Pedestrian Access - Clipper City Rail Trail Phase III	\$0	\$100,000	\$150,000	\$150,000	\$1,600,000	\$2,000,000
	<b>Planning &amp; Development Total</b>		<b>\$1,028,300</b>	<b>\$15,224,430</b>	<b>\$800,000</b>	<b>\$150,000</b>	<b>\$1,600,000</b>	<b>\$18,802,730</b>
SC002	Schools	Nock-Parking Lot Repairs and Repaving	\$300,000	\$0	\$0	\$0	\$0	\$300,000
SC004	Schools	Nock-Tennis Court Renovation	\$0	\$50,000	\$0	\$0	\$0	\$50,000
SC005	Schools	Nock-Gym & Auditorium Roof Replacement	\$0	\$0	\$0	\$662,295	\$0	\$662,295
SC006	Schools	Nock-Elevator Controls Modernization	\$140,000	\$0	\$0	\$0	\$0	\$140,000
SC008	Schools	Nock-Furniture Replacement	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$100,000
SC009	Schools	High School Roof Replacement	\$0	\$890,000	\$0	\$0	\$0	\$890,000
SC010	Schools	High School Auditorium Plaster Repairs	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SC013	Schools	High School Exterior Woodwork Project	\$0	\$182,406	\$160,134	\$95,336	\$0	\$437,876
SC015	Schools	High School Fire Alarm Panel Replacement	\$60,000	\$0	\$0	\$0	\$0	\$60,000
SC016	Schools	High School Masonry Repairs	\$0	\$0	\$150,000	\$141,000	\$0	\$291,000
SC020	Schools	High School Perimeter Stone Wall Repairs	\$0	\$0	\$65,000	\$0	\$0	\$65,000
SC021	Schools	High School Additional Parking Spaces and Curbing	\$0	\$150,000	\$0	\$0	\$0	\$150,000
SC023	Schools	High School Furniture Replacement	\$0	\$0	\$20,000	\$20,000	\$0	\$40,000
SC024	Schools	High School Carpet Replacement	\$0	\$0	\$0	\$25,000	\$0	\$25,000
SC025	Schools	Pickup Truck with Plow and Utility Body	\$50,521	\$0	\$0	\$0	\$0	\$50,521
	<b>Schools Total</b>		<b>\$575,521</b>	<b>\$1,397,406</b>	<b>\$420,134</b>	<b>\$968,631</b>	<b>\$0</b>	<b>\$3,361,692</b>

CIP #	Department	Project Description	FY2017	FY2018	FY2019	FY2020	FY2021	Five-Year Total
YS001	Youth Services	Purchase of 21 Passenger Mini Bus	\$40,000	\$0	\$0	\$0	\$0	\$40,000
	<b>Youth Services Total</b>		<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>
HW001	DPS - Highway	Parker Street/Scotland Road Culvert Replacement	\$0	\$0	\$0	\$200,000	\$700,000	\$900,000
HW002	DPS - Highway	Brown's Wharf Culvert Replacement Phase II	\$0	\$0	\$90,000	\$550,000	\$0	\$640,000
HW003	DPS - Highway	Drainage Improvement Projects Phase 1	\$400,000	\$200,000	\$235,000	\$0	\$0	\$835,000
HW014	DPS - Highway	Purchase of 6 Wheel Dump Truck with Plow	\$0	\$175,000	\$175,000	\$175,000	\$175,000	\$700,000
HW015	DPS - Highway	Purchase of Trackless Snow Blower	\$0	\$0	\$128,000	\$0	\$0	\$128,000
HW016	DPS - Highway	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$85,000	\$85,000	\$85,000	\$0	\$0	\$255,000
HW020	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with Plow	\$43,000	\$43,000	\$0	\$0	\$0	\$86,000
HW022	DPS - Highway	Stonewall at Highland Cemetery - Repair	\$0	\$40,000	\$0	\$0	\$0	\$40,000
HW023	DPS - Highway	Ground Keeper / Landscaping Equipment	\$25,000	\$0	\$0	\$0	\$0	\$25,000
HW027	DPS - Highway	Roadway Paving Improvement	\$516,329	\$500,000	\$500,000	\$500,000	\$500,000	\$2,516,329
HW028	DPS - Highway	Sidewalk Replacement and New Construction Program	\$340,740	\$400,000	\$400,000	\$400,000	\$400,000	\$1,940,740
HW029	DPS - Highway	Purchase of Tree Truck / Bucket Truck	\$0	\$0	\$200,000	\$0	\$0	\$200,000
HW030	DPS - Highway	Purchase Multi-Purpose Tractor	\$35,000	\$0	\$0	\$0	\$0	\$35,000
HW031	DPS - Highway	DPS Facility - Roof Replacement	\$0	\$0	\$80,000	\$80,000	\$80,000	\$240,000
HW032	DPS - Highway	Downtown Water/Sewer/Drain Utility Upgrades	\$0	\$300,000	\$0	\$0	\$0	\$300,000
	<b>DPS - Highway Total</b>		<b>\$1,445,069</b>	<b>\$1,743,000</b>	<b>\$1,893,000</b>	<b>\$1,905,000</b>	<b>\$1,855,000</b>	<b>\$8,841,069</b>
SW001	DPS - Sewer	Graf Road Lift Station	\$5,800,000	\$0	\$0	\$0	\$0	\$5,800,000
SW002	DPS - Sewer	Turkey Hill Sewer Main Replacement	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000
SW003	DPS - Sewer	CCTV and Cleaning Sewer Downtown	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SW004	DPS - Sewer	West End Sewer Access Road (formerly West End Easement)	\$350,000	\$0	\$0	\$0	\$0	\$350,000
SW005	DPS - Sewer	Barton Street/ Barton Court/ Alter Court Sewer Replacement	\$0	\$40,000	\$500,000	\$0	\$0	\$540,000
SW006	DPS - Sewer	I/I Sewer Replacement and Manhole Project	\$250,000	\$200,000	\$0	\$0	\$0	\$450,000
SW007	DPS - Sewer	Replacement of Pumps , Valves and Actuators	\$90,000	\$0	\$0	\$0	\$0	\$90,000
SW008	DPS - Sewer	New Crane Truck	\$0	\$75,000	\$0	\$0	\$0	\$75,000
SW009	DPS - Sewer	Meter Replacement Project (Water/Sewer)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
SW011	DPS - Sewer	Bobcat Loader	\$0	\$0	\$50,000	\$0	\$0	\$50,000
SW012	DPS - Sewer	Wastewater Treatment Facility Odor Control Improvements	\$1,223,000	\$4,200,000	\$0	\$0	\$0	\$5,423,000
	<b>DPS - Sewer Total</b>		<b>\$7,913,000</b>	<b>\$4,715,000</b>	<b>\$850,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$15,878,000</b>
WA001	DPS - Water	Water Main Replacement	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
WA003	DPS - Water	Purchase of Six Wheel Dump Truck	\$0	\$175,000	\$0	\$0	\$0	\$175,000
WA005	DPS - Water	Route One Water Main Project	\$0	\$350,000	\$0	\$0	\$0	\$350,000
WA006	DPS - Water	Purchase New Backhoe	\$0	\$0	\$160,000	\$0	\$0	\$160,000
WA008	DPS - Water	Purchase New Hydraulic Hammer	\$0	\$0	\$25,000	\$0	\$0	\$25,000
WA009	DPS - Water	Flood Control to Lower Artichoke Reservoir	\$0	\$80,000	\$0	\$0	\$0	\$80,000
WA010	DPS - Water	Public Water Supply Protection	\$0	\$50,000	\$2,000,000	\$2,000,000	\$2,000,000	\$6,050,000
WA011	DPS - Water	Water Supply Reservoirs - Water Quality Improvements	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
WA012	DPS - Water	Dredging Water Supply Reservoirs	\$0	\$30,000	\$0	\$0	\$0	\$30,000
WA013	DPS - Water	WTP Sump Pump Repair	\$50,000	\$0	\$0	\$0	\$0	\$50,000
WA014	DPS - Water	Artichoke Pump Station Skylight/Roof Repairs	\$25,000	\$0	\$0	\$0	\$0	\$25,000
WA015	DPS - Water	New Hypochlorite Day Tank System	\$0	\$25,000	\$0	\$0	\$0	\$25,000
WA016	DPS - Water	Sludge Removal in the Lagoons	\$40,000	\$0	\$0	\$0	\$0	\$40,000
	<b>DPS - Water Total</b>		<b>\$440,000</b>	<b>\$1,085,000</b>	<b>\$2,560,000</b>	<b>\$2,375,000</b>	<b>\$2,375,000</b>	<b>\$8,835,000</b>
	<b>Grand Total</b>		<b>\$13,087,990</b>	<b>\$26,017,629</b>	<b>\$12,225,234</b>	<b>\$11,732,131</b>	<b>\$9,663,500</b>	<b>\$72,726,484</b>