

A. BACKGROUND

The 1987 Town Plan correctly predicted that the Town of Manchester would encounter challenges posed by growth and development for a number of years to come, and thus, it encouraged the formulation of a Capital Improvement Program (or CIP) “to more effectively manage growth.”

Having recognized that service delivery and infrastructure maintenance and upgrades should not be left to chance, the Town’s leadership made a commitment to the development of a Capital Improvement Plan in 1989. The Town’s first CIP, adopted by the Selectboard in 1990, was authored by the Vermont League of Cities and Towns (VLCT) Municipal Technical Services Center in close consultation with the Town Manager and department heads. The 2010 CIP, set forth herein, continues the Town’s commitment to capital planning and represents the twenty-first anniversary of the original plan.

B. PURPOSE

The Capital Improvement Program is a six year plan that identifies the Town's highest priority capital expenditure needs. It outlines proposed project schedules and possible sources of funding. The program includes the capital needs of the following major fund types within the Town of Manchester: General Fund, Water Fund and Sewer Fund.

The Town has chosen to define a capital improvement as any item with a value in excess of \$10,000 (updated from \$5,000 to \$10,000 in August 2008) and a life expectancy of at least three (3) years. Capital improvements are distinguished from regular, ongoing operating expenses, such as salaries and supplies.

Vermont municipalities are authorized to adopt capital budgets and programs under 24 VSA Section 4443, the Municipal and Regional Planning and Development Act, provided that facilities and services plans have been adopted as part of the local Town Plan (as is the case with Manchester). The purposes for adopting such a plan include:

- to stabilize the tax rate and/or user fees;
- to improve municipal management practices;
- to enable orderly growth and development consistent with the Town’s fiscal ability;
- to provide facilities and services in accordance with the Town Plan;
- to anticipate facility and service problems, and take advantage of opportunities for service efficiencies;
- to act as an implementation tool for compliance with Act 200 or for consideration of the adoption of impact fees; and
- to inform and educate Town officials, staff, and the public, of the Town's overall capital needs and realistic fiscal goals.

As a planning tool, the expenditures proposed in the Capital Improvement Program are not binding on the Town until adopted by the Voters as part of an annual budget or the Board of Water Commissioners or Board of Sewer Commissioners.

SECTION II CAPITAL IMPROVEMENT PROGRAM DEVELOPMENT

A. IDENTIFICATION OF CAPITAL PROJECTS

Using Manchester's definition of a capital improvement (\$10,000 value, 3-year life expectancy), department heads worked with the Town Manager to develop a prioritized list of capital projects for the next five years (fiscal years 2012 through 2016).

The Selectboard, Planning Commission and the general public may also serve as important sources for the identification and prioritization of capital projects through the review and adoption process outlined in Section II-D.

B. ESTABLISHING PRIORITIES

The following are recommended criteria for the rating of proposed capital projects. In order of importance, the criteria for establishing priorities are:

1. protection of life, property, and public health and safety;
2. maintenance of services and facilities at current levels of operation and efficiency;
3. orderly disposal, replacement or improvement of obsolete and inefficient facilities and equipment to provide more effective and efficient services at reduced operating costs;
4. improvement and expansion of services and facilities to meet existing, unfulfilled needs;
5. improvement and expansion of services and facilities to meet projected needs; and,
6. improvement of Manchester's economic base and social, cultural, and aesthetic values.

Fix-It-First: The 2007 Capital Improvement Program (CIP) included the introduction of a new theme – **Fix-It-First**. The Fix-It-First strategy builds upon priority number two (maintenance of services and facilities at current levels of operation and efficiency) and refers to a commitment by the Town to the repair and maintenance (or in some cases, replace) the Town's existing infrastructure before building new facilities and expanding infrastructure. This refocusing is in direct response to the growing number of structural and operational needs that the Town is currently facing or expects to face in the near future. As a result, like its predecessors, the 2010 Capital Improvement Program almost exclusively directs Town funds to maintain, replace and repair existing buildings and equipment.

C. SCHEDULING OF CAPITAL IMPROVEMENT PROJECTS

Capital projects are scheduled based upon their relative priority according to the criteria above, a "needs test" governing equipment replacement or project initiation, and on the financial "ability to pay" of the Town's various funds. The method of funding for the various projects is based on municipal financial practices and the ability of the annual budget to absorb expenditures. In other words, if a project would result in a major increase in the tax rate for a given year, funding alternatives should be considered. Where appropriate in the program, sources of funds other than general tax revenues have been identified. In addition to general taxes (property and local sales) and user fees, funding sources may include the use of reserve and UDAG funds, long- and short-term notes, bonds, state and federal grant funds and private contributions. The end result of the CIP should be an even distribution of property tax-derived annual expenditures by the municipality, and thus, a fairly stable property tax rate.

As in the past, the success of the 2010 CIP relies on the UDAG fund to continue to serve as a revolving loan fund. The UDAG investment account (not including two current outstanding loans as receivable) has a market value of \$1,447,333 as of September 30, 2010 (compared to \$1,316,415 as of September 30, 2009). However, the current CIP, at the direction of Town Meeting, may use \$462,500 in UDAG funds for the undergrounding and backlotting of utilities along the Main Street corridor, thereby leaving approximately \$990,549 available for future projects or loans.

The new pool for the Parks & Recreation Department, currently being contemplated by the Parks and Recreation Committee as part of the 20 year Master Plan, may be eventually financed (at least in part) through a UDAG loan and repaid using Applejack Field billboard advertising revenues. However, in order for this to occur, the existing loans to the Fire Department for the platform truck (original value of \$260,000 and now at \$168,678) and the Parks & Recreation Department for the construction of Applejack Field (original value of \$300,000 and now at \$196,125) must first be repaid. It must be noted that the Fire Department and Parks & Recreation Department have made progress in repaying these loans. It is entirely possible that the purchase of a new Rescue-Pumper Truck (planned for FY 2013) and the construction of a new Parks & Recreation pool house will be delayed, in part, pending the repayment of the respective UDAG loans.

D. ADOPTION OF THE CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is adopted in accordance with the provisions of 24 VSA Section 4443 of the Municipal and Regional Planning and Development Act. This section requires at least one public hearing by the Selectboard and filing of the proposal with the Town Clerk and the Secretary of the Planning Commission at least fifteen days prior to the hearing. The Planning Commission may submit a report to the Selectboard on the proposal prior to the hearing. The capital budget and five year plan is then adopted by an act of the legislative body promptly after the final public hearing.

E. ANNUAL UPDATE OF THE CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program should be reviewed, updated and re-adopted annually. This process would best be accomplished prior to embarking on the Town's annual budget process. Each year, department heads should be asked for their requests and recommendations. Such submissions should then be reviewed by the Town Manager and organized into a coherent document for presentation to the Selectboard, Sewer Commission, Water Commission, Planning Commission and the general public. Projects planned by the School Department should be incorporated into the Town Manager's proposal. (The School Department has decided to implement its own capital planning process.)

Please note that information in Section IV for prior fiscal years is not adjusted to reflect actual expenditures. Actual expenditures are reported in the Town Report and Appendix I (Retrospective) of the Capital Improvement Program.

SECTION III CAPITAL IMPROVEMENT PROGRAM SUMMARY

A. CIP OVERVIEW

On a macro-economic-level much has changed since the adoption of the 2007 Capital Improvement Program. The 2007 CIP expressed concerns about global inflation as summarized by the following statement: *“According to the Town’s Treasurer, global inflation remains a great concern among economists. At the same time, interest rates remain relatively low. Conversations with the Town’s Engineer confirm that the cost of construction (especially materials such as metals and petroleum) is increasing well beyond the rate of inflation (between 7 and 10%).”*

Today, the Town’s Treasurer is concerned about short-term global inflation. Current interest rates should remain low for the next two to three quarters. By mid 2011, assuming the economy shows strength and has sustaining traction, the Federal government will likely increase interest rates in order to reduce excess liquidity the Federal government has pumped into the economy. In the end, the Treasurer is of the opinion that there will be a two to three year hiatus before the cost of materials and borrowing will increase.

The 2008 and 2009 capital plans included accelerated capital construction, especially in the Water and Sewer departments. This decision was predicated on the belief that while it may be appealing to some to postpone projects, the 2008 and 2009 CIPs wisely recommended increased capital construction, funded largely with borrowing, based on one key factor – with the potential for interest rates to increase, the Town will likely save significant money by undertaking overdue and necessary capital improvement projects sooner rather than later. In calendar year 2009 and 2010 the Town was able to take advantage of favorable interest rates and labor market. For example, the winning bid for the Highland Avenue water, sewer and drainage project (that also included the Depot District parking lot and the intersection of Barnunville Road and Main Street) was \$1,762,623, or almost twelve percent less than the estimate by the Town’s engineers of \$2,000,000. As planned, the 2010 CIP pulls back from accelerated capital construction, with little or no bonding until the reconstruction of Center Hill Road and Spruce Street in Fiscal Year 2015. The Center Hill Road project will likely include bonding for the Water and Sewer departments; drainage will be paid for through a budget appropriation.

In developing the CIP the yearly impact on the tax rate must also be considered. The 2009 CIP recommended creating a Capital Improvement Fund (CIF), instituting a \$500,000 cap on capital-related property tax expenditures and using funds from the CIF to offset any capital expenses greater than \$500,000. See subsection C of this section “CREATION OF A CAPITAL IMPROVEMENT FUND.” As currently drafted, the CIF would not be utilized until Fiscal Year 2015.

Looking forward, roadway projects (including the construction of the Roundabout at the junction of Main Street and Depot Street and the reconstruction of Center Hill Road and Spruce Street) will likely dominate the Town over the next several years. It is critical to accurately schedule roadway work. The CIP includes a yearly road-by-road schedule of paving and drainage projects.

The 2010 CIP recommends performing roadway construction in Fiscal Years 2013, 2014 and 2015. This schedule was developed in order to minimize disruptions during the construction of the Roundabout, now tentatively scheduled to begin in the spring of 2011. Needless to say, the

Roundabout project, now dubbed Function Junction, will consume a tremendous amount of Town staff time (Town Manager, Planning Director, DPW Director and Water and Sewer Superintendent) in calendar years 2011 and 2012.

Major reconstruction of Center Hill Road and Spruce Street will not occur until FY 2015 in order to avoid the Roundabout project. West Road is tentatively scheduled for repaving in Fiscal Year 2013 and River Road in Fiscal Year 2014 using Class II State roadway aid. The CIP provides flexibility so that if State grants are not received in FY 2013 and FY 2014 the work can be rescheduled. Roadway signage will also be upgraded and replaced as part of the Class II paving project.

The Town is also investing in the infrastructure that supports our tourist based economy. The CIP calls for the \$925,000 undergrounding and backlotting of utilities along the Main Street corridor as part of the Roundabout construction project, and envisions the reconstruction and streetscaping of Depot Street to create a more pedestrian-friendly corridor in the heart of the Town's commercial and shopping district. Most of the Town's Junction Improvement Fund will be used first, before the UDAG fund, to finance the Town's share of the underground and backlotting of utilities.

While previous plans recommended replacing the Parks & Recreation pool house in FY 2013 and FY 2014 financed using Applejack Field sign revenues, the project may need to be delayed in order to reassess the condition of the pool, and also allow for more time to repay the existing UDAG loan associated with Applejack Field. It appears that the pool, which is approaching almost forty years of service, may be at the end of its useful life. The Parks and Recreation Committee and the Parks and Recreation Department, as part of the ongoing Master Plan, are investigating options. See Section II-F "Parks and Recreation Master Plan and Future Infrastructure."

The 2010 CIP also continues the commitment to Manchester's finest and bravest, our Police and Fire departments. The CIP supports the ongoing fleet replacement of Police vehicles, replacing 5 vehicles over 6 years (no vehicle planned for Fiscal Year 2015), as well as outfitting of the fleet with needed technology to support the mission of the Police Department. In Fiscal Year 2012 the CIP calls for the installation of cameras in police cruisers (estimated cost of \$20,000). It should be noted that, through a grant, three of the four Police Department cruisers will be equipped with mobile computers in Fiscal Year 2011. The CIP also provides for the purchase of a combined Rescue-Pumper Truck for the volunteer Fire Department in FY 2013 and the replacement of firefighter air packs in fiscal years 2011, 2012 and 2013 using the Equipment Reserve Fund.

On the Water and Sewer side, a significant amount of antiquated infrastructure was replaced and repaired in Fiscal Years 2010 and 2011 through bonding. The only large capital improvement on the CIP is Center Hill Road and Spruce Street (water, sewer and drainage). Design is slated for Fiscal Year 2014 and construction in Fiscal Year 2015. As noted before, in order to avoid disruptive and costly duplications, Water and Sewer work has been coordinated with Department of Public Works activities. Design of the Barnumville Road water main and drainage project has been pushed into Fiscal Year 2016, with construction occurring sometime thereafter.

Lastly, like the 2009 plan, the 2010 CIP provides more data to policymakers and the public. The twenty year long-term capital plans for the Water and Sewer departments, a road inventory that ranks all the Town-owned roads, as well as a vehicle and equipment inventory have been

incorporated into the 2010 CIP as addenda.

B. BONDING AND RESERVE FUNDS

As part of the 2008 CIP, the Board of Sewer Commissioners and Board of Water Commissioners decided to fund capital projects through bonding rather than reserve funds. This decision was made based on the low interest rates available and the desire to hold onto reserve funds to finance projects when interest rates are higher.

As of September 30, 2010, the Sewer Capital Reserve Fund has \$399,488 (compared to \$352,621 in September 2009) in market value and the Water Reserve Fund has \$423,238 (compared to \$392,123 in September 2009) in market value. It should be noted that a portion of the Water Reserve Fund has been dedicated towards emergency infiltration mitigation.

The 2010 CIP recommends borrowing to fund Water and Sewer capital improvement projects as follows:

Sewer Department: The CIP recommends bonding \$915,000 to fund capital improvements, as follows:

- Fiscal Year 2012: \$0
- Fiscal Year 2013: \$0
- Fiscal Year 2014: \$0
- Fiscal Year 2015: \$915,000 (Center Hill Road and Spruce Street)
- Fiscal Year 2016: \$0
- **TOTAL: \$915,000**

Water Department: The CIP recommends bonding \$900,000 to fund capital improvements, as follows:

- Fiscal Year 2012: \$0
- Fiscal Year 2013: \$0
- Fiscal Year 2014: \$0
- Fiscal Year 2015: \$900,000 (Center Hill Road and Spruce Street)
- Fiscal Year 2016: \$0
- **TOTAL: \$900,000**

With proper planning, adequate reserves should be available in the future to finance these proposed expenditures. The Board of Sewer Commissioners (the Selectboard) and the Board of Water Commissioners have committed to modest yearly increases in rates to pay for previous bonding in 2009 and 2010. The Board of Water Commissioners and Board of Sewer Commissioners have discussed the reserve funds with the Town's Treasurer. Generally, it was decided that both reserve funds are not adequate and that the Boards should strive to increase reserves for emergencies and other purposes.

General Fund: On the General Fund side, the CIP recommends borrowing \$450,000 in Fiscal Year 2013 to help finance a new rescue and pumper truck for the Fire Department. The equipment reserve fund would pay the principle on the truck over 10 years while the general fund would pay for the interest. See subsection D of this section "FIRE DEPARTMENT EQUIPMENT" for additional information.

C. CREATION OF A CAPITAL IMPROVEMENT FUND (CIF) AND CAP ON PROPERTY TAXES TOWARDS CAPITAL ITEMS

On November 7, 1994 the Town of Manchester and Vanderbilt MPD Corporation signed a twenty (20) year agreement to develop the site of the former Town Offices located on Depot Street. Vanderbilt MPD Corporation constructed three separate retail stores on the site. The agreement is **set to expire on November 2014** (Fiscal Year 2015), at which time control of the land and ownership of the three structures (total square footage, including second story, is 17,676) constructed by Vanderbilt MPD reverts to the Town. The current operator charges \$26.80 per square foot (include second floor) on a triple net lease (the tenant pays property taxes, insurance and maintenance costs).

At approximately the same time and as part of an overall plan to relocate Town government in 1995, the Town borrowed money to construct the Public Safety Facility and to purchase the former Mt. Laurel School and renovate it into the current Town Hall. For Fiscal Year 2011, debt service payments will total \$211,812 and are as follows:

- \$32,072 for Town Hall, which will be retired in Fiscal Year 2013;
- \$125,471 for the Public Safety Facility, which will be retired in Fiscal Year 2016;
- \$39,842 for the Town Garage expansion, which will be retired in Fiscal Year 2025; and,
- \$14,427 for Highland Avenue, Depot District parking lot and Barnunville Road.

The twenty (20) year loans for Town Hall and the Public Safety Building were developed to retire about the same time that the twenty year lease with Vanderbilt MPD Corporation expires. Bonding the construction cost of the Public Safety Facility and the purchase and renovation of the Town Hall were financed in part using rent received from Vanderbilt MPD Corporation, currently approximately \$125,000 per year. With regard to the operating budget, for Fiscal Year 2011, as previously noted, the Town General Fund will spend \$211,812 for debt service and receiving approximately \$125,000 in rental income. Removing both events from the operating budget, and transferring the increased rental income to the CIF, would net an annual savings in the operating budget of approximately \$25,000 to \$30,000 [including the debt service on the Town Garage (through 2025) and Highland Avenue (through 2030)].

The expiration of the lease between the Town and Vanderbilt Properties is well within the normal six year planning cycle. The Town should begin to seriously contemplate the future disposition of the Depot Street property. The CIP currently recommends that the Town lease the property (currently valued at \$2,915,100 by the Town's Listers, down from \$3,419,100 last year). **According to the Town's Treasurer and Listers, leasing the property would gross approximately \$300,000.** (This appears to be consistent with documents provided by the operator of the property relative to reappraisal).

At this point it is recommended that any rental income, after netting out maintenance and operating expenses, and other capital related income such as the sale of the Town-owned parking lot on Main Street should be deposited into a separate Capital Improvement Fund (CIF) in order to fund future substantial repair, replacement and purchase of general fund capital assets. At the same time, in the 2009 CIP, the Town implemented a yearly cap of \$500,000 of property taxes to be used for capital purposes. In 2010 the Selectboard decided to lower the cap to \$400,000 beginning in Fiscal Year 2015. Starting FY 2015, logistically, if the Town planned to spend \$350,000 on general fund capital projects the Town would use

pay-as-you-go financing using property tax revenues. If the Town planned to spend \$500,000 the Town would transfer \$100,000 from the CIF fund to general fund in order to fully fund capital needs while stabilizing the annual municipal tax rate.

This approach has several advantages. Creation of the Fund will allow the Town to adequately finance capital improvements, decreasing the reliance on property taxes to fund such projects, and possibly avoid borrowing for capital projects.

Lastly, proceeds from the sale of the Town-owned parking lot (agreement pending for \$227,500) as well as future sale of Town-owned capital assets, such as real estate, should also be deposited into the Fund. Town Meeting must approve the creation of the Fund as well as withdrawals.

D. FIRE DEPARTMENT EQUIPMENT

The Fire Department currently owes \$168,678 (down from \$171,678 last year) on the Platform Truck UDAG loan. The Platform truck was purchased in 2006. The Fire Department recommends using the Otto Condermann Trust Fund, valued at \$113,554 as of June 30, 2008, which is restricted to equipment purchases and to aid fallen firefighters. Because of previous developments in the stock market, the value of the Otto Condermann Fund decreased from \$113,554 in 2008 to \$81,203 as of June 30, 2010 (fund was valued at \$80,610 as of September 30, 2009). It is recommended that the Town continue delaying using the Otto Condermann Fund to pay off the Platform Truck until such time as the Fund more fully recovers from losses.

Currently, Truck 5 (1978 Maxim pumper truck) is beginning to experience some maintenance issues. Truck 10 (1988 Ford medium rescue truck) is still in good condition. The Fire Department recommends replacing Trucks 5 and 10 with one combined rescue-pumper truck. The Department estimates the cost of replacement at \$450,000 to \$500,000. The 2010 CIP recommends financing a new rescue truck in fiscal year 2013, after the repayment of the UDAG loan, using bonding and repaying the loan by re-allocating \$45,000 over the next 10 years from the Equipment Reserve Fund towards the repayment of the loan. Doing so would reduce the annual appropriation to the Equipment Reserve Fund from the current \$75,000 to \$30,000 from Fiscal Year 2013 to Fiscal Year 2022. The Town would assume additional costs associated with the debt service, including interest. Alternatively, the Town should also investigate other financing instruments such as leasing.

Given the fact that the Equipment Reserve Fund would be used to pay the principal on the new rescue-pumper truck, the Fire Department has requested that the Selectboard consider increasing its annual appropriation to its Equipment Reserve Fund. If the Reserve Fund is increased, it is recommended that it be increased incrementally over a number of years.

E. DEPARTMENT OF PUBLIC WORKS BEAUTIFICATION SUBSECTION

In response to the growing maintenance issues, the Selectboard decided as part of the Fiscal Year 2009 budget to create a Department of Public Works. Roadway, building and park maintenance were consolidated under the DPW. This consolidated approach to maintenance has proven to be effective and efficient, increasing services and reducing costs.

The 2008 CIP recommended creating a separate subsection within the Department of Public

Works dedicated to aesthetic and streetscape projects, particularly within downtown commercial and high visibility areas. The concept was recommended by the Planning Commission.

In FY 2009 the Town made much-needed repairs to sidewalks along Main Street. The 2009 CIP includes funding in this category for the repair of the Town-owned Depot district parking lot, and the replacement of benches and trash receptacles in the downtown areas.

The Beautification subsection also includes \$15,000 in Fiscal Year 2011 and another \$4,000 in Fiscal Year 2012 for gateway signage and landscaping at the four main entrances to Manchester (Route 11/30, Route 7A north and south and Route 30). Currently the entrances to Town are not signed. The combined \$20,000 would include “Welcome To Manchester” signage and landscaping. The signs also include space for variable Town-related messages. As recommended in the 2009 CIP, a well-defined policy has been adopted by the Selectboard to govern the types of announcement that would be allowed. In FY 2011, Route 11/30 at the intersection of Dufresne Pond Road and Route 7A North at the intersection of Barnumville was signed. The remaining two locations will be addressed in FY 2012.

F. PARKS & RECREATION MASTER PLAN AND FUTURE INFRASTRUCTURE

Historically, the Parks & Recreation Department has experienced the most pressure to expand its facilities and infrastructure. For example, in the fall of 2006, using a loan from the UDAG Fund, the Town christened Applejack Field. At the same time the Parks and Recreation Department suffered the most from deferred maintenance.

Pool, Pool House and Toddler Pool

As previously noted, the 2008 CIP contained funds to replace the pool house, originally built in the 1970s. Initial inspections suggest that the pool house should be replaced, not repaired. Given the extent of damage, for example most windows and doors are rotted out, the possibility of water damage and related problems, and ADA issues that would plague rehabilitation, it appears more practical to construct a new building rather than to attempt to restore the current pool house.

At the same time, it appears that the existing pool, also built in the 1970s, is at the end of its useful life. The eastern wall and gutter of the pool is starting to bow. The deck concrete is showing signs of deterioration and the plumbing, four pumps and heater are constantly in need of repair. In previous seasons many of the costs associated with pool maintenance were specifically related to repairing or operating old and outdated pool equipment and infrastructure. In July 2010 the Town made repairs to the toddler pool, which no longer held water and needed to have a hose run into it constantly in order to maintain an acceptable water level. These repairs were intended to make the toddler pool functional until a more permanent solution is developed.

The pool was resurfaced in 2008 at a cost of almost \$70,000. The useful life of this investment is estimated at seven to eight years or 2016, at which time the Town will very likely need to decide to rebuild the pool in some fashion or discontinue the program.

Needless to say, replacing the pool will be an expensive endeavor. It is estimated that replacing the current pool will cost more than \$1.2 million (see below). New public pools need to include enhanced access for persons with disabilities that include ramps or lifts into the pool. Also, it is

probably more practical to replace the pool in a new location so that the existing pool could continue to be used until construction on the new pool is completed.

Given all these challenges, like the 2009 plan, the 2010 CIP recommends temporarily removing the pool house and toddler pool from the six year capital schedule until the Master Plan develops a strategy to collectively deal with the aging pool, pool house and toddler pool. The re-grading of Lions Field and the new septic system, located under Lions Field, are also being delayed until the Town identifies the location of the new pool house.

Long-term, the Parks and Recreation Committee has begun conversations about the pool, looking at various solutions. Four clear options exist: discontinue the pool and related program, repair the existing pool, replace the outdoor pool, or build an indoor pool. The Master Plan will investigate all these options and, if the decision is ultimately made by Town Meeting to replace the pool, will identify the best location for the new infrastructure.

Discontinuing the program would not necessarily mean reducing the Town's commitment to the Parks and Recreation Department. As a community we cannot afford everything. During the Master Plan, the Parks and Recreation Committee plans to ask the question, "is there some other major investment that the community wants instead of a pool?" The idea of a community house at the Dana L. Thompson Memorial Park has often been suggested, for example. A community house (approximately \$1,500,000 for a 10,000 square foot facility according to RS Means) could be used year round, while an outdoor pool can only be used from late June to early September, about two and a half to three months.

Since the 2009 CIP, the Town has done more investigation into the options and costs for a new pool. An indoor pool would obviously provide more year round recreation. Three issues come to mind, though. First, the cost of constructing an indoor pool would be somewhere in the neighborhood of two and a half million dollars or more for a modest 10,000 square foot facility (according to RS Means and USA Swimming). This estimate includes over \$200,000 in architect fees. Second, after considering operating costs, both hard and soft, and netting out revenues, the Town currently subsidizes pool operation about \$50,000. Without a major change in revenue policies and a business plan more focused on making the pool at least revenue neutral, the \$50,000 would be magnified several times over a full year of operations. Pool users may balk at paying the actual cost of building and maintaining an indoor facility. Third, the Town already struggles with staffing the current pool during summer months; the Town has had to close the pool once college and high school students start matriculating in late summer. Amortized over twenty years, without interest, the cost would be \$125,000 per year.

According to USA Swimming, a 25 yard by 25 meter outdoor pool with a pool house will cost approximately \$1.2 million (\$615,000 for the pool and \$600,000 for a 2,000 square foot pool house). Such a large cost would also likely have to be bonded over perhaps twenty years. Amortized over twenty years, without interest, the cost would be \$60,000 per year. If you factor in the operating subsidy of \$50,000, the total subsidy could approach \$110,000 per year.

Parks and Recreation Master Plan

In 2007 and 2008 the Town received numerous requests from third parties to build or expand infrastructure at the Dana L. Thompson Memorial Park; at the same time deferred maintenance issues preexisted. In order to provide a more orderly and thoughtful process to Parks &

Recreation facility management, the 2008 CIP included \$10,000 (\$5,000 in Fiscal Year 2010 and \$5,000 in 2011) to perform and develop a Master Plan for the Parks & Recreation Department and the Dana L. Thompson Memorial Park. As part of the Master Plan, the Dana L. Thompson Memorial Park is current being surveyed. Among other things, an approved Master Plan would likely consist of the following:

1. update and computerize the existing survey of the Dana L. Thompson Memorial Park to include the boundaries of the Park as well as the location of existing playing areas, buildings and other structures (completed in 2009);
2. study and prioritize options for acquiring additional land, including (1) land adjacent to the Dana L. Thompson Memorial Park, (2) non-adjacent land for active recreation purposes and (3) non-adjacent open or passive recreational land;
3. study the concept and feasibility of creating smaller parks or pocket parks;
4. study the repurposing of Adams Park, which previously served as the Town green before the construction of the current Town Green at the intersection of Main Street and Depot Street;
5. study the possible use of existing Town-owned land (such as the Airport Road land and the so-called Bushee parcel, owned by the Water Department) for recreational purposes, taking into account that the land was purchased for aquifer protection purposes;
6. through various means, including public input, study current recreational uses and project future uses and needs; and,
7. make recommendations to the Selectboard on possible capital projects and consider maintenance costs.

Future Parks & Recreation facility expansion would be guided by the Master Plan, which is intended to be a “living document,” and therefore amended from time-to-time. After the Master Plan has been developed, and approved by the Selectboard, the Parks & Recreation Committee would reopen the Master Plan not less than once per year in order to consider amendments, new issues and proposals. Similar to the Town Plan, whereby the Planning Commission amends the Town Plan and then it is considered, amended and approved by the Selectboard, the Selectboard would be required to approve changes to the Parks & Recreation Department Master Plan.

The Town has begun preparing a Master Plan. The Parks and Recreation Committee has been actively discussing the project and an electronic land survey was finalized. As a result of the Master Plan, many questions about future use of the parks have arisen. The hope is that the Master Plan will answer many of these questions and provide more clarity moving forward.

Other Parks and Recreation Projects

The 2010 CIP recommends \$100,000 (including \$6,000 for the skateboard park from the Recreation Fund) for the repair and replacement of infrastructure at the Dana L. Thompson Memorial Park, including guardrail, benches, fencing, picnic tables, improvements to the skateboard park and other neglected infrastructure, in Fiscal Year 2012.

An expanded agreement with Manchester Elementary Middle School (MEMS) has solved one of the major inhibitors to programs at the Parks and Recreation Department – a lack of transportation. The new agreement, signed by the Town and School District, provides bus usage by the Parks and Recreation Department during the summer, holidays and weekends. This new agreement has eliminated the need to purchase a van for the Department.

Parks and Recreation Electronic Business Plan

A new program registration system was implemented in the summer of 2009 as part of the Department Electronic Business Plan. Park users can now register and pay for programs online. The Department also accepts debit and credit card payments at the Parks and Recreation office.

As noted in the 2008 CIP, the Dana L. Thompson Memorial Park had become increasingly a regional asset funded by the taxpayers of Manchester and Dorset. Since the 2008 CIP, the Town of Dorset has decided to no longer contribute to the Park. This decision by Dorset has created a \$54,000 gap that is being filled by Manchester taxpayers. The current situation is inequitable and unfair to those paying taxes in Manchester. The 2009 CIP suggested that in order to provide non-residents an opportunity to fund some of the Park's maintenance and capital needs the Selectboard should consider enacting a parking ordinance that includes a two or three dollar charge for parking at the Dana L. Thompson Memorial Park. This is less expensive than the gate fee charged by the Vermont State Parks (State charges \$3.00 for each user over 13 years of age, \$2.00 for each user 13 years of age and younger). Residents and taxpayers would receive an annual pass and not be charged the fee. If enacted proceeds from the gate would be earmarked towards a dedicated capital fund and appropriated by Town Meeting from time-to-time for Parks & Recreation Department capital projects. The issue of solving the underlying inequity of funding the Park is still a lingering public policy question.

G. OTHER CIP INVESTMENTS

The CIP recommends continued repairs to the Public Safety Facility sprinkler system in Fiscal Year 2012, replacing the roof of the Public Safety Building in Fiscal Year 2013 and dedicating funds for roadway repairs such as crack-sealing and roadway shimming and repaving the parking lot of the Public Safety Facility in Fiscal Year 2014. This increased preventive roadway maintenance will prolong pavement life and lessen the need for major roadway resurfacing in the future. These investments in ongoing maintenance will minimize large maintenance expenses in the future.

The CIP includes a total of \$20,000 (\$10,000 in general fund and \$5,000 each for Water and Sewer) in Fiscal Years 2012 through 2015 to further implement the recommendations of the ongoing energy audit. Energy conservation funds in FY 2016 have been dedicated to the construction of a possible new pool, focusing on making the new facility energy efficient.

The CIP includes \$10,000 in Fiscal Year 2012 for Wi-Fi in the downtown area, and possibly at Town Hall, as part of the economic development initiative.

The plan ponders two new facilities in Fiscal Year 2016, the last year of the current CIP. A new salt storage shed at the Town Highway Garage, valued at \$250,000, will increase salt storage. The Parks and Recreation maintenance facility, essentially an old horse barn at the Dana L. Thompson Memorial Park, may be replaced in Fiscal Year 2016 with a new steel shed with concrete pad.

Lastly, the CIP includes \$20,000 for a detailed survey of the Factory Point Cemetery and related management software.

H. FUTURE CIP ISSUES

Affordable housing is one of the major challenges to economic growth and quality of life in Manchester. It is anticipated that future Capital Improvement Programs may attempt to address this important issue.

The Planning Commission recommends expanding sewer service on Richville Road south of Green Mountain Estates. This would achieve a major goal of the Water Department – further protecting the Town’s well located near the intersection of Richville Road and Union Street – and as such, the Water Department should participate to some degree in any expansion of sewer service on Richville Road. Ideally, this would be done in combination with the development of the Town-owned Airport land (located behind the Airport industrial park and currently zoned Industrial) and possibly funded by the creation of a sewer assessment district as well as a Tax Incremental Finance (TIF) district, related to the Town-owned land.

As contemplated, one end of the sewer expansion would start at Cass Terrace and gravity feed to a new pump station located at the southern corner of the former Bushee parcel (now owned by the Water Department) on Richville Road. The other end of the system would gravity feed from Green Mountain Estates, eliminating the existing pump station and connecting to the new pump station, which would pump under the Battenkill River and directly into the Sewer Treatment Plan. Carlan Street and Lye Brook Road would be included in the expansion, as currently contemplated and sewer and water service would be extended into Town-owned land above Airport Road. Estimated cost would be \$6 million dollars. See attached “Proposed Water and Sewer – Richville Road” and “Figure 1” for more information.

FY 1991**GENERAL FUND**

General Fund capital expenditures totaled \$782,200 to implement seven (7) items. Various funding mechanisms necessary for item implementation, were approved by the legislative body (the Selectmen) and Town Meeting.

- Computer System - Finance Department acquired and installed new computer system (networked P.C.) for the Town. Budgeted amount: \$11,200; actual expenditure: \$12,791.
- Dump Truck - Highway Department; budgeted amount: \$55,950; actual expenditure: \$54,173.
- Road Paving - Budgeted amount: \$70,000; actual expenditure: \$64,913 in conjunction with Center Hill Rd. project and Nottingham Rd.
- Sidewalk Construction/Improvements - Budgeted amount: \$80,000; actual expenditure: \$77,787; on Center Hill Rd. and on southeast side of Main St.
- Recreation Area Parking Lot Repaving - Budgeted amount: \$45,000 in UDAG funds; actual expenditure: \$44,325
- Mt. Laurel Building Acquisition - Acquired for \$325,000 (\$108,000 from School/Town reserve fund and \$217,000 borrowed).
- Junction Improvement Project (bridge rehabilitation and footbridge) – Total cost: \$167,336; funded as follows: \$104,645 borrowed, \$50,000 State AOT grant, \$12,691 private contribution (Tanger).

SEWER FUND

- Aeration System Replacement/Sludge Disposal - Budgeted amount: \$180,000; actual expenditure: \$148,000; project funded via accrued surplus; final portion of project completed in FY 91/92.

WATER FUND

- Junction Improvement Project - constructed new water main across the West Branch of the Battenkill. Budgeted amount to be borrowed: \$115,000; actual amount borrowed: \$96,934.

SCHOOL DEPARTMENT

- No capital projects proposed.

GENERAL FUND

General Fund proposed capital expenditures totaled \$482,200 to implement six (6) items.

- Backhoe - Highway Department, in conjunction with the Water and Sewer Departments, purchased a new backhoe. General Fund budgeted share of 50%: \$30,000; actual expenditure \$25,902.
- Brush Chipper - Highway Department; acquired for \$17,420.
- Road Paving - Budgeted amount: \$90,000; actual expenditure: \$89,972; to repave portions of Richville Rd., Lathrop Ln., Sugar House Rd. and Beech St.
- Sidewalk Construction/Improvements – Budgeted amount: \$50,000; Actual expenditure: \$22,210; for Main St. and a portion of the Rt 7A South project.
- Grandstand Improvements - Dana Thompson Recreation Area; budgeted amount: \$12,000 in UDAG Funds; actual expenditure: \$10,694.
- Mt. Laurel Building Renovations - Transformed Mt. Laurel School Building into a functional Town Office facility; budgeted amount: \$265,000 (bond); actual expenditure: \$239,000

SEWER FUND

- Backhoe - Sewer Department to contributing 25% towards acquisition; budgeted amount: \$15,000; actual expenditure: \$12,951.

WATER FUND

- Backhoe – Water Department to contributing 25% towards acquisition; budgeted amount: \$15,000; actual expenditure: \$12,951.

SCHOOL DEPARTMENT

- School Bus - budgeted amount: \$35,000; actual expenditure: \$22,000 from sinking fund to acquire a "handicapped van".

GENERAL FUND

General Fund proposed capital expenditures totaled \$1,014,500 to implement six (6) items.

- Fire Truck - Fire Department - budgeted amount: \$151,000; actual expenditure: \$153,600 from the Equipment Reserve Fund.
- Pick-up Truck - Highway Department; budgeted amount: \$31,000; actual expenditure: \$26,400, plus trade-in.
- Road Paving - budgeted amount: \$90,000; actual expenditure: \$94,259 for a substantial portion of Rt. 7A, South, in conjunction with sidewalk construction and curb replacement.
- Sidewalk Construction - budgeted amount: \$80,000; actual expenditure: \$79,837 (\$64,560 Town & \$15,277 Tanger) along the east and west sides of Rt. 7A, South as well as on the North end of Main St.
- Playing Field Expansion - Recreation Area - budgeted amount: \$12,500; actual expenditure: \$12,500.
- Town Green Acquisition - May 6, 1993 budgeted amount: \$650,000; actual expenditure: \$721,115 (\$750,000 less \$5,000 for monitoring wells, less \$23,885 from fire insurance proceeds) at closing. Additional funding sources as follows: UDAG - \$672,000; and private contributions - \$49,115.

SEWER FUND

- No capital projects proposed or undertaken in FY 93.

WATER FUND

- No capital projects proposed or undertaken in FY 93.

SCHOOL DEPARTMENT

- School Boilers Replacement – budgeted amount: \$80,000; actual expenditure: \$73,000.

GENERAL FUND

General Fund proposed capital expenditures totaled \$342,000 to implement eight (8) items.

- Bridge Repair: Bridge #24 on Barnumville Road - budgeted amount: \$40,000; actual expenditure: \$24,750 (\$ 22,275 / 90% State grant & \$2,475 / 10% Town).
- Dump Truck - Highway Dept.; budgeted amount: \$59,000; actual expenditure: \$57,955.
- Road Paving - budgeted amount: \$100,000; actual expenditure: \$101,808 for portions of North Rd., West Rd., Barnumville Rd., Depot Parking Lot. Town piggy-backed on a Village project to complete a small portion of Rt. 7A, between Ways Lane and Grand Union.
- Sidewalk Construction - sidewalk and curb replacement on Highland Ave. (between Elm and Rt.11/30) and on Main St. (in front of the Madkour/Shaw property). Highland Ave. also required lowering and repaving the road and installing drainage intakes; actual expenditure: \$43,034.
- Police Computer and Record Keeping Software - Police Department; budgeted amount: \$15,000; actual expenditure: \$14,278.
- Pick-up Truck - Recreation Department; budgeted amount: acquired a 1993 Toyota pick-up for \$8,000 (\$5,000 from Capital Expenses & \$3,000 from Savings).
- Playground Equipment - Recreation Area; estimated cost: \$28,000; budgeted amount: \$10,000 town appropriated, the balance from private fund raising by Rotary Club and the Recreation Department; actual expenditure: \$ 25,060 (\$10,000 Town and \$15,060 private).
- Pool Improvements - Recreation Area; budgeted amount: \$45,000; actual expenditure: \$48,200 (\$3,200 coming from the Recreation Department's savings account and the balance coming from private fund raising/contributions).

SEWER FUND

- Pick-up Truck - Sewer Department paid for 50% of \$19,292 cost of 1994 Ford F-350.

WATER FUND

- Pick-up Truck - Water Department paid for 50% of \$19,292 cost of 1994 Ford F-350.

SCHOOL DEPARTMENT

- School Bus Replacement - Elementary School's bus; budgeted amount: \$40,000; actual expenditure: \$39,000.
- School Addition/Renovation – Renovation and expansion of Manchester Elementary School; budgeted amount: \$2,700,000; 70% funded from local bond issue and 30% from a State

FY 1995

GENERAL FUND

General Fund proposed capital expenditures totaled \$2,221,500 to implement eight (8) items.

- Sidewalk Tractor - Highway Department; used “Trackless” sidewalk machine capable of snow removal (by plow or snowblower), sanding and sidewalk cleaning; budgeted amount: \$22,000; actual expenditure: \$22,965.
- Road Paving - budgeted amount: \$90,000; paving of Richville Rd. (south end), Powderhorn Rd. (all), Barnumville Rd. (Rt. 7A end), Beech St. (mid section), Muddy Ln. (east end apron).
- Sidewalk Construction - budgeted amount: \$50,000; actual expenditure: \$52,757; new sidewalks (concrete & granite curbs) on both sides of Bonnet St. Project completed in conjunction with water main replacement, road reconstruction, and drainage system installation on Bonnet St.
- Unmarked Cruiser - Police Department-1995 Ford Taurus; budgeted amount: \$16,500; actual expenditure: \$15,488. State bid process was utilized to acquire this vehicle.
- Pool House Improvements - Recreation Area-construction of rest rooms and additional office space; budgeted amount: \$50,000 in UDAG funds; actual expenditure: \$50,000.
- Picnic Area - Dana Thompson Memorial Park-construction of new pavilion and picnic area (grills, picnic tables, etc...); budgeted amount: \$16,000 in UDAG funds; actual expenditure: \$16,000 expenditure (\$11,000 in UDAG funds and \$5,000 in private contributions).
- Town Green Construction – Conservation Commission budgeted amount: \$17,000; actual expenditure: \$13,000 in donations and an estimated \$20,000 in in-kind services.

SEWER FUND

- Pick-up Truck - The Sewer Dept. paid for 50% of the \$15,150 cost of truck acquisition.

WATER FUND

- Pick-up Truck - The Water Dept. paid for 50% of the \$15,150 cost of truck acquisition.
- Water Main Installation - budgeted amount: \$150,000; actual expenditure: \$144,909.

SCHOOL DEPARTMENT

- School Bus Replacement - School Department; purchase price \$42,875.
- School Addition/Renovation - \$2,700,000 renovation and expansion project was substantially

completed in the winter of 1995.

FY 1996

GENERAL FUND

General Fund proposed capital expenditures totaled \$2,198,000 to implement four (4) items.

- Mobile Sweeper - Highway Department-Elgin streetsweeper; budgeted amount: \$110,000; actual expenditure: \$102,916.
- Road Paving - budgeted amount: \$125,000; actual expenditure: \$123,718 (of which \$35,000 State Class 2 Paving grant offset 48% of the cost to pave West Road), New Ireland Road and the north end of Beech Street.
- Recording System - Police Department acquired system to record citizen-dispatch telephone conversations; budgeted amount: \$13,000; actual expenditure: \$13,718.
- Public Safety Facility - 25,000 square foot facility, housing the Police Department, Fire Department, and Rescue Squad, opened and became operational in March of 1996. As of July 1, 1996, \$1,940,694 had been expended on project.

SEWER FUND

- No capital projects proposed or undertaken in FY 96.

WATER FUND

- No capital projects proposed or undertaken in FY 96.

SCHOOL DEPARTMENT

- School Department completed a three-year lease purchase agreement in 1995 to acquire twenty-five MacIntosh computers.

GENERAL FUND

- Rebuild Pumper Truck – Fire Department- rebuilt Fire Engine #5 ('78 Maxim); budgeted amount: \$81,800; actual expenditure: \$82,940 funded from the “Equipment Reserve Fund”.
- Bridge Repair (#8) - Agency of Transportation issued a “critical bridge report” for Town Bridge #8 (Richville Rd. bridge over Bourn Brook) in spring of 1995. The Town successfully sought and received funding (\$50,000) for restoration of the bridge through the State’s “Special Bridge and Culvert Program”. Project was completed in May of 1997 for \$80,783. The project cost was about \$5,000 over budget due to the additional guardrail and deck work that was required.
- Acquisition of Dump Truck - Diesel International dump truck with plow, sander and spreader and other required equipment; budgeted amount: \$70,000; actual expenditure: \$69,227 with trade-in.
- Replace Underground Storage Tanks (UST) - one new above-ground 4,000 gallon diesel tank replace 3 tanks; budgeted amount: \$20,000; actual expenditure: \$22,911 (tank size was upgraded from 2,000 gallons to 4,000 gallons).
- Sidewalk Construction - budgeted amount: \$75,000; actual expenditure: \$69,974 to replace sidewalk and curbing on Elm St.
- Road Paving – budgeted amount: \$75,000; actual expenditure: approximately \$75,000 for paving Spruce St, Canterbury Ln., Carlen St., Highland Ave. (mid portion), Lye Brook (apron), Lorette Ave. (apron) and High Meadow Way (mid portion).
- Resurface Swimming Pool - shallow end pool resurfaced to address surface roughness and deterioration; budgeted amount: \$17,500; actual expenditure: \$17,594.

SEWER FUND

Aeration System Replacement – budgeted amount: \$80,000; actual expenditure: \$71,402.

WATER FUND

- No capital projects proposed or undertaken in FY 97.

SCHOOL DEPARTMENT

- No capital projects proposed in FY 97.

GENERAL FUND

General Fund proposed to implement eleven (11) items.

- Radio Upgrade – Fire Department radio system upgraded to “high band”; acquisition of related equipment; budgeted amount: \$35,000; actual expenditure: \$38,806 funded from the Equipment Reserve Fund.
- Jaws of Life – Fire Department; retrofitted existing “jaws of life” instead of purchasing a new package; actual expenditure: \$8,135 from department’s operating budget.
- Dump Truck – F-350 one ton dump truck with plow and sander; budgeted amount: \$360,000; actual expenditure: \$30,665.
- Dump Body – New dump body for the 1986 International truck; budgeted amount: \$16,000; actual expenditure: \$15,726.
- Road Paving – budgeted amount: \$75,500; actual expenditure: \$77,762; for paving High Meadow Way, a portion of North Rd., aprons on Overlook & Wind Hill and crack sealing.
- Sidewalk Construction – budgeted amount: \$55,000; actual expenditure: \$53,883; southwest side of Bonnet St., from School St. to the bridge, upper portion (Cemetery Ave. to Main St.) of the Center Hill, final portion of the brick sidewalk adjacent to the Baptist Church (Main St. & Bonnet St.).
- Marked Cruiser - budgeted amount: \$22,000; actual expenditure: \$21,240.
- Pool Resurfacing - Periodic maintenance; budgeted amount: \$17,500; actual expenditure: \$16,149.
- Pool Cover - budgeted amount: \$7,000; actual expenditure: \$6,434.

SEWER FUND

- Sewer Main Installation - Originally budgeted for West Rd. sewer main, from Ways Lane north; however, more extensive replacement effort (Witherall Lane -north) was needed. Therefore, budgeted amount: \$25,000; actual expenditure: \$47,345.

WATER FUND

- Water Main Installation - Extensive water main replacement from Witherall Lane to past Powderhorn Rd. on West Rd.; actual expenditure: \$464,100.

SCHOOL DEPARTMENT

- Classroom Renovations - Three classrooms; budgeted amount: \$27,000; actual expenditure: \$45,000.

GENERAL FUND

General Fund proposed to implement ten (10) items.

- Front End Loader - Highway Department; 1998 928G Caterpillar Front End Loader purchased from Southworth-Milton; budgeted amount: \$110,000; actual expenditure: \$84,599.
- Road Paving - budgeted amount: \$105,000; actual expenditure: \$107,196 for paving East Manchester Rd (funded in part by \$30,000 State Class 2 Paving Grant), and for crack sealing of portions of Main St. and West Rd.
- Marked Cruiser - Police Department; 1999 Crown Victoria; budgeted amount: \$22,500; actual expenditure: \$22,052.
- Town Green Improvement - budgeted amount: \$92,000; actual expenditure: \$43,544 (\$41,203 in ISTEPA Enhancement Grant & \$2,341 in UDAG).
- Tractor - Recreation Department; Kubota B7300 hydro tractor with turf tires; budgeted amount: \$8,000; actual expenditure: \$8,000.
- Rink Reconstruction - budgeted amount: \$25,000; actual expenditure: \$21,635.
- Drive and Parking Improvements – Original plan included new “drop-off” area in front of Pool House and relocation of access drive and adjacent parking. Due to insufficient funds (budgeted amount: \$40,000) to complete entire project, only “drop off” area was completed, while balance of this initiative was deferred to FY 2000; actual expenditure \$19,869.
- Tennis Backstop - budgeted amount: \$5,000; actual expenditure: \$4,000.
- Computer Upgrade - Parks and Recreation Department; computer system (2 PIONEX Pentium II 350's, 2 monitors, laser printer, etc.); budgeted amount: \$5,000; actual expenditure: \$5,002.
- Wayfinding Program - Park & Walk Program; beyond design work, \$71,000 (contributed as part of the High Ridge Plaza permitting process), was used to construct four informational kiosks, to make and install informational signs, and to purchase a paint machine and stencils for highway markings.

SEWER FUND

- Pick-up Truck - Sewer Department offset 50% of the \$16,064 cost of the Water/Sewer truck acquisition (1999 Ford F-350 pick-up truck).

WATER FUND

- Pick-up Truck - Water Department offset 50% of the \$16,064 cost of the Water/Sewer truck

acquisition (1999 Ford F-350 pick-up truck).

SCHOOL DEPARTMENT

- Lighting Retrofit - Replacement of existing lighting fixtures and ballasts with energy efficient lighting at MEMS; budgeted amount: \$18,000; actual expenditure: \$14,895 (\$21,032 less a CVPS rebate of \$6,137).
- Classroom Renovations – Conversion of Living Arts and Technical Education rooms into three classrooms; budgeted amount: \$80,000; actual expenditure: \$87,000.
- Install Door Holders - To comply with State fire code, and thus allow classroom doors to remain open to increase ventilation, the School installed magnetic door closers on classroom doors; budgeted amount: \$35,000; actual expenditure: \$6,300.
- School Bus Purchase - Two school buses; first, a full-size 72 seat bus (\$50,145); second, a 22 seat bus, (\$29,049); budgeted amount: \$51,000; actual expenditure: \$79,194.
- Computer Acquisition - School Department made final payment on a three year, \$30,000 lease-purchase agreement to acquire twenty-five Mac Computers.

TOWN GENERAL FUND

General Fund proposed to implement nine (9) items, however only seven (7) projects were completed during this fiscal year, and two were delayed until FY 2001.

- Computer Upgrade - Finance Department; "file server"; actual expenditure: \$4,385.
- Sidewalk Machine - Highway Department; budgeted amount: \$58,000; actual expenditure: \$58,158.
- Paving - budgeted amount: \$119,250; actual expenditure: \$119,506 (partially funded by a \$44,250 AOT Class II paving grant) for paving approximately two miles of Richville Rd.
- Sidewalk Construction – Reconstruction of 640 foot portion of Rt. 7A, North that runs between Barnumville Rd. and the Aspen Motel; budgeted amount: \$50,000; actual expenditure: \$55,124 (\$50,000 in UDAG was used to offset costs).
- Unmarked Cruiser - 2000 Chevrolet Impala; budgeted amount: \$23,000; actual expenditure: \$18,684.
- Drive & Parking Improvements - Recreation Area; budgeted amount: \$55,000; actual expenditure: \$50,841
- Town Hall UST Replacement - 2000 gallon underground, double walled, storage tank with leak detection system; budgeted amount: \$45,000; actual expenditure: \$24,992.

SEWER FUND

- No capital projects proposed or undertaken in FY 00.

WATER FUND

- No capital projects proposed or undertaken in FY 00.

SCHOOL DEPARTMENT

- Computer Acquisition - \$10,000 payment on lease-purchase agreement to acquire twenty-five Mac Computers.

GENERAL FUND

2000 CIP - FY 01 General Fund proposed to implement eight (8) items, however only seven (7) projects were completed during this fiscal year.

- Pumper Truck - Fire Department; replaced Fire Engine #2, a 1968 Howe; budgeted amount: \$280,000; actual expenditure: \$282,366 (funded through the Equipment Reserve Fund).
- Bridge #9 Construction - budgeted amount: \$465,000; actual expenditure: \$460,000 (funded 95% by State and federal grant and 5% by Town funds).
- Grader - Highway Department; 2001 John Deere grader to replace 1985 Caterpillar; budgeted amount: \$127,846; actual expenditure: \$124,485.
- Paving - budgeted amount: \$75,000; actual expenditure: \$74,930; to pave Deer Meadow Rd., Applewood Ln., Swezey Rd., Peace St. Roberts Rd. and Dufresne Pond Rd. (shim).
- Marked Cruiser - Police Department; 2001 Crown Victoria; budgeted amount: \$23,500; actual expenditure: \$21,157.
- Tennis/Basketball Light Replacement - amount: \$20,000 for acquisition and installation; actual expenditure: \$11,200 for acquisition.
- Roller Shelf Desk - Town Clerk; five tier, document storage unit; budgeted amount: \$5,000; actual expenditure: \$4,705.

SEWER FUND

- West Rd Phase II - actual expenditure: slightly over \$31,000.

WATER FUND

- West Rd Phase II - actual expenditure: approximately \$315,000.

SCHOOL DEPARTMENT

- Computer Acquisition - School Department made final \$10,000 payment on a lease-purchase agreement to acquire twenty-five Mac Computers.

GENERAL FUND

General Fund proposed to implement seven (7) items.

- One-Ton Dump Truck - Ford F-350, with dump body, plow and other equipment; was acquired in FY 02 for \$52,980, a bit below the \$55,000 budgeted for this vehicle.
- Roadside Mower - Equipment was obtained for about \$1,600 less than the \$7,000 allocated for this item.
- Paving - budgeted amount: \$75,000; actual expenditure: \$74,025; to pave Dufresne Pond Rd (overlay), Nottingham Drive and Wideawake Rd.
- Sidewalk Construction - budgeted amount: \$80,000; actual expenditure: \$73,952; completed Phase II of the RT 7A, North sidewalk reconstruction project (north to the Aspen Motel).
- Marked Cruiser - Police Department; 2003 Crown Victoria; budgeted amount: \$24,500; actual expenditure: \$22,541.
- Pick-up Truck - Parks and Recreation Department; 1995 GMC pick-up; budgeted amount: \$10,000; actual expenditure: \$10,000.
- Pool House Plumbing & Heating Upgrade - Parks and Recreation Department; budgeted amount: \$20,000; actual expenditure: \$15,550.

SEWER FUND

- West Rd Phase II - actual expenditure: \$204,387.
- Sludge Disposal - Wastewater Treatment Plant's Lagoon #1 removal and disposal of accumulated sewer sludge; serviced by Mobile Dredging; budgeted amount: \$200,000; actual expenditure: \$102,647.

WATER FUND

- West Rd Phase II - actual expenditure: \$121,119.

SCHOOL DEPARTMENT

- No capital projects proposed or undertaken in FY 02.

GENERAL FUND

2002 CIP - FY 03 General Fund proposed to implement seven (7) items.

- Land Rover - acquired and converted into a Brush Truck, for less than the budgeted amount of \$25,000
- Two fire sirens - budgeted and acquired amount: \$11,500.
- Dump truck (International 7000) - budgeted amount: \$95,000; actual expenditure: \$85,755.
- Paving - budgeted amount: \$155,000; actual expenditure: \$149,247; to pave River Road, Hillvale and parts of Mtn. View Terrace.
- 4-wheel Drive Vehicle - Police Department; budgeted amount: \$25,000; actual expenditure: \$25,378.
- Grandstand Renovations - Parks and Recreation Department; budgeted amount: \$30,000; actual expenditure: \$31,526.
- Boiler Upgrade - Town Hall; budgeted amount: \$55,000; actual expenditure: \$58,867.

SEWER FUND

- Variable frequency drive replaced for \$23,606, slightly more than was budgeted.

GENERAL FUND

2003 CIP - FY 03 General Fund proposed to implement eight (8) items, however only seven (7) projects were completed during this fiscal year, with the monies for the park improvements being applied for the completion of the renovations to the Grandstand.

- Dump Truck with Equipment - budgeted amount: \$97,000; actual expenditure: \$97,745.
- Asphalt Reclaimer - budgeted amount: \$23,000; actual expenditure: \$22,690.
- Paving - actual expenditure: \$119,917 to pave West Road; portions of Riverside Heights and Wymans Lane.
- Sidewalk Construction/Improvements: Rt. 7A sidewalk project completed using the TCSP funds, extending north beyond Town Hall.
- Grandstand Renovations - actual expenditure: \$20,000.
- Tennis/Basketball Courts Resurfacing – budgeted amount: \$10,000; actual expenditure: \$7,619.
- Playground Expansion – funded partially with \$17,000 donation from the Rotary Club.

SEWER FUND

- No capital projects proposed or undertaken in FY 04.

WATER FUND

- Water Main Replacement - Cottage Street, upgrading to an eight inch ductile iron main, roughly 1,200 feet; budgeted amount: \$225,000; actual expenditure: \$246,234.
- Variable Frequency Drive Replacement - Battenkill Well; actual expenditure: \$41,460. Funded in part through a grant from Efficiency Vermont.

SCHOOL DEPARTMENT

- Roof Replacement and Heating System - budgeted amount: \$625,000 (Roof Replacement \$241,000 and Heating System \$240,000); actual expenditure: \$1,052,299, of which \$800,000 was bonded.

GENERAL FUND

General Fund proposed to implement fourteen (14) items, however only twelve (12) projects were completed during this fiscal year, while one (refurbished tanker for the Fire Dept.) was deferred, and one (Chamber's Gazebo) never begun.

- Jaws of Life - Fire Department; replaced with new, lighter and state-of-the-art technology; funded through grants.
- Dump Truck - Highway Department; replace 1997 F-350 with a one ton truck.
- Elm Street Drainage Project - part of a comprehensive sewer and water main upgrade, was completed, with a new road surface.
- Highway Garage Expansion - completed on time and under budget.
- Paving - Shimming and overlay of North Road.
- Sidewalk Improvement - Richville Road completed; included new sidewalk and some granite curbing from the Post Office to the southern entrance to Green Mountain Road.
- Marked Cruiser - Police Department; replaced 2001.
- Grand Stand - Renovations completed.
- Pick-up Truck for Parks and Recreation Department.
- Swimming Pool Improvements - Evaluation of thirty year old pool completed; several items were addressed.
- Utility Barn - Continued upgrades.
- Applejack Field improvements completed, with the exception of lighting.

SEWER FUND

- Sewers - Replacement of sewers along Elm Street, in conjunction with the water main and street drainage project.

WATER FUND

- Water Mains - 1200 feet of water mains along Elm Street were replaced with new 12 inch ductile iron lines. The 5,300 feet of (circa 1913) four inch cast iron water mains along E. Manchester Road were replaced with 12 inch ductile iron mains.

SCHOOL DEPARTMENT

- No capital projects undertaken in FY 05.

FY 2006

GENERAL FUND

General Fund proposed to implement eleven (11) items, however only eight (8) projects were completed during this fiscal year.

- Painting - Repainted approximately 250 feet of the Center Hill Wall, at the request of the Cemetery Commission; budgeted amount: \$4,000; actual expenditure: \$3,000.
- Paving - North Road (utilized new chip sealing process); shimmed Barnumville Road, and crack filled West Road and Richville Road; budgeted amount: \$125,000; actual expenditure: \$123,682.
- Sidewalk Improvement - replaced lengthy section, in conjunction with the Village, near Stewarts; budgeted amount: \$45,000; actual expenditure: \$45,618.
- Debt Service - set up bond payments of \$20,000 per year to reflect debt service as a capital expenditure.
- Marked Police Cruiser Replacement - Police Department; actual expenditure: \$23,041, less the trade in value of \$4,555, for a net cost of \$18,486.
- Regional Animal Holding Facility - Located off Airport Rd.; fully operational.
- Athletic Fields Improvements - Rec Area; Rotary Club donated much labor and about \$2,000 worth of soil and seed.
- Tractor Mower with Attachments – Rec Department; budgeted amount: \$10,000; actual expenditure: \$14,832 (\$9,378 for mower, additional \$5,454 in various attachments).

SEWER FUND

- Lagoon Chlorination Improvements - Conversion from gas-based to liquid-based chlorination/dechlorination process at the sewage treatment plant.

WATER FUND

- Water Meter Replacement – Approximately 650 of the 1500 water meters replace with new radio-read technology.
- Main Replacement - Bond, Leland Dr. and Mt. View Terrace; budgeted amount: \$253,000, actual expenditure: \$214,257.

SCHOOL DEPARTMENT

- No capital projects proposed or undertaken in FY 06.

GENERAL FUND

- Roadway Paving - Budgeted amount: \$150,000. Actual Cost: \$149,546. Work included paving of about 3 miles including Barnumville Road and Beech Street.
- Sidewalk Construction - Budgeted amount: \$19,000. Actual cost: \$15,980. Work included restoration of sidewalks along Elm Street Extension and drainage.
- Highway Department Vehicle Acquisition - Budgeted amount: \$155,000. Actual cost: \$147,648. Purchased International brand tandem truck and associated equipment.
- Highway Department Equipment Acquisition - Actual amount: \$4,900. Purchased paint sprayer.
- Platform Fire Truck - Actual amount: \$715,467 (\$260,000 from UDAG Loan, \$385,000 from Equipment Reserve Fund and \$70,000 in Fire Department Funds).
- Unmarked Police Cruiser - Budgeted amount: \$26,500. Actual amount: \$22,821. Replaced Police Department unmarked cruiser with 2007 Chevrolet Impala.
- Chlorination System - Budgeted amount: \$6,000. Actual amount: \$4,211. Replaced older automated pool chlorination system.
- Applejack Field Improvements – made improvements to Applejack Field including renovating grandstand (\$13,924) and installed scoreboard (\$10,352) donated by the Manchester Rotary Club.

SEWER FUND

- No capital projects proposed or undertaken in FY 07.

WATER FUND

- Completed water meter replacement project: Budgeted amount: \$105,000. Actual cost: \$323,498. Project accelerated into two years instead of the original three year plan.
- Purchased Bushee parcel and house on Richville Road for aquifer protection. Actual cost: \$231,276.

SCHOOL DEPARTMENT

- No information was received.

FY 2008

GENERAL FUND

- Parks & Recreation Pool Resurfacing – Item was approved by Town Meeting at the March 2008 meeting. Project included the resurfacing of the pool. Budgeted amount: \$70,000. Actual Cost: \$69,281.07.
- Energy Audit – Perform energy audits of Town-owned buildings. (Audits expected to be finalized in Fiscal Year 2009.) Budgeted amount: \$15,000. Actual amount: \$4,569.
- Upgraded of Town Hall Heat Control System – Began upgrading Town Hall heating system to a programmable digital system rather than the archaic pneumatic control system. New system will allow for the more precise control of heat as well as enhanced ability to set back temperature during nights and weekends. Actual cost: \$14,800. Project to be finished in Fiscal Year 2010.
- Highway Department Paving – Paved Richville Road, Union Street and New Ireland Road (shim only in FY 2008, top coat in FY 2009). Budgeted cost: \$150,000. Actual cost: \$317,988.85 (received State Class II Grant in the amount of \$168,000).
- Highway Department Equipment Acquisition – Purchased Holder brand sidewalk plow (\$89,990), tractor and mower boom (\$76,500). Also purchased three Toro brand commercial zero-turn mowers and trailer (\$31,885.44), in conjunction with the decision to begin using Town employees to perform mowing services. Budgeted amount: \$197,000. Actual amount: \$198,375.44.
- Marked Police Cruiser – Budgeted amount: \$27,000. Actual amount: \$24,707. Replaced Police Department marked cruiser with 2008 Ford Crown Victoria.
- Demolished Horse Barn at Parks & Recreation – Demolished dilapidated horse barn (Barn #2) at Dana L. Thompson Memorial Park. Minimal cost.

SEWER FUND

- Master Plan (Phase I and Phase II) – Continued work on the Sewer Master Plan. Budgeted amount: \$54,000. Actual cost: \$33,321.57.
- Truck Replacement – Replaced truck with new diesel Ford F-350. Actual cost: \$36,424.29 (Sewer share was \$18,212.15).

WATER FUND

- Cass Terrace – Replaced water main and service connections along Cass Terrace. Budgeted amount: \$160,495.03. (Fiscal Year 2008 budget included \$332,500 for all water main replacement projects.)
- Elm Street Extension Project – Replace water mains and drainage lines along Elm Street Extension. Phase I (\$10,296.13) expedited and completed in FY 2007 and 2008 in order to

maintain proper water pressure to customers; Phase II (\$53,388.66) completed in FY 2008. (Fiscal Year 2008 budget included \$332,500 for all water main replacement projects.)

- Truck Replacement – Replaced truck with new diesel Ford F-350. Actual cost: \$36,424.29 (Water share was \$18,212.14).

SCHOOL DEPARTMENT

- No information was received.

GENERAL FUND

- Energy Audit Implementation – Completed energy audit of Town buildings. Upgraded heating and air conditioning system at Town Hall. Budgeted amount: \$50,000. Actual amount: \$27,625.
- Parks and Recreation Department – Purchased playground equipment. Budgeted amount: \$20,000. Actual amount: \$13,248.35. State grant received. Savings due to staff installation of equipment.
- Police Department – Purchased 2009 Crown Victoria cruiser to replace the 2006 Crown Victoria cruiser. Budgeted amount: \$28,000. Actual amount: \$23,394. Sold old cruiser for \$5,516.
- Emergency Generator – Installed at Town Hall as well as propane tank. Budgeted amount: \$35,000. Actual amount: \$38,509. Project included federal Homeland Security funds of \$11,686.
- Public Safety Facility – Made temporary repairs by paving parking lot. Budgeted amount: \$14,000. Actual amount: \$12,649.
- Department of Public Works Equipment Acquisition – Purchased 2009 International Dump Truck with dump body and plow (\$101,219) Budgeted amount: \$93,000. Actual amount: \$101,219.
- Department of Public Works Paving- Top coated New Ireland Road, High Meadows Road, and Beech Street (\$131,698.05). Also paved Route 7A to Main Street (\$83,232 – received grant of \$83,232 from State AOT). Budgeted amount: \$133,000. Actual amount: \$206,675.
- Department of Public Works Construction – Elm Street Extension. Made drainage improvements and full top coat overlay in conjunction with the Water Department project. Budgeted amount: \$90,000. Actual amount: \$84,579.

SEWER FUND

- Designed new wet well and other improvements at Lincoln Ave. Pump Station. Budgeted amount: \$27,000. Actual amount: \$23,033.
- Installed new aeration system at waste water facility treatment. Budgeted amount: \$80,000. Actual amount: \$64,877.
- Started Phase III of the waste water Master Plan. Budgeted amount: \$50,000. Actual amount: \$24,926.

WATER FUND

- Elm Street Extension – finished Elm Street project (Phase II) and paved roadway. Budgeted amount: \$100,000. Actual amount: \$100,000.

amount: \$90,000 (budget amended from \$12,000 to \$90,000 in April of 2008). Actual amount: \$71,875.

- Finalized Applewood Lane water main design. Budgeted amount: \$50,000. Actual amount: \$20,074.
- Finalized Riverside Heights water main design. Budgeted amount: \$19,000. Actual amount: \$13,727.

SCHOOL DEPARTMENT

- No information was received.
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GENERAL FUND

- Made energy efficiency upgrades, including installation of new hot water tank at Town Hall, replacement of outside wall pack lighting at Public Safety Facility with LED lighting, and replaced lighting controls at Town Hall. (\$7,438)
- Made repairs to the Public Safety Facility sprinkler system as required by the State of Vermont (\$12,452)
- Purchased new International 4300 to replace Ford F-550 (\$164,104).
- Replaced sidewalk in front of Heinel's and Flying Cow sign shop on Main Street and installed curbing on Main Street at Adams Park (\$36,329)
- Installed roadway drainage and retaining wall on Riverside Heights (\$85,312)
- Installed roadway drainage on Applewood Lane (\$5,873)
- Finalized design on Highland Avenue, Depot District parking lot and Barnumville and Main Street realignment
- Purchased 8 sets of Fire gear using Equipment Reserve Fund (\$17,220)
- Resurfaced tennis courts and basketball court at Dana L. Thompson Memorial Park (\$12,261)
- Developed electronic land survey of Dana L. Thompson Memorial Park (\$2,320)
- Installed fence along Cemetery Avenue using Cemetery reserve funds (\$11,284)
- Purchased new shelving system for Town Clerk's Office (\$5,275)
- Purchased most of the right of way associated with the upcoming Roundabout project using Town's Junction Improvement Fund and State and Federal Highway Funds (reimbursed)

SEWER FUND

- Finalized design of Highland Avenue and Franklin, Dillingham and Williams streets in Village of Manchester.
- Finalized design of utilities on Main Street and Depot Street in conjunction with upcoming Roundabout project.
- Finalized design of Lincoln Avenue sewer pump station.

WATER FUND

- Finalized design of Highland Avenue and Franklin, Dillingham and Williams streets in Village of Manchester.
- Finalized design of utilities on Main Street and Depot Street in conjunction with upcoming Roundabout project.
- Finalized chlorination monitoring system on Battenkill Lane.
- Installed water main on Applewood Lane (\$234,907).
- Installed new water lines on Riverside Heights (\$206,070).

SCHOOL DEPARTMENT

- No information was received.

APPENDIX IV - TOWN-OWNED VEHICLES & EQUIPMENT INVENTORY