

Town of Montague

Capital Improvement Plan

FY 24- FY29

Adopted June 14, 2023

Montague Capital Improvements Committee
Greg Garrison, Chair

Prepared by Walter Ramsey
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Montague Department of Public Works- Main Bay
Constructed 2020

Introduction

The Montague Capital Improvement Plan (CIP) provides a blueprint for planning Montague's capital expenditures and informing the Annual Capital Budget. This plan is meant to be a tool for both municipal officials and the general public so that all are aware of future needs and projects. Ultimately the plan encourages careful project planning and design to avoid costly mistakes and to help Montague reach desired community objectives within its fiscal capacity.

A well-planned, maintained, and executed capital plan is a wise investment that will enable the Town to:

- make full use of municipal assets,
- lower maintenance and replacement costs,
- decrease risk of injury or liability from using deteriorating capital assets,
- enhance efficiencies in vehicles and equipment,
- decreasing risk of piling up huge future expenditures due to deferred maintenance and replace of facilities and infrastructure,
- enhance Montague's credit rating and control of its tax rate, and
- increase the attractiveness of Montague as a place to work, live, visit, and do business.

The CIP is updated annually to address:

- Progress made toward funding the planned projects,
- Updating the six-year projections, and
- Keeping current with changing information and priorities relating to the Town's needs.

Adequate funding of capital needs presents many small towns with significant challenges, and Montague is no exception. With appropriate planning and careful use of resources, the Town of Montague can address many of its most pressing needs in an affordable and sustainable manner.

This plan was developed in close collaboration with the Selectboard, Finance Committee, Town Accountant, Treasurer, the Town Administrators office, and municipal department leaders. The effort could not come to fruition without deep engagement from these stakeholders.

Capital Planning Policy

In June 2022, the Capital Improvements Committee, Finance Committee and Selectboard adopted a Capital Planning Policy (Policy A-2). This was done in concert with the adoption of Financial Management policies by the Finance Committee and Selectboard. The purpose of the policy is to guide the annual capital planning process by which the Town identifies the need for

the acquisition of new capital assets, the repair or replacement of existing assets, and the proposed financing of each. The policy defines the following objectives:

- To maintain Montague’s physical assets by providing funding in the annual operating budget to protect its capital investments and minimize future maintenance and replacement costs.
- To pursue a program of preventive maintenance as a cost-effective approach to protecting its capital investments and maximizing the useful life of its capital assets- including the procurement of outside services where Town staff capacity or expertise appears insufficient to perform such preventative maintenance.
- To endeavor to provide and preserve the infrastructure and equipment needed for achieving the highest levels of public services and quality of life possible by annually updating a six-year Capital Improvement Plan to ensure adequate investment in the Town’s capital assets.

Definition of Capital Asset (Per A-2 Policy)

Any municipally-owned facility, road, bridge, sidewalk, utility infrastructure, property, park, installed feature, vehicle, or equipment valued at or above \$25,000.

Definition of Capital Improvement Project (Per A-2 Policy)

A major, non-recurring expenditure that generally meets the following criteria:

- Project cost is \$25,000 or greater;
- Proposed project or asset to be acquired has a useful life of 5 years or more including:
 - New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
 - Alterations, renovations, or improvements to existing buildings;
 - Land acquisition and/or improvements, unrelated to public buildings, but necessary for conservation, recreation, or off-street parking;
 - Major equipment acquisition, replacement, or refurbishment, including but not limited to vehicles, furnishings, and information technology systems’ hardware and software or other items that combined in purpose together make it a Capital Project;
 - New construction or major improvements to physical infrastructure, including streets, sidewalks, stormwater drains, and the sanitary sewer system. Infrastructure improvements must extend the useful life of the infrastructure by at least ten (10) years; or

- Feasibility studies, engineering design services, or consultant services which support and are a part of a future Capital Project.

Capital Improvements Committee

The Capital Improvements Committee (CIC) was established in 1978 under the Montague General Bylaws. The CIC consists of five voting members appointed by the Town Moderator. The Committee receives professional staff support from the Selectboard's office. The CIC is charged to:

- conduct an annual review of the capital improvements program of the Town as well as proposals for the construction of municipal buildings and acquisition of property,
- to make recommendations to the Town Meeting regarding the above,
- to prepare an annual report.

As of May 1, 2023 the members of the Montague Capital Improvements Committee are:

- Greg Garrison
- Jason Burbank
- Ariel Elan
- Chris Menegoni
- One seat is vacant

The CIP is a living plan, and as such, projects are subject to change based on new service delivery needs, special financing opportunities, emergency needs, compliance with unfunded mandates, and changing economic conditions. Every effort is made to make the six-year plan as accurate, thorough, and predictable as possible.

Active Capital Projects (FY23)

An annual inventory of active and funded capital projects is a way to monitor implementation of the Capital Plan. It can also help identify potential funding sources for re-allocations, potential workflow issues, and improve budget planning.

MONTAGUE CAPITAL PLAN FY2024-FY2029						
FY2023 Current (Funded) Projects						
	Expenditure	Status	Total appropriated	Source	Grant funding	Source
Facilities						
Town Hall	Main Roof Replacement	COMPLETE	\$ 125,000	ATM 5.7.22		
Town Hall	Annex Reuse Feasibility Study	COMPLETE	\$ -		\$ 45,000	REDO Grant
Old Town Hall	Masonry Repair	DESIGN	\$ 100,000	ATM 5.7.22		
Millers Falls Library	Mini Splits	COMPLETE	\$ -		\$ 26,551	Green Communities Grant
Carnegie Library	Basement Renovation	DESIGN	\$ 130,000	ATM 5/7/22		
Shea Theater	lower roof replacement	IN PROGRESS	\$ 60,000	ATM 5/7/22		
Colle	Roof Replacement	IN PROGRESS	\$ 225,789	STM 3/2/23		
Hillcrest	Façade Repair	?	\$ 55,000	ATM 5/22/21		
Hillcrest	Flooring	COMPLETE	\$ 350,100	STM 3/3/22		
Hillcrest	Intercom	COMPLETE	\$ 25,000	ATM 5/5/18		
Sheffield	Intercom	COMPLETE	\$ 30,000	ATM 5/5/18		
Sheffield	Fire Alarm System Upgrade	IN PROGRESS				
Senior Center	Roof and Siding Repair	PARTIAL COMPLETE	\$ 23,213	STM 10/13/20		
Vehicles and Equip.						
Police Vehicle	Replace Cruiser	COMPLETE		ATM 5/7/22		
DPW Vehicle	2022 Vactor Truck	COMPLETE		ARPA	\$ 400,000	ARPA
DPW Vehicle	2022 Freightliner Swap Body	COMPLETE	\$ 253,000			
DPW Vehicle	2022 One Ton	IN PROGRESS	\$ 100,000	STM 3/2/23		
DPW Vehicle	2022 F-350	IN PROGRESS	\$ 80,000	STM 3/2/23		
Town Vehicle	Inspections Hybrid	IN PROGRESS	\$ 52,500	STM 3/2/23		
DPW Vehicle	Discretionary Repairs	IN PROGRESS	\$ 50,000	ATM 5/7/22		
CWF Vehicle	Transit Van	IN PROGRESS	\$ 68,000	STM 3/2/23		
Clean Water Facility						
CWF Plant	Generator Replacement	IN PROGRESS	\$ 230,000	ATM 5.7.22	\$ 100,000	State legislative earmark
CWF Plant	Screw Pump Replacement	DESIGN/FINANCING	\$ 2,500,000	STM 3/2/23		USDA Rural Development
CWF Plant	Aeration Blowers and Diffusers	DESIGN	\$ 115,000		\$ 75,375	DEP Gap III grant, Utility
CWF Plant	Sludge Composting Facility Study	STUDY UNDERWAY			\$ 150,000	MA Small Town Development
Pump Stations	Industrial Blvd Pump Station Replacement	IN PROGRESS	\$ 169,000		\$ 169,000	MA Small Town Development
Infrastructure						
Collection System	Long Term Control Plan	IN PROGRESS			\$ 49,000	ARPA
Collection System	collections engineering assessment	COMPLETE			\$ 150,000	ARPA Clean Water Trust
Collection System	Montague City Road Emergency Repairs	COMPLETE			\$ 153,881	ARPA
Bridges	South Ferry Road Culvert	DESIGN			\$ 83,000	Chapter 90
Bridges	Swamp Road Bridge Rehab Assessment	DESIGN			\$ 60,000	MassDOT Small Bridge Program
Roadways	Montague City Road Flooding Relief	IN PROGRESS	\$ 134,000		\$ 230,000	FEMA Pre-Disaster Mitigation
Roadways	Canal St Intersection	COMPLETE	\$ 200,000	STM 10/16/21	\$ 1,282,091	MassWorks
Landfill	Burn Dump Capping Design	SUBSTANTIALLY COMPLETE	\$ 12,500	STM 10/13/20		
Landfill	Burn Dump Capping Design Supplemental	SUBSTANTIALLY COMPLETE	\$ 12,000	STM 10/13/22		
Streetscape	Avenue A Improvements	CONSTRUCTION			\$ 350,000	CDBG
			\$ 5,100,102		\$ 3,323,898	

FY24-29 Capital Project Schedule

The FY24-29 Capital Project Schedule is a working document that aims to identify as many known capital projects as possible. Projects on this schedule have been identified in a reference study or by a departmental leader. Projects are listed in these categories: Facilities, Vehicles and Equipment, Clean Water Facility, Infrastructure, Parks and Public Spaces, and Airport. While this schedule cannot possibly anticipate all future capital needs, it can allow the Town to forecast, prioritize and schedule planned capital expenditures over a six-year horizon.

The budget figures included in this schedule are estimates to help identify the scale of the project. The budgeted value of a given project should be refined and justified as the project approaches the first year of the Capital Plan. If a project is expected to be supported with grant funds, only the municipal cost-share of the project is factored into the capital budget. Where possible, potential funding sources have been identified.

MONTAGUE CAPITAL PLAN FY2024-FY2029

Project Schedule

Facilities

Building	Expenditure	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
Town Hall	1st floor carpet replacement	\$ 25,000						\$ 25,000	Free Cash			vendor quote
Town Hall	2nd floor tile replacement				\$ 30,000			\$ 30,000	TBD			
Town Hall	Annex roof solar		\$ 225,000					\$ 225,000	TBD			Vendor Quote
Town Hall	Annex buildout- meeting room and storage			\$ 500,000				\$ 500,000	TBD			Architect Estimate
Town Hall	Parking lot rehabilitation		\$ 200,000					\$ 200,000	TBD			
Public Works Facility	Roof solar					\$ 715,000		\$ 715,000	TBD	ITC Cash Payment	\$ 232,000	Vendor Quote
Montague Center Library	Roof repairs				\$ 50,000			\$ 50,000	TBD			Roof Assessment
Montague Center Library	Replace storm windows/windows		\$ 95,000					\$ 95,000	TBD			vendor quote
Montague Center Library	2nd Floor accessibility and HVAC						\$ 1,337,000	\$ 1,337,000	TBD	Historic Pres. Fund (50%)	\$ -	
Millers Falls Library	Storefront windows replacement				\$ 25,000			\$ 25,000	TBD			PCA AUDIT
Carnegie Library	Replace asphalt roof						\$ 25,000	\$ 25,000	TBD			PCA AUDIT
Carnegie Library	Repointing and exterior improvements			\$ 225,000				\$ 225,000	TBD			PCA AUDIT
Carnegie Library	Replace first floor tile			\$ 35,000				\$ 35,000	TBD			PCA AUDIT
Carnegie Library	Replace exterior storm windows						\$ 30,000	\$ 30,000	TBD			PCA AUDIT
Carnegie Library	Accessible bathroom and counter			\$ 95,000				\$ 95,000	TBD			PCA AUDIT
Carnegie Library	Upgrade fire alarms						\$ 45,000	\$ 45,000	TBD			PCA AUDIT
Carnegie Library	New main branch library feasibility study		\$ 150,000					\$ 150,000	TBD	MA Public Library Construction		
Council on Aging	Kitchen floor							\$ -	TBD			
Council on Aging	Replace gas furnace					\$ 50,000		\$ 50,000	TBD			
Shea Theater	Main stage accessibility improvements				\$ 150,000			\$ 150,000	TBD	MCC Cultural Facilities (50%)	\$ 150,000	
Colle	Replace rooftop HVAC systems			\$ 100,000				\$ 100,000	Colle Reserve			
Colle	Repair rear exterior stairs					\$ 25,000		\$ 25,000	Colle Reserve			
Colle	Remortar failing joint and repaint windows						\$ 25,000	\$ 25,000	Colle Reserve			
Colle	Replace tile				\$ 25,000			\$ 25,000	Colle Reserve			
Police Station	Replace HVAC						\$ 30,000	\$ 30,000	TBD			
Unity Park Fieldhouse	No anticipated projects							\$ -	TBD			
Sheffield School	Repave parking lot and basketball court					\$ 170,000		\$ 170,000	TBD			PCA AUDIT
Sheffield School	Replace VCT Flooring						\$ 153,000	\$ 153,000	TBD			PCA AUDIT
Sheffield School	Modernize elevator				\$ 110,000			\$ 110,000	TBD			PCA AUDIT
Sheffield Auditorium	Replace gym/auditorium roof						\$ 575,500	\$ 575,500	TBD	MA School Building Authority		PCA AUDIT
Sheffield Auditorium	Spot repointing and exterior repairs				\$ 175,000			\$ 175,000	TBD			PCA AUDIT
Sheffield Admin	Repave parking lot and driveway				\$ 100,000			\$ 100,000	TBD			PCA AUDIT
Sheffield Admin	Repointing and exterior improvements			\$ 630,000				\$ 630,000	TBD			PCA AUDIT
Sheffield Admin	Replace windows			\$ 135,000				\$ 135,000	TBD			PCA AUDIT
Sheffield Admin	ADA restrooms			\$ 90,000				\$ 90,000	TBD			PCA AUDIT
Hillcrest School	Replace roof			\$ 1,300,000				\$ 1,300,000	TBD	MA School Building Authority		PCA AUDIT
Hillcrest School	Parking lots, driveway, sidewalk repairs		\$ 460,000					\$ 460,000	TBD			PCA AUDIT
Hillcrest School	Replace unit ventilators			\$ 250,000				\$ 250,000	TBD			PCA AUDIT
Hillcrest School	Replace Boiler						\$ 350,000	\$ 350,000	TBD	MA School Building Authority		PCA AUDIT
Hillcrest School	Replace underground storage tank						\$ 30,000	\$ 30,000	TBD			PCA AUDIT
Hillcrest School	New elementary school feasibility study (MSBA)		\$ 200,000					\$ 200,000	TBD	MA School Building Authority		
38 Avenue A	Demolish 38 Avenue A	\$ 50,000						\$ 50,000	Free Cash/ #1 5/5/12			Vendor Quote
Facilities Subtotal		\$ 75,000	\$ 1,330,000	\$ 3,360,000	\$ 665,000	\$ 960,000	\$ 2,600,500	\$ 8,990,500			\$ 382,000	

MONTAGUE CAPITAL PLAN FY2024-FY2029

Project Schedule

Vehicles and Equipment

Department	Expenditure	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Quote Reference
Police Vehicle	Replace Police Cruiser	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 408,000	Taxation	Green Communities	\$ 10,000	
DPW Vehicle	Equipment and major repairs (Discretionary)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000	Taxation			
DPW Vehicle	Replace 1987 10 ton Trailer		\$ 40,000					\$ 40,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 1988 8 ton roller			\$ 200,000				\$ 200,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2001 4600 Tractor			\$ 40,000				\$ 40,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2002 Dump Truck		\$ 220,000					\$ 220,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2003 10 Wheel Dump Truck		\$ 368,500					\$ 368,500	TBD	USDA Community Facilities	\$ 45,000	DPW Capital Replacement List
DPW Vehicle	Replace 2007 Ford F-150 Pickup			\$ 65,000				\$ 65,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2008 International Dump				\$ 226,000			\$ 226,000	TBD	USDA Community Facilities	\$ 45,000	DPW Capital Replacement List
DPW Vehicle	Replace 2009 Wheel Loader						\$ 350,000	\$ 350,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2010 Street Sweeper					\$ 300,000		\$ 300,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2010 Ford Focus				\$ 40,000			\$ 40,000	TBD	Green Communities	\$ 10,000	DPW Capital Replacement List
DPW Vehicle	Replace 2010 Dump Truck					\$ 275,000		\$ 275,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2012 Chipper						\$ 90,000	\$ 90,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2013 F-350 Pickup				\$ 80,000			\$ 80,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2013 Dump Truck						\$ 300,000	\$ 300,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2013 RD 12 Roller			\$ 100,000				\$ 100,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2014 F-450 Pickup			\$ 90,000				\$ 90,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2014 2032R Tractor				\$ 65,000			\$ 65,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2015 F-250 Pickup		\$ 85,000					\$ 85,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2015 F-350 Pickup						\$ 90,000	\$ 90,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2017 F-350 Pickup				\$ 85,000			\$ 85,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2017 F-550 Dump Truck				\$ 100,000			\$ 100,000	TBD			DPW Capital Replacement List
CWF Vehicle	Rough Terrain Vehicle	\$ 25,000						\$ 25,000	CWF Ret. Earnings			
CWF Vehicle	Replace Ford Skid Steer L785				\$ 65,000			\$ 65,000	CWF Ret. Earnings			
CWF Vehicle	Replace 1984 Wheel Loader					\$ 145,000		\$ 145,000	CWF Ret. Earnings			
CWF Vehicle	Replace 2016 Ford Truck						\$ 90,000	\$ 90,000	CWF Ret. Earnings			
Airport Vehicle	New mowing tractor	\$ 70,000						\$ 70,000	Airport Revenue			
Airport Vehicle	One Ton Pickup with plow		\$ 60,000					\$ 60,000	Airport Revenue			
Airport Vehicle	Replace 2019 F-350 Pickup						\$ 65,000	\$ 65,000	Airport Revenue			
Vehicles and Equipment Subtotal		\$ 193,000	\$ 881,500	\$ 663,000	\$ 829,000	\$ 888,000	\$ 1,088,000	\$ 4,542,500			\$ 110,000	

Replacement Schedule= 10 to 12 years for pickup, 18 to 20 for a dump truck

MONTAGUE CAPITAL PLAN FY2024-FY2029

Project Schedule

Clean Water Facility

(Excluding Vehicles and Equipment)

	Expenditure	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Quote Reference
CWF Plant	Screw pump replacement	\$ 2,500,000						\$ 2,500,000	USDA Borrowing	USDA Rural Development	\$ 1,750,000	Engineering Report
CWF Plant	Admin heat pumps				\$ 50,000			\$ 50,000	CWF Ret. Earnings	Green Communities	\$ 15,000	
CWF Plant	Operations ventilation		\$ 150,000					\$ 150,000	CWF Ret. Earnings	Green Communities	\$ 15,000	Johnson Controls
CWF Plant	Septage receiving station upgrade	\$ 264,000						\$ 264,000	CWF Ret. Earnings			
CWF Plant	Operations boiler replacement	\$ 113,000						\$ 113,000	CWF Ret. Earnings	USDA Wood Innovation	\$ 39,550	
CWF Plant	Secondary and primary clarifiers mechanical upgrade			\$ 630,000				\$ 630,000	CWF Ret. Earnings			
CWF Plant	Aeration tanks concrete rehab				\$ 40,000			\$ 40,000	CWF Ret. Earnings			
CWF Plant	Sludge composting facility feasibility study	\$ -						\$ -	GRANT	Rural Small Town Dev Fund	\$ 150,000	
CWF Plant	Thickened sludge pump replacement (3)						\$ 200,000	\$ 200,000	CWF Ret. Earnings			
CWF Plant	Grit removal and channel relocation project					\$ 1,750,000		\$ 1,750,000	CWF Ret. Earnings			fine screening, grinder, double scre
CWF Plant	Automatic gates and fencing repairs				\$ 75,000			\$ 75,000	CWF Ret. Earnings			
CWF Plant	Master control panel replacement operations bldg				\$ 200,000			\$ 200,000	CWF Ret. Earnings			
CWF Plant	Odor control for operations bldg		\$ 50,000					\$ 50,000	CWF Ret. Earnings			
CWF Plant	Update O&M manual					\$ 75,000		\$ 75,000	CWF Ret. Earnings			
Pump Stations	Pump station upgrade: J St, G St, Lake Pleasant, Denton St			\$ 348,000				\$ 348,000	CWF Ret. Earnings			could be spread out (\$87k per static
Pump Stations	Lake Pleasant grinder pump conversion				\$ 350,000			\$ 350,000	CWF Ret. Earnings			
Pump Stations	Montague Center pump station upgrades		\$ 250,000					\$ 250,000	CWF Ret. Earnings			
Pump Stations	Pump station generators replacement 2 per year		\$ 60,000		\$ 60,000		\$ 60,000	\$ 180,000	CWF Ret. Earnings			LP 1st, Gst and Jst, new portable
Clean Water Facility Subtotal		\$ 2,877,000	\$ 510,000	\$ 978,000	\$ 775,000	\$ 1,825,000	\$ 260,000	\$ 7,225,000			\$ 219,550	

*Funding approved STM 3/2/23. To borrow in FY24

Infrastructure

	Expenditure	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Quote Reference
Sewer Collection system	Sludge drying bed	\$ 20,000	\$ 50,000					\$ 70,000	SEWER/TOWN SPLIT			
Sewer Collection system	CSO LTCP- plant influent line reconstruction			\$ 1,500,000				\$ 1,500,000	GRANT			Engineers Opion of Cost forthcomin
Sewer Collection system	CSO LTCP- Priority 1 work in Turners Falls		\$ 781,200					\$ 781,200	GRANT	Rural Small Town Dev Fund, CDS		TF Collections System Study
Sewer Collection system	CSO LTCP- Priority 2 work in Turners Falls				\$ 388,700			\$ 388,700	GRANT	Rural Small Town Dev Fund, CDS		TF Collections System Study
Sewer Collection system	CSO LTCP- Priority 1 work in Millers Falls			\$ 550,600				\$ 550,600	GRANT	Rural Small Town Dev Fund, CDS		MF Collections System Study
Sewer Collection system	CSO LTCP- Priority 2 work in Millers Falls						\$ 125,700	\$ 125,700	GRANT	Rural Small Town Dev Fund, CDS		MF Collections System Study
Sewer Collection system	Evaluate remainder of system			\$ 100,000				\$ 100,000	SEWER/TOWN SPLIT			Vendor Quote
Sewer Collection system	Update collections O&M manual		\$ 25,000					\$ 25,000	SEWER/TOWN SPLIT			Vendor Quote
Sewer Collection system	Sewer pipe re-lining program		\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000	SEWER/TOWN SPLIT			Find CDM Schedule
Bridges	11th street bridge repairs	\$ 100,000						\$ 100,000	Town Capital Stabl.			Engineering Report
Bridges	South Ferry Road culvert replacement	\$ 83,000	\$ 250,000					\$ 333,000	Chapter 90	MVP, DER Culvert Replacement	\$ 75,000	
Bridges	Swamp Road bridge rehab match			\$ 100,000				\$ 100,000	TBD	MassDOT Small Bridge Program	\$ 4,000,000	Similar Project
Bridges	Papermill Road bridge design						\$ 120,000	\$ 120,000	TBD			Vendor Quote
Roadways	Replace Avenue A traffic signals			\$ 300,000				\$ 300,000	TBD			
Roadways	Sidewalk replacement and repair		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	TBD			
Roadways	Pavement management program	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 2,880,000	Chapter 90			Wendell Road 2023. 1.5 miles per y
Roadways	Alley and non-Ch90 road paving		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	TBD			
Infrastructure Subtotal		\$ 683,000	\$ 2,051,200	\$ 3,495,600	\$ 1,333,700	\$ 945,000	\$ 1,190,700	\$ 9,699,200			\$ 4,075,000	

MONTAGUE CAPITAL PLAN FY2024-FY2029

Project Schedule

Parks and Public Spaces

	Expenditure (Town Share Only)	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Quote Reference
Parks and Recreation	Unity Skatepark lighting	\$ 123,000						\$ 123,000	TBD			Vendor Quote
Parks and Recreation	Montague Center Park Improvement- Playscape	\$ 210,000						\$ 210,000	TBD	PARC (will fund up to 68% of \$5	\$ 290,000	Architects Order of Magnitude
Parks and Recreation	Montague Center Park Improvement- Parking Area		\$ 75,000					\$ 75,000	TBD			Architects Order of Magnitude
Parks and Recreation	Rutters Park improvements Phase II					\$ -			GRANT	CDBG	\$ 140,000	Architect Opinion of Probable Cost
Parks and Recreation	Highland Park shed replacement and ADA parking						\$ 35,000	\$ 35,000	TBD			Best Guess
Streetscape	Avenue A Streetscape Improvements	\$ -	\$ -	\$ -				\$ -	GRANT	CDS, CDBG	\$ 1,421,000	Architects Estimate
Open Space	Canal District design	\$ -							GRANT	Site Readiness	\$ 80,000	
Open Space	Hillcrest Neighborhood playground remodel		\$ -					\$ -	GRANT	CDS, CDBG	\$ 450,000	Architects Estimate
Parks and Public Spaces Subtotal		\$ 333,000	\$ 75,000	\$ -	\$ -	\$ -	\$ 35,000	\$ 443,000			\$ 2,381,000	

Airport

(Excluding vehicles and equipment)

	Expenditure (Airport Share only)	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Quote Reference
Airport	Design/construct wildlife fence	\$ 100,000						\$ 100,000	Airport Revenue	MassDOT Aviation	\$ 400,000.0	
Airport	Realign taxiway stub and improve pioneer ramp	\$ 16,666						\$ 16,666	Airport Revenue	FAA/ MassDOT Aviation	\$ 326,200.0	
Airport	Pioneer Aviation roof replacement	\$ 85,000						\$ 85,000	Airport Revenue			
Airport	Pioneer Aviation apron lighting and signage		\$ 65,000					\$ 65,000	Airport Revenue			
Airport	Pioneer Aviation hangar door replacement		\$ 68,500					\$ 68,500	Airport Revenue			
Airport	Pioneer Aviation backup generator		\$ 25,000					\$ 25,000	Airport Revenue			
Airport	Runway 16-34 extension			\$ 125,000				\$ 125,000	Airport Revenue	FAA/ MassDOT Aviation	\$ 2,542,833.0	
Airport	Maintenance hangar Roof			\$ 80,000				\$ 80,000	Airport Revenue			
Airport	Runway 16 approach lighting				\$ 50,000			\$ 50,000	Airport Revenue	FAA/ MassDOT Aviation	\$ 950,000.0	
Airport	Maintenance hangar Solar				\$ 60,000			\$ 60,000	Airport Revenue			
Airport	Equipment storage building				\$ 100,000			\$ 100,000	Airport Revenue			
Airport	Replace runway lighting regulator				\$ 45,000			\$ 45,000	Airport Revenue			
Airport	Reconstruct west apron/taxilanes					\$ 25,000		\$ 25,000	Airport Revenue	FAA/ MassDOT Aviation	\$ 475,000.0	
Airport	321 Millers Falls Road (rental) roof replacement					\$ 40,000		\$ 40,000	Airport Revenue			
Airport	Pioneer Aviation sewer interconnect					\$ 70,000		\$ 70,000	Airport Revenue			
Airport	Rehabilitate Runway 16-34						\$ 125,000	\$ 125,000	Airport Revenue	FAA/ MassDOT Aviation	\$ 2,375,000.0	
Airport	Warehouse sprinkler system head replacement						\$ 45,000	\$ 45,000	Airport Revenue			
Airport Subtotal		\$ 201,666	\$ 158,500	\$ 205,000	\$ 255,000	\$ 135,000	\$ 170,000	\$ 1,125,166			\$ 7,069,033.0	

	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Grand Total
Facilities Subtotal	\$ 75,000	\$ 1,330,000	\$ 3,360,000	\$ 665,000	\$ 960,000	\$ 2,600,500	\$ 8,990,500
Vehicles and Equipment Subtotal	\$ 193,000	\$ 881,500	\$ 663,000	\$ 829,000	\$ 888,000	\$ 1,088,000	\$ 4,542,500
Clean Water Facility Subtotal	\$ 2,877,000	\$ 510,000	\$ 978,000	\$ 775,000	\$ 1,825,000	\$ 260,000	\$ 7,225,000
Infrastructure Subtotal	\$ 683,000	\$ 2,051,200	\$ 3,495,600	\$ 1,333,700	\$ 945,000	\$ 1,190,700	\$ 9,699,200
Parks and Public Spaces Subtotal	\$ 333,000	\$ 75,000	\$ -	\$ -	\$ -	\$ 35,000	\$ 443,000
Airport Subtotal	\$ 201,666	\$ 158,500	\$ 205,000	\$ 255,000	\$ 135,000	\$ 170,000	\$ 1,125,166
TOTALS	\$ 4,362,666	\$ 5,006,200	\$ 8,701,600	\$ 3,857,700	\$ 4,753,000	\$ 5,344,200	\$ 32,025,366

Major Building Projects

There are several major capital projects that are in the planning and feasibility study stage. These studies can have a substantial impact on future capital needs and expenditures, so they should be monitored as part of the capital planning process. The Capital Improvements Committee should consider recommendations for the initiation of such studies, which are often supported by grant funds.

PUBLIC BUILDING PROJECTS

Study: New Elementary School Study

Status: Feasibility Study planned for FY25

Department: Gill-Montague Regional School District

Study Purpose: To study the feasibility of establishing a consolidated elementary school by closing Hillcrest School and constructing an addition to Sheffield School. A feasibility study is a required step of for the Massachusetts School Building Authority (MSBA) to consider funding a project. The study must document educational programs, generate an initial space summary, document existing conditions, establish design parameters, develop and evaluate alternatives, and recommend the most cost effective and educationally appropriate preferred solution to the MSBA Board of Directors for their consideration" per MSBA guidelines.

Rationale: Hillcrest School and Sheffield School together have significant capital needs exceeding \$6M over the next 6 years. Hillcrest School is more than 60 years old and the newest sections of Sheffield are more than 40 years old. The current school configuration does not meet programming needs for the current and projected elementary school population.

Funding: The project would be supported by the MASBA which would be expected to reimburse the town in the range of 70-80% of project costs.

Timeline: The School District will submit a Letter of Intent to initiate participation in the MSBA program in Spring 2023. If successful, the town would need to appropriate approximately \$200,000 in study funds for FY25. This study would be reimbursable.

Study: Franklin County Technical School Reconstruction

Status: Feasibility study planned for FY25

Department: Franklin County Technical School (FCTS)

Study Purpose: To evaluate the construction of a new vocational and technical high school. A feasibility study is a required step of a Massachusetts School Building Authority (MSBA) project. MSBA guidelines require the study to document educational programs, generate an initial space summary, document existing conditions, establish design parameters, develop and evaluate alternatives, and recommend the most cost effective and educationally appropriate preferred solution to the MSBA Board of Directors for their consideration.

Rationale: FCTS is approaching 50 years old. In those 50 years OSHA standards and space requirements for vocational and technical education have changed. The facility is too small for the enrollment interest. The utility systems infrastructure is reaching the end of its useful life, and renovated/upgraded replacement infrastructure will be extremely costly. The district's member towns will be better served investing their money in a new structure that meets the 21st century safety and educational demands placed on vocational technical education.

Funding: The feasibility study will be funded through the FCTS stabilization fund. Montague will not need to contribute capital funds for the feasibility study. If the construction project is funded by MSBA, it is anticipated that the State would fund 70% to 75% of the costs for a new building project.

Timeline: Based on the feasibility study results, we can expect to know in FY26 whether MSBA will fund the new school project.

Study: New Main Library Branch Study

Status: Feasibility Study Planned for FY25

Department: Library Trustees

Study Purpose: To rehabilitate or construct a new main branch library in downtown Turners Falls. A feasibility study is a required step in order to obtain funding support from the Massachusetts Public Library Construction Program (MPLCP).

Rationale: Carnegie Library in Turners Falls is inadequate to meet the space and programming needs of the community. The space lacks proper ADA accessibility, has insufficient parking, and the site is constrained for expansion opportunities. The study will explore feasibility of expansion of the Carnegie, but also consider other sites that can accommodate the

construction of a new library. The Library Trustees have a strong preference for a downtown location for the library.

Funding: The project would be supported by the MPLCP through the design and construction phases of the project.

Timeline: The Town will submit a Letter of Intent to initiate participation in the MPLCP program in Spring 2023. If successful, the town would need to appropriate up to \$150,000 in feasibility design funds for FY25.

Study: Town Hall Annex Re-use Study

Status: Completed December 2022

Department: Selectboard

Study Purpose: To adapt the Town Hall Annex for town hall needs

Rationale: The Department of Public Works vacated the Town Hall Annex in 2019. The Town needs space for expanded offices, storage needs, and for common meeting rooms to conduct town business.

Funding: The Study was funded with a \$45,000 REDO economic recovery grant. The Town has yet to identify grant funding sources to support construction.

Timeline: Study is complete. It would cost approximately \$550,000 to construct a 70 -person occupancy meeting room, install ADA bathrooms, and meet the storage needs of the town hall.

REDEVELOPMENT + ECONOMIC DEVELOPMENT PROJECTS

Study: Canal District North End Revitalization

Status: Completed February 2023

Department: Planning

Study Purpose: Comprehensive re-use strategy for 3 municipally owned tax-title properties in the Canal District: 8 Canal, 20 Canal, and 11 Power Street

Rationale: The Canal district presents tremendous opportunities as well as liabilities. The State is planning to invest over \$60M in infrastructure into the district in the next 5 years.

Funding: The Study was funded by MassDevelopment and the MA Executive Office of Energy and Environmental Affairs

Timeline: Study is complete. The North End Renewal would cost approximately \$7.8 M. Privately developed housing at 11 Power Street (up to 100 units) would cost \$40 M.

Study: Farren Property Reuse Study

Status: Funded

Department: Planning

Study Purpose: Redevelopment strategy for 10 acres of former hospital land that will be gifted to the town.

Rationale: Site is located in the heart of the village of Montague City. The property has excellent access and high redevelopment potential. Aspects of the potential reuse may involve community open space and or bike path relocation.

Funding: The study will receive up to \$100,000 funding from private donations from the property owner Trinity Health New England. This can be leverage for additional grant funding for further study and design.

Timeline: Study is underway to be completed June 30,2023.

OTHER PROJECTS

Study: Biosolids Composting Facility Action Plan Study

Status: Funded

Department: Clean Water Facility

Study Purpose: To consider options for construction of a municipal sludge composting facility

Rationale: The Town intends to mitigate increasing solids disposal costs by composting 4 dry tons per week in a municipal composting facility. An initial 2022 study identified the Sandy Lane Transfer station as a highly feasible location for such a facility. Such a facility would cost approximately \$3.1 Million.

Funding: The study has received full funding (\$150,000) from the MA Small Town and Rural Development Fund. The Town has yet to identify grant-funding sources to support construction.

Timeline: Study is underway to be completed June 30,2023.

Major Transportation Projects

Many large scale transportation projects such as bridges and state roads are funded by the Massachusetts Department of Transportation using state and federal funds. Funding decisions are influenced locally by the [Franklin County Transportation Planning Organization](#). Montague’s Town Administrator is currently a voting member on that Board.

The [Transportation Improvement Program \(TIP\)](#) is a prioritized, multi-year program for the implementation of transportation improvement projects in the Franklin County region. Any project intended to receive federal transportation funds must, by federal regulation, be listed in an improvement program that includes broad public participation. The TIP is drafted each year and includes detailed project evaluations that take into account need, community support, additional benefits, project readiness, and funding availability. The TIP is an expression of intent to implement the listed projects. A final commitment of funds for each of the projects has not been issued.

The slate of programmed projects on the TIP, and potential future projects for Montague, shall be reviewed once a year by the Capital Improvements Committee to ensure that Montague is in a position to advocate for needed transportation improvements and to correlate with future capital projects.

Montague has more than \$75 million worth of bridge projects across 6 bridges slated to commence between 2024 and 2026 on the FY24 DRAFT TIP.

PROGRAMMED MASSDOT TRANSPORTATION PROJECTS						
Bridge	Project	MassDOT Project ID	Bridge ID	Budget	TIP Year	Status
South Street Bridge over Sawmill River	Bridge Replacement	609427		\$ 4,261,955	2024	25% Design
North Leverett Road over Sawmill River	Bridge Replacement	612164		\$ 6,441,560	2025	Preliminary Design
Turners Falls Rd over CT River (White Br)	Bridge Replacement	612799	G12002	\$ 60,534,282	2026	Preliminary Design
5th St over Power Canal	Bridge Replacement	612799	M28015		2026	Preliminary Design
6th St over Power Canal	Bridge Replacement	612799	M2816A		2026	Preliminary Design
Route 63 and N. Leverett Rd	Intersection Improvemen	610656		\$ 3,031,500	unknown	Pre-25% Design
			total	\$ 74,269,297		

The following projects have been identified as future TIP eligible projects in the town:

FUTURE MASSDOT TRANSPORTATION PROJECT REQUESTS				
Bridge	Project	Bridge ID	Ownership	Status
Center Street over Sawmill River	Bridge Replacement		Town	Bridge weight restricted. One Way Traffic
11th Street Bridge over Power Canal	Bridge Replacement		Town	Town to do interim repairs in 2024
General Pierce Bridge over CT River	Bridge Replacement		MassDOT	MassDOT stated intention to replace the bridge
Papermill Road Bridge over Millers River	Bridge Replacement		Town	Bridge shared with Erving
Swamp Road over Goddard Brook	Bridge Rehab		Town	design underway by MassDOT Small Bridge Program

Municipal Facilities

Montague owns a portfolio of more than 18 buildings of various ages. Seven buildings are listed as contributing structures to one of three National Register Historic Districts in Montague. The two newest facilities in Montague are the Public Works Facility (2019) and the Public Safety Complex (2009). The Town has recently conducted preliminary building assessments (not feasibility studies) for the school and library properties. Additional roof assessments were conducted in 2022. These assessments inform the six year capital plan. Additional properties should be assessed every year and the assessments should be updated every five years.

Facility	Address	Historic Register	PCA 360 Audit	Roof Assessed	Roof last Replaced	HVAC/Boiler Replaced
Town Hall	One Avenue A	Yes		2022	2022	2023
Public Works Facility	128 Turners Falls Rd			2020	2020	2020
Recycling Center	Sandy Lane			N/A		
Old Town Hall	17 Center Street	Yes	1/15/2021	2022		Splits installed 2021
Millers Falls Library	23 Bridge St	Yes	1/15/2021	2022	2008	1974 (splits in 2022)
Carnegie Library	201 Avenue A	Yes	1/15/2021	2022	2017	2005
Council on Aging	62 5th St	Yes			2017	Splits installed
Unity Park Fieldhouse	56 First St				2020	
Shea Theater	71 Avenue A	Yes			2019	2017
Colle	85 Avenue A	Yes			2023	
Police Station	180 Turnpike Rd			2022	2009	2009
Sheffield School	35 Crocker Ave		11/5/2020		2010	1999
Sheffield Auditorium	35 Crocker Ave		11/5/2020		2010	1999
Sheffield Admin	35 Crocker Ave		11/5/2020		2010	1999
Hillcrest School	30 Griswold St		11/5/2020		2000	
CWF Admin	35 Greenfield Rd			2022		
CWF Operations	35 Greenfield Rd					2024
Airport Buildings	Aviation Way			2022		

Properties to prioritize for assessment in FY24: Council on Aging, CWF Admin and Operations Buildings, Shea Theater, Town Hall, and the Colle Building.

Reference Reports for Capital Needs

Category	Plan Reference Title	Last Updated
Collections System	Long Term Control Plan	2023
Roads	Pavement Management Study	2023
Roads	Culvert Inventory	2021
Roads	Sidewalk Inventory	2019
Bridges	MassDOT inspection Reports	ongoing
Bridges	11th street Report	2023
Community Development	Comprehensive Plan	1999
Facilities	Libraries Strategic Plan	2022
Parks and Open Space	Parks Strategic Plan	annual
Airport	Airport Improvement Plan	annual
Clean Water Facility	CWF Capital Plan	annual
Vehicles	DPW Capital Replacement List	annual
Vehicles	Police Vehicle List	annual

Financing the CIP

In accordance with Montague's Financial Management Policies, the Finance Committee and Selectboard play a primary role determining the funding sources for capital needs. Regardless, it is important for the CIP and the public to have a full understanding of the potential funding sources available to finance capital projects.

The Capital Improvement Plan identifies the following sources to fund planned capital improvement projects:

General Fund Cash: The Capital Plan does not typically include equipment and other small capital items that are funded directly from the General Fund operating budget. The general exception is that Police Cruisers are typically funded through general fund cash.

Free Cash: Represents the surplus of the general fund operating budget at the close of a fiscal year--resulting from revenues realized in excess of estimates, and expenditures less than appropriations, plus unused Free Cash resulting from the prior fiscal year. Free Cash can be used from time to time to fund capital projects directly.

Town Capital Stabilization: The Town of Montague maintains a Town Capital Stabilization Account that is used to fund capital purchases directly on a pay-as-you go basis or underwrite debt service for capital projects. It is funded at 0.2% of the prior year's General operating Revenue net of revenues targeted for specific purposes plus revenue from cannabis retail sales tax and 51.5% of annual Kearsarge solar lease payment through FY43.

Revolving Funds: The Town maintains several revolving funds for services such park and recreation programs, tree funds, aviation fuel, and hazardous materials. At times, capital expenses directly related to the activity covered by the revolving fund may be appropriated by Town Meeting vote.

Community Preservation Act (CPA) Funding: The Town of Montague does not currently participate in the Community Preservation Act. The CPA is a potential source of funding for capital improvements involving historical preservation of buildings and landscapes, housing production, park and recreational improvements, and open space preservation.

Reprogrammed Funds: When there are funds remaining from completed capital projects, such funds may be identified and used for other projects.

Enterprise Funds: The Town of Montague maintains two enterprise funds: Clean Water Facility and Turners Falls Municipal Airport. Each enterprise fund maintains a capital stabilization fund

which may be used for capital programs. These are funded by enterprise retained earnings and may not be used for general fund expenditures. The Airport does not currently have its own capital stabilization fund.

Sale of Land: From time to time, the Town acquires property through tax title foreclosure. The Town sells such properties at auction. From time to time, the Town disposes of surplus real estate, which is sold through the bid process. The proceeds from either transaction may be used for capital purposes.

Other: These are funds that do not arise from the Town's usual tax process. Such funds may include grants, state and federal funding, trust funds, private donations, gifts, and other sources.

American Rescue Plan Act (ARPA): This act provides funding for town needs that do not appear in the budget. The provisions of this act provided supplemental funds in FY21 through FY23 totaling more than \$2.4M. These funds must be allocated by December 31, 2024 and fully spent by December 31, 2025, and are being allocated to non-recurring expenditures within the scope of the Act. The Selectboard has the authority to spend these funds. To date, more than \$1,000,000 has been invested into capital needs relating to wastewater, with approximately \$850,000 still to be allocated for capital projects.

Bonds/Borrowing: Bonds refer to expenditures that are financed through borrowing. A bond is a written promise to pay a specified sum of money, called the face value (par value) or principle amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate.

There are different kinds of borrowing, each with its advantages and disadvantages.

- **General Fund Borrowing within the Levy:** Borrowing may be structured so that debt payments are made within the Proposition 2½ levy limit. Such debt payments have no impact on taxation, but have the disadvantage of diverting funds from other programs and services. Borrowing within the levy should be done only for short-term, low debt-service payment loans.
- **Debt Exclusion:** This is a vote by a municipality at an election to exclude debt-service payments for a particular capital project from the levy limit. The amount necessary to cover the annual debt-service payment is added to the levy limit for the life of the debt only.
- **Enterprise Fund Borrowing:** Debt payments may be authorized and paid through enterprise funds, and the debt service is reflected in the user fees associated with the particular enterprise fund. For example, a sewer project may be borrowed for and paid through the sewer enterprise fund without impacting taxes or other non-sewer rate payers.

- **Capital Exclusion:** Not technically a borrowing, a capital exclusion is a voter-approved one-time payment for a capital project that is excluded from the levy limit. If used appropriately, capital exclusions may be used to avoid peaks and valleys in the tax rate.

Long Term Debt

Long term debt is an important financing source for capital projects that cannot be accommodated within the annual operating budget. The Town Selectboard, Finance Committee, and CIC have adopted a debt management policy which identifies standards and practices. The Capital Plan and program is a means for identifying projects that are candidates for debt financing.

Of prime concern is the amount of annual debt service authorized by the Town. For the General Fund, optimal annual debt service is expected to range from 2% of net operating revenues at the low end to no more than 10% of net operating revenues at the high end.

Anything less than 2% may indicate that the Town is not keeping up with capital needs. Conversely, payment of more than 10% directs too many resources into debt payments. Exceeding either limit signals prospective bonding and credit rating agencies that the community may not be managing its finances appropriately.

Most of the town's debt is in excluded (from the levy limit) long term debt. The current debt ratio is 4.82%. This rate may not exceed 15%. The Town of Montague carries excluded debt for 5 projects (plus one regional school district project). The most significant debt is associated with two major building projects: the Public Safety Complex and the DPW Facility. The following debt projection is useful for identifying the Town's capacity for acquiring future debt and the timing of major construction projects.

FY24 General Fund Debt (non-excluded)

FY 24 Prior Year General Operating Revenue: \$23,549,719

FY 24 General Fund Debt less excluded debt: \$65,735

General Fund Debt Ratio: 0.28% (Under the recommended minimum)

Debt Policy Minimum: 2% Target: 5% Max: 5%

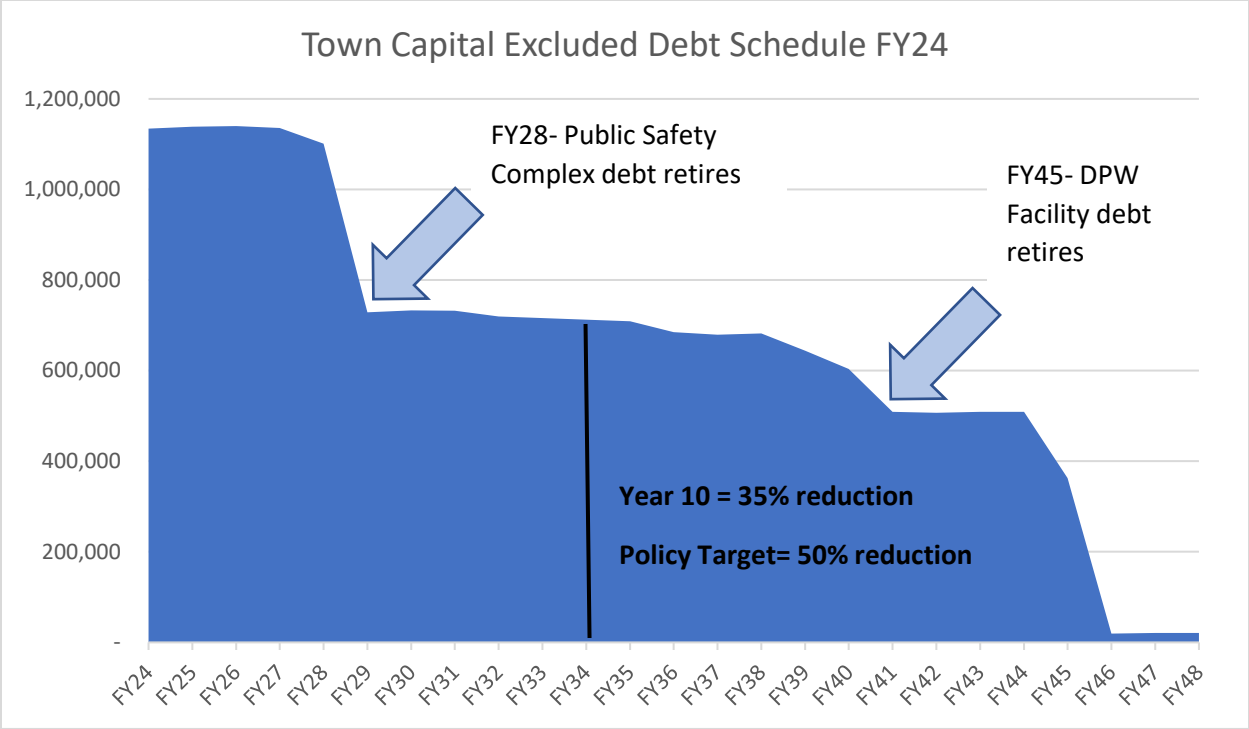
FY 24 Total General Fund Long Term Debt

FY 24 Prior Year General Operating Revenue: \$23,549,719

FY 24 General Fund Debt: \$1,134,319

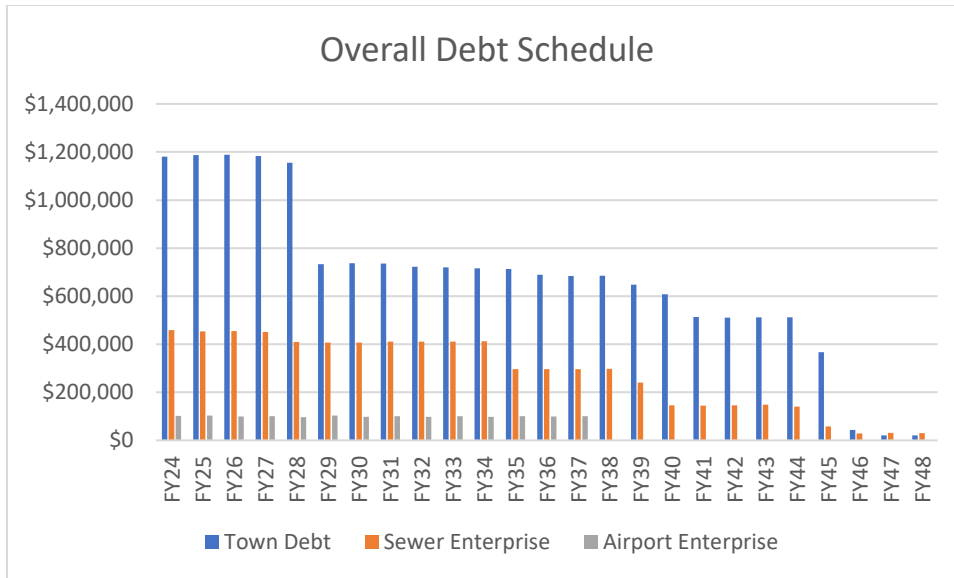
Long Term Total Debt Ratio: 4.82% (On target; Less than the Maximum)

Max: 15%



Major Long Term Debt Projects in Montague (Town):

Project	Initiation	FY Debt Retirement	Total Principal and Interest Outstanding
Combined Sewer Overflow	2005	2048	\$ 1,665,275
Great Falls Middle School	2006	2026	\$ 329,332
Public Safety Complex	2009	2028	\$ 2,023,876
Strathmore Abatement	2016	2035	\$ 309,646
Sewer Siphon	2016	2039	\$ 638,642
Public Works Facility	2018	2045	\$ 11,854,719
			\$ 16,821,490



In Montague, the Clean Water Facility Enterprise and Airport Enterprise Funds carry debt in addition to the General Fund. In accordance with the Debt Management Policy, the Town endeavors to structure non-exempt, and enterprise fund debt in a manner that will minimize the impact of taxpayers and ratepayers.

The Clean Water Facility Enterprise fund is carrying about \$400,000 in debt payments over the next 10 years. But it is noteworthy that this projection does NOT include the Screw Pump debt that was authorized at \$2,500,000 in FY23. (This project is in the process of being financed).

Capital Planning Cycle

The Capital Planning Cycle is held in coordination with the Annual Budget Cycle adopted in Montague's Financial Management Policies

October – December: CIC meets with selected department leaders to review major capital project or equipment needs. This may be inclusive of site visit(s) to various facilities. Note that capital requests—or at minimum, notice of intent to submit a capital request—are to be submitted on or before December 31.

Early January: CIC meets in joint session with the Finance Committee and Board of Selectmen to receive preliminary guidance relative to the resources expected to be available for capital projects in the upcoming fiscal year.

January – February: CIC meets with department leaders to discuss the specifics of their capital requests, review documentation framing the relative urgency of those requests, and any estimates received and submitted as part of the request. This activity may bleed into early March.

March: CIC meets to deliberate and finalize capital spending recommendations for the coming fiscal year to the Finance Committee, and meets in joint session with the Finance Committee and Selectboard to share the CIC report relative to those recommendations.

May – June: CIC meets to review the past year's process, consider possible improvements, and plan for the coming year.

July - August: The Assistant Town Administrator distributes 6-year capital plan to department heads for review and refinement. An updated version of the Town's capital plan is prepared for CIC review and approval.

Late August – September: CIC adopts the updated CIP by September 15 and the plan is then presented to FinCom and Selectboard. CIC considers any capital requests submitted for the Fall Special Town Meeting. These requests are generally expected to be holdover items from the previous fiscal year, but may in some instances be new, emergent priorities, which would require CIC attention.