

**TOWN OF GLASTONBURY
CAPITAL IMPROVEMENT PROGRAM
PLANNING PROCESS**

FY2022 TO FY2026



January 20, 2021

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Town of Glastonbury

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Richard J. Johnson
Town Manager

January 15, 2021

The Glastonbury Town Council
2155 Main Street
Glastonbury, CT 06033

Re: Capital Improvement Program 2022-2026

Dear Council Members:

The annual Special Meeting/Workshop to review the Capital Improvement Program is scheduled for Wednesday, January 20, 2021. The following is forwarded as background:

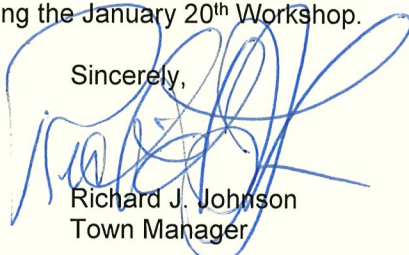
- Town Manager Recommended Projects – July 1, 2021
 - One-page summary
 - Multi-page summary with recommended funding and project description
- Five-year Capital Project Pro Forma
- Exhibits including:
 - General comments
 - Illustrative Debt Service
 - Annual Debt Service – actual and estimated
 - Capital Reserve Transfer – history and estimated
 - Town Manager Recommended (TM) Projects – July 1, 2021 by expenditure category
- Summary Report by Board of Education

In some cases, recommendations for July 1, 2021 funding will differ from project pages. This results from information developed after the project pages were developed or proposed changes to the initial proposal.

As noted per the attached pages, consideration should be given to the role of Debt Service for ongoing Capital infrastructure particularly with current favorable borrowing rates.

Additional information can be provided as applicable following the January 20th Workshop.

Sincerely,


Richard J. Johnson
Town Manager

RJJ/sal
Attachments

Capital Improvement Program: Town Manager Recommended Projects 2021-2022
January 20, 2021

| | | Aligns with objectives for... | | |
|---|--------------------|-------------------------------|----------------------|---------------------|
| | | Sustainability | Economic Development | Livable Communities |
| Infrastructure and Major Equipment Care & Maintenance | \$6,805,600 | | | |
| Road Overlay | \$1,600,000 | | X | |
| Sidewalk Repair and Maintenance | \$250,000 | X | | X |
| Heavy Equipment | \$170,000 | | | |
| General Storm Drainage Improvements | \$100,000 | X | | |
| Pavement Restoration - Town & Education Facilities | \$200,000 | | | X |
| Main Street Reconstruction* | \$1,860,600 | X | | X |
| Public Safety Communications | \$380,000 | | | X |
| Self-Contained Breathing Apparatus (SCBA) | \$400,000 | | | |
| Multi-School Locker Replacement | \$460,000 | | | |
| GHS - New Field House [High School Athletic Building] | \$360,000 | X | | X |
| Smith Middle School Auxiliary Gym Floor Replacement | \$100,000 | | | X |
| Gideon Welles School Design - Roof Replacement | \$50,000 | | | |
| Tree Management | \$125,000 | X | | X |
| Addison Park Renovations | \$70,000 | X | | X |
| Riverfront Park & Boathouse | \$90,000 | | X | X |
| Winter Hill Farm | \$110,000 | | X | X |
| Town Hall / Academy Renovations & Building Security | \$25,000 | | | |
| Building Roofs | \$30,000 | | | |
| Underground Fuel Storage Tank Replacement | \$375,000 | | | |
| Bulky Waste Closure Fund | \$50,000 | X | | |
| Ongoing Projects | \$1,185,000 | | | |
| Property Revaluation | \$130,000 | | | |
| Energy / Sustainability | \$50,000 | X | | |
| Disaster & Emergency Preparedness | \$250,000 | | | X |
| Main Street Sidewalks | \$380,000 | X | X | X |
| Bicycle / Pedestrian Improvements | \$75,000 | X | | X |
| New Sidewalk Construction | \$300,000 | X | | X |
| New Projects | \$1,895,700 | | | |
| Bell Street Sidewalks* | \$775,000 | X | | X |
| Gateway Corporate Park Sidewalks* | \$940,700 | X | X | X |
| Pickle Ball Courts | \$80,000 | | | X |
| Education - Feasibility Analysis / Cost Estimating | \$100,000 | | | |
| Total Capital Reserve | \$9,886,300 | | | |
| <i>*Less Pending/Approved Grants (Main St. Reconstruction, Bell St., Gateway)</i> | \$3,401,300 | | | |
| Net Capital Reserve | \$6,485,000 | | | |

Capital Improvement Program (CIP) 2022 - 2026 – Town Manager Project Recommendations FY2021 – FY2022 – January 20, 2021

| Infrastructure and Major Equipment Care & Maintenance | \$6,805,600 | Comments |
|---|-------------|---|
| Physical Services | | |
| Road Overlay | \$1,600,000 | Annual appropriation for the Town’s successful road maintenance program. Approximately 22 lane miles resurfaced in 2020. Capital Reserve funding is supplemented by the Annual State Town Aid Road (TAR) grant now totaling \$461,000. The current year appropriation totals \$1.4M and a multi-year phased increase is planned. This will help keep pace with road maintenance requirements to achieve ongoing cost avoidance. Accordingly, the \$1.4M is proposed to increase to \$1.6M. |
| Sidewalk Repair & Maintenance | \$250,000 | This annual allocation was funded at \$175,000 in FY2020 and FY2021. Recent experience confirms additional monies are required to effectively repair and replace town sidewalks (110± miles). Priorities are established through ongoing inspection to reduce the potential for slips, falls, and injuries, thus reducing potential liabilities. |
| Heavy Equipment | \$170,000 | Ongoing capital appropriation to replace heavy equipment assigned to the Highway Division. Over recent years (FY18-21), the capital budget funded a new paving box, skid loader, mini excavator, and roadside mower. For the coming year, a 12+ year old street sweeper is slated for replacement. This equipment is subject to significant operating wear and tear. Estimated at \$275,000 with \$105,000 available from prior year purchases. The net appropriation is shown. |
| Storm Drainage Improvements | \$100,000 | Third-year allocation for community drainage projects. Property owners often contact Town staff with concerns for drainage from town streets & roads influencing their property. Goal is to sustain this ongoing appropriation for 1-2 projects annually. Approach has proven successful. |
| Pavement Restoration and Overlay | \$200,000 | Annual appropriation for repaving at Town and School facilities (parking and access drives). Addison Park, Fire Co. 4, and Smith Middle School (SMS) on schedule for summer 2021. |
| Main Street Reconstruction* | \$1,860,600 | Project scope generally extends along Main Street, between School St. and New London Tpke., to include milling and paving, snow shelf repairs, new crosswalks/median islands, and related improvements. Grant pending for 100% of construction costs. No net cost to the Capital Reserve Fund. |
| Public Safety | | |
| Public Safety Communications | \$380,000 | This continues a multi-year capital allocation for ongoing care and maintenance of the Town-owned communications tower at 2108 Main Street. The annual capital allocation is supplemented by \$38,000± in annual revenues from lease of structure (AT&T). As equipment ages, replacement parts become less available and system failures more likely. Over coming years, a \$1.6M+ investment is estimated. Annual capital funding and lease revenues fund a phased appropriation for estimated costs. |
| Self-Contained Breathing Apparatus (SCBA) | \$400,000 | The FY21 capital program allocates \$120,000 for purchase of new air cylinders to comply with National Fire Protection Association (NFPA) standards. The \$120,000 was supplemented by a \$400,000 appropriation and transfer from the General Fund for replacement of the complete SCBA system. This mid-year appropriation allowed purchase in calendar year 2020 to achieve \$80,000± in cost savings. The \$400,000 proposed for July 2021 funding reimburses the General Fund. |
| Education | | |
| Multi-School Locker Replacement | \$460,000 | Project to replace student lockers at Buttonball, Hebron Avenue, Naubuc, and Hopewell Schools. Lockers date to 1955, 1958, 1942, and 1961 respectively and in continuous service. This is the highest priority for the Education Capital Program. |
| High School Athletic Building (Locker Room and Restrooms) | \$360,000 | The competitive bid process attracted 15 respondents with the apparent low bid of \$2.04M. Additional project costs for contingency (5%), hazardous material abatement, construction administration, and removal of a below-grade storage tank bring estimated project costs to \$2.246M. \$1.838M is now available for a difference of \$408,000. Approximately \$50,000 is available from the GHS kitchen and energy audit completed below budget for a net additional funding of \$360,000±. This assumes site work and building demolition by town forces and interior building fit out by Education funding. If the project proceeds in 2021, the goal is to achieve substantial completion by mid-August. Accordingly, the project should begin at the earliest date with demolition and site preparation. \$360,000 in additional funding is required to proceed. As applicable, the Board of Education would fund the breezeway roof at \$42,000±. |
| SMS Gymnasium floor | \$100,000 | \$200,000 allocated in current year to be supplemented by additional \$100,000 for new flooring at SMS main and auxiliary gymnasiums. Education staff commissioned an analysis/report by Megson, Heagle & Friend (MHF) to determine cause of "bubbling" in current floor. Analysis attributes current issue to moisture content in air when flooring system was placed. Alternate flooring system and related protections during installation to be included with proposed project. |
| Gideon Welles School (GWS) Roof Replacement | \$50,000 | The GWS roof is 29± years old and planned for replacement in FY2025. School roofs 20+ years old qualify for state school construction funding. For Glastonbury, 33.57%. The process requires allocation of local funding for estimated project costs before grant application. The proposal is to complete final design/specifications in FY22 for funding in FY23 or FY24. The grant application would be filed in June of the respective year for approval during the subsequent legislative session. Roof work would proceed in 2024 or 2025 subject to the funding and grant schedule. The project estimate currently totals \$2.0M±. Funds now available through the capital project account for school roofs will combine with the \$50,000 proposed effective July 1 for estimated design costs. |

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| Parks & Recreation | | |
| Tree Management | \$125,000 | Drought and invasive insects have negatively influenced street trees throughout the community. Trees located within the Town right of way and public places are the Town's responsibility. Operating funding is not adequate for the significant trimming & removal tasks required to effectively manage these issues. Such work is typically completed on a contractual basis. A multi-year capital appropriation was established, effective July 2019, to support the Town's Loss Control Program. Ongoing work is generally categorized as emergency, hazardous, and scheduled. A third year appropriation is proposed for July 2021. A \$128,250 STEAP grant will supplement Town funding. |
| Addison Park | \$70,000 | Addison Park is a popular destination for a variety of outdoor recreation activities – e.g. swimming, hard surface courts, athletic fields, and a children's playground. The pool will enter its 27 th year of operation in 2021 and the pool and other park amenities require repair and updates. A \$225,000 appropriation is approved in the current year to be supplemented by an additional \$70,000 in FY22 to fund repairs to pool shell, coping, tiles, skimmers, pumps, motors, etc. Additionally, tennis & basketball courts require repairs/resurfacing, and drainage system repairs are needed. A multi-year project is anticipated. |
| Riverfront Park and Boathouse | \$90,000 | This project involves updates and improvements including a reconstructed barrier to prevent access to the roof from the Observation Deck (liability concern), additional indoor boat storage capacity with code compliance (fire suppression-sprinklers), design of a realigned boat docking system, and other work. |
| Winter Hill Farm | \$110,000 | The Town purchased this parcel in 2009 and now leases it to Glastonbury Hunt. Lease revenues to date total \$275,000±. As reported last year, the foundation for the large barn is showing significant deterioration. Analysis by a structural engineer with sampling of the foundation identified deterioration resulting from a number of factors (e.g. age, concrete mix, etc.) Repairs to some 800 linear feet of foundation are proposed for the coming year along with modest structural repairs to this facility (e.g. roof trusses and insulation). |
| General Government | | |
| Town Hall / Academy – Renovations & Building Security | \$25,000 | Town Hall was originally constructed as a school in 1923 and converted to Town offices in 1983, and as such, the interior floor plan presents a number of operating inefficiencies. Over recent years, this annual appropriation has funded security improvements at Town buildings and space reconfiguration/renovations at Town Hall to achieve operating and customer service efficiencies. The goal is to continue to adapt interior spaces to achieve functional requirements and make security improvements at Town facilities. |
| Building Roofs (System-wide municipal roof replacement) | \$30,000 | This continues the ongoing project to replace roofs at Town buildings as needed. Over the next 1-3 years, roof work will include the Williams building at Academy, Emergency Medical Service building, Transfer Station, 1098 New London Tpke., and others. |
| Underground Storage Tanks (UST) | \$375,000 | The 10,000 gallon UST (unleaded fuel) located behind the Police facility is nearing the end of its useful life. The tank was installed on November 1, 1995, (25+ years ago), and has a 30-year life expectancy. Per DEEP guidelines, it must be replaced by November 1, 2025. The container is tested annually and to date, no specific structural issues have been identified. The current environmental policy limit is \$1.0M with a \$25,000 deductible. The conservative approach is to remove the UST to eliminate any potential for undetected leaks and costly cleanup. A cost estimate of \$375,000 is developed for removal and replacement with an above-ground system. In the alternative, tests can continue with the \$1.0M policy and removal delayed to a future date. |
| Sanitation | | |
| Bulky Waste Closure Fund | \$50,000 | Second year capital appropriation to this fund for future estimated closure costs of the Bulky Waste Landfill (BWL). Additional contributions through user fees effective July 2021 and annual sale of fill from the BWL. \$100,000 from sale of fill and \$50,000 capital appropriation deposited in FY2020. |
| Ongoing Projects | \$1,185,000 | |
| General Government | | |
| Property Revaluation | \$130,000 | Annual allocation in preparation for state-mandated property revaluation, effective October 2022. |
| Energy / Sustainability | \$50,000 | Ongoing initiative to identify and implement energy efficiency improvements - e.g. systems, equipment, controls, infrastructure - to achieve favorable cost benefit savings. Since 2008, energy consumption has declined 25±% at Town facilities. Combined electric consumption at Town and Education facilities has decreased 33% from 12M kWh to 8M kWh. For the current and coming year, LED retrofits at Town facilities will continue along with other energy efficiency improvements. This annual appropriation positions the organization for continued leadership in energy efficiency and sustainability. |
| Disaster & Emergency Preparedness | \$250,000 | Funding effective 2014-2018 enabled equipment and system purchases and improvements in response to Storms Irene and Alfred. This improved operational readiness and storm response efforts. Tropical Storm Isaias (August 2020) identified additional storm response needs including portable & emergency standby generators, electronic message boards, portable lighting, backup public safety dispatch capacity, brush/demo handling equipment, and other such improvements. The proposal supports a 2-year capital allocation to secure these items. |
| Physical Services | | |
| Main Street Sidewalks | \$380,000 | Final phase of Main Street sidewalk project extending between the Cider Mill and Red Hill Drive. \$380,000 in new funding to supplement the \$370,000 available for total estimated costs of \$750,000. This cost could vary given the option selected, design components, potential state DOT requirements, and competitive bidding. A \$300,000 grant from the Community Connectivity Program has been received and deposited to the Capital Reserve Fund. |
| Bicycle / Pedestrian Improvements | \$75,000 | Continued support for short and medium-term improvements and priorities in cooperation with Bike/Walk Glastonbury. Examples include road markings, signs, crosswalks, and other improvements cited in the Community Connectivity/Road Safety Audit and Bike/Walk Master Plan. |

| | | |
|--|--------------------|---|
| New Sidewalk Construction | \$300,000 | Approximately \$195,000 is available from prior capital authorizations with \$300,000 proposed for the coming year to total \$495,000 for new sidewalk construction. Potential projects for 2021 include Spring St., Bantle Rd., a crosswalk at Route 17/Main St./Buttonball (currently working with state DOT), connection between Overlook Rd. and Buttonball Ln., and east side of House St. to link with Multi-Use Trail. Review of the updated Sidewalk Matrix may identify additional/alternate priorities. New sidewalk construction per this proposal will combine with Phase 3 of the Main Street Sidewalks project and the Bell Street project now pending grant approval, for a total of \$2.0M+ (before grants) in FY2021-FY2022. |
| NEW Projects | \$1,895,700 | |
| Bell Street Sidewalks* | \$775,000 | New sidewalk construction along Bell Street between Gideon Lane and Bell Ridge Road. Also includes sidewalks at the corner of Bell Street and Hebron Avenue. Grant pending for \$600,000 grant funding through State Community Connectivity Program. Net cost estimated at \$175,000. |
| Gateway Corporate Park Sidewalks* | \$940,700 | This project completes sidewalk connections within the general Gateway Corporate Park area, including Eastern & Western Boulevards and National Drive. Application pending for 100% construction funding through the Local Transportation Capital Improvement Program. This project is rated highly through the Sidewalk Matrix and supports economic development and staff/patron access in the area. Grant pending. |
| Pickle Ball Courts | \$80,000 | Pickle ball is popular with senior residents and others and provides an alternative to tennis and other racquet/court sports. The proposal is to construct 4 courts at the Riverfront Community Center to provide an additional outdoor recreation opportunity. |
| Education Feasibility Analysis / Cost Estimating | \$100,000 | The Board of Education (BOE) is proposing design services for several projects including boiler and heating system replacement at Naubuc, HVAC equipment replacement at several schools, and reconfiguration of the open space classroom concept at Naubuc Elementary School. Each is proposed at \$75,000 for a total of \$225,000. A single allocation is proposed and the BOE asked to prioritize next steps. In some cases, project funding is not for some years, (e.g. HVAC equipment in 2025), so design can proceed in a future year. |
| Total Capital Reserve | \$9,886,300 | |
| <i>*Less Pending/Approved Grants</i> | \$3,401,300 | <i>Main Street Reconstruction, Bell Street, Gateway</i> |
| Net Capital Reserve | \$6,485,000 | |

Notes

SCBA – A General Fund appropriation and transfer was approved in late 2020 to achieve an \$80,000 cost savings. The proposal was to reimburse the General Fund over 1-2 years. The full \$400,000 transfer is proposed for July 1 funding.

Sidewalks - As noted previously, Capital Reserve funding effective July 1 is proposed at \$680,000 for Main Street Phase 3 and a number of other sidewalk projects. This combines with \$370,000 now available for the Main St. project and \$195,000 for general sidewalk construction for total Capital Reserve funding of \$1.245M. Additional sidewalk projects, (Bell Street and Gateway), total \$1.7M± before grants. State DOT has indicated the intersection of Route 17/Main/Buttonball is not a good candidate for a roundabout. DOT will work with the Town to identify and fund pedestrian improvements at this intersection.

Grange Pool - Renovations in 2019 extended the useful life of this popular facility. Funding is available for a feasibility analysis of ADA improvements and a new bath house and related amenities. A preliminary project estimate of \$1.5M is developed for the proposed scope. The plan is to complete the feasibility analysis with next steps considered as applicable.

Intersection at New London Turnpike (NLT) and Route 17 – This is part of the state project to realign exit/entrance ramps to/from NLT and Route 17 and close the exit ramp to the intersection of NLT/Williams St./Oak St. The state DOT project envisions a new signalized intersection near Glastonbury Funeral Home. A roundabout is considered a preferred option and the Town is working with the state DOT to determine preliminary design and costs. At this point, DOT is indicating costs for a roundabout above the cost for a signalized intersection will be funded by the Town. This could translate to a capital funding request effective July 2022.

Nayaug School – Town forces will complete crack filling at the Nayaug School parking and access drives. Accordingly, a capital allocation is not proposed.

Smith Middle School (SMS) Paving – The Board of Education’s (BOE) proposed project to repave sections of SMS for 2021 will be funded through the Pavement Restoration project account.

Town Center Streetscape Improvements – Center Green - The current year capital program allocates \$200,000 as the first year in a multi-year project to repair/replace the brick sidewalks/snow shelf in the town center. After the FY2021 budget process, the potential for a \$1.86M grant was identified for Main Street Reconstruction including repairs to the brick snow shelf (west side of Main St.) and sidewalks at the corners of Hebron Ave. and Main St. (N and S). Additionally, a proposed project to reconstruct the commercial site located across from the Center Green (west) is expected to make improvements to the streetscape area. The thought is to allocate funding from the \$200,000 capital appropriation to develop a Master Plan for potential improvements to the Center Green (e.g. \$25,000). This will help guide future improvements to the town center area and support the Livable Communities initiative.

Public Water Service – The BOE capital program references a potential project to extend public water service to Eastbury School. The Metropolitan District estimates costs at \$3.0M in current dollars. The project would provide public water to Eastbury School and could offer service to 57± homes. The method of project funding would need to be determined if the project were to proceed.

Traffic Calming - This allocation was approved at \$100,000 effective July 2019. The intent was to provide a funding resource for projects designed to regulate traffic speeds and support walkability. Recent sidewalk construction has prompted suggestions that crosswalk warning signs, such as those at the Tannery (New London Tpke.), be installed in other locations – e.g. Welles St. at Naubuc Green and Fox Run Mall, New London Tpke. at Brittany Lane, Main Street, and others. A project budget of \$25,000 is estimated per location with actual costs subject to the specific site/equipment.

Traffic Signal Upgrades - Multi-year project to replace and upgrade traffic signal components for the Town's older equipment. In some cases, 30+ years old. Upgrades could include battery backup, signal head replacement, controller modifications, video detection equipment, etc. Initial improvements can be funded through the sidewalk and traffic calming allocations.

Gideon Welles School (GWS) Auditorium Seating – Delayed to future year.

Cider Mill – Proposal to remove the former residential structure and construct a new building to support operations at this popular destination. Funding is not proposed in the coming year pending review of grant opportunities.

Other Projects - Sewer Sinking Fund and Town Aid

| | | |
|---------------------------|-----------|---|
| Fiber Optics | \$25,000 | Previous capital allocations funded fiber connections through Town and School buildings. The proposed appropriation continues this multi-year process by providing fiber connection to selected pump stations and allow remote monitoring and inspection. This phase to be funded through the Sewer Sinking fund. |
| Eastbury Pump Station | \$75,000 | Purchase and install new emergency standby generator. Current generator is 48± years old. |
| Sanitary Sewer Force Main | \$150,000 | This work has been recommended as a priority in the Master Sewer Plan. The majority of the Sanitary Sewer System Force Main piping exceeds 50 years in age. Overall structural integrity is a concern. Work includes an engineering condition assessment to prioritize future needs. |
| Town Aid | \$461,00 | Estimated annual state aid for streets and roads. Allocated to annual road paving. |

FY 2021/2022 Capital Improvement Program (CIP) - Capital Reserve Fund - Pro Forma - January 2021

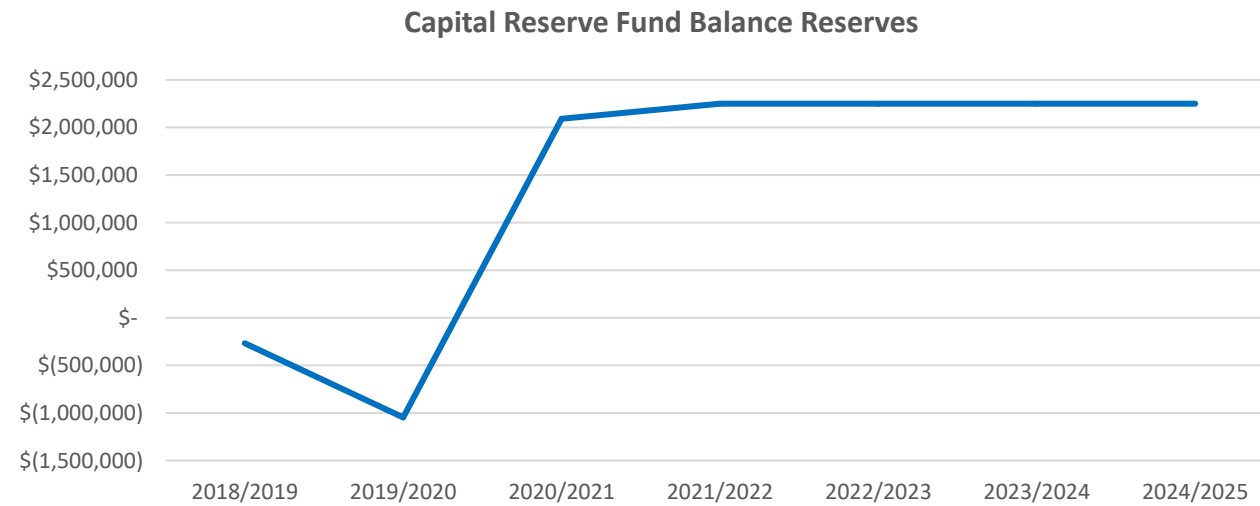
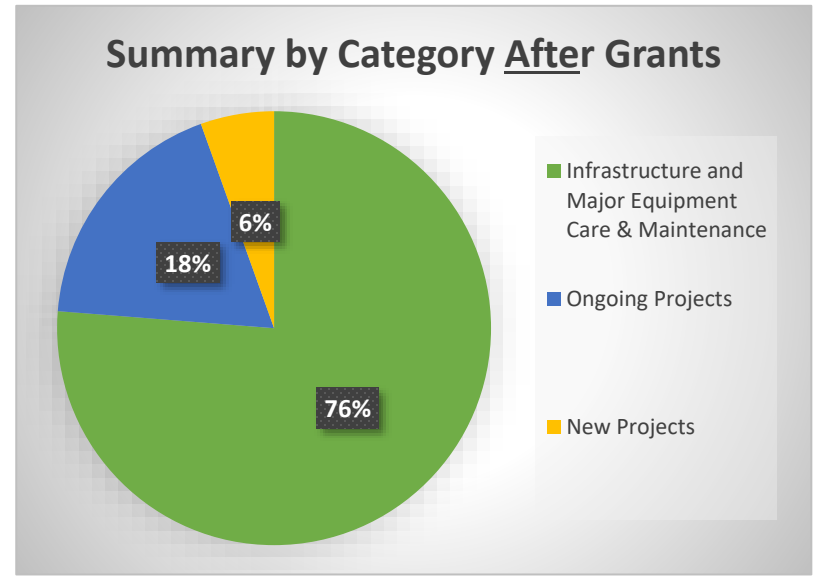
| Capital Projects | Page (B) | ADOPTED 2020/2021 | PROPOSED 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | Future 2025/2026 | Total | Larger Scale |
|---|----------|---------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| General Government | | | | | | | | | |
| Property Revaluation | 1 | \$ 145,000 | \$ 130,000 | \$ 130,000 | \$ 130,000 | \$ 130,000 | \$ 130,000 | \$ 795,000 | \$ - |
| Fiber Connections | 2 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | \$ - |
| Town Hall, Academy Renovations & Security Improvements | 3 | \$ 70,000 | \$ 25,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 295,000 | \$ - |
| Energy Efficiency - Sustainability | 4 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 300,000 | \$ - |
| System-Wide Municipal Roof Replacements | 5 | \$ 50,000 | \$ 30,000 | \$ 50,000 | \$ 20,000 | \$ - | \$ - | \$ 150,000 | \$ - |
| Facilities Study - Williams Memorial | 6 | \$ 70,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 70,000 | \$ 3,000,000 |
| Disaster & Emergency Preparedness | 7 | \$ - | \$ 250,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ 450,000 | \$ - |
| Subtotal General Government | | \$ 435,000 | \$ 485,000 | \$ 480,000 | \$ 250,000 | \$ 230,000 | \$ 230,000 | \$ 2,110,000 | \$ 3,000,000 |
| Public Safety | | | | | | | | | |
| Public Safety Communications | 8 | \$ 375,000 | \$ 380,000 | \$ 420,000 | \$ 420,000 | \$ - | \$ - | \$ 1,595,000 | \$ - |
| Police Site - Renovations | 9 | \$ 50,000 | \$ - | \$ 50,000 | \$ - | \$ - | \$ 2,500,000 | \$ 2,600,000 | \$ - |
| Self Contained Breathing Apparatus (SCBA) | 10 | \$ 120,000 | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ 520,000 | \$ - |
| Apparatus Replacement Tanker & Rescue Pumper | 11 | \$ - | \$ - | \$ 700,000 | \$ 700,000 | \$ - | \$ - | \$ 1,400,000 | \$ - |
| Fire Station Diesel Exhaust Mitigation System | 12 | \$ - | \$ - | \$ 260,000 | \$ - | \$ - | \$ - | \$ 260,000 | \$ - |
| Training Facility Upgrade | 13 | \$ - | \$ - | \$ - | \$ 324,000 | \$ - | \$ - | \$ 324,000 | \$ - |
| Fire Apparatus - Tanker | 14 | \$ - | \$ - | \$ - | \$ - | \$ 550,000 | \$ - | \$ 550,000 | \$ - |
| Fire Station Façade | 15 | \$ - | \$ - | \$ 125,000 | \$ - | \$ - | \$ - | \$ 125,000 | \$ - |
| Fire Station Renovations | N/A | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | \$ - |
| Subtotal Public Safety | | \$ 620,000 | \$ 780,000 | \$ 1,555,000 | \$ 1,444,000 | \$ 550,000 | \$ 2,500,000 | \$ 7,449,000 | \$ - |
| Physical Services | | | | | | | | | |
| Road Overlay Program | 16 | \$ 1,400,000 | \$ 1,600,000 | \$ 1,800,000 | \$ 2,000,000 | \$ 2,200,000 | \$ 2,400,000 | \$ 11,400,000 | \$ - |
| Sidewalk Maintenance | 17 | \$ 175,000 | \$ 250,000 | \$ 250,000 | \$ 100,000 | \$ 75,000 | \$ 75,000 | \$ 925,000 | \$ - |
| Main Street Reconstruction | 18 | \$ - | \$ 1,860,600 | \$ - | \$ - | \$ - | \$ - | \$ 1,860,600 | \$ - |
| Gateway Corporate Park Bicycle and Pedestrian Improvements | 19 | \$ - | \$ 940,700 | \$ - | \$ - | \$ - | \$ - | \$ 940,700 | \$ - |
| Main Street Sidewalks - Phase 3 | 20 | \$ 75,000 | \$ 380,000 | \$ - | \$ - | \$ - | \$ - | \$ 455,000 | \$ - |
| Traffic Signal Upgrades | 21 | \$ - | \$ - | \$ 325,000 | \$ 275,000 | \$ 275,000 | \$ 275,000 | \$ 1,150,000 | \$ - |
| Bell Street Sidewalks | 22 | \$ - | \$ 775,000 | \$ - | \$ - | \$ - | \$ - | \$ 775,000 | \$ - |
| Heavy Equipment (Highway) ^(A) | 23 | \$ 225,000 | \$ 170,000 | \$ 80,000 | \$ 450,000 | \$ 300,000 | \$ - | \$ 1,225,000 | \$ - |
| Pavement Restoration -Town & Education Facilities | 24 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,200,000 | \$ - |
| General Storm Drainage Improvements | 25 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ - | \$ 500,000 | \$ - |
| General Bicycle/Pedestrian Improvements | 26 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 450,000 | \$ - |
| Renovation and Site Restoration | 27 | \$ 225,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 225,000 | \$ - |
| Town Center Streetscape Improvements | 28 | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 200,000 | \$ - |
| New Sidewalk Construction | 29 | \$ 175,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 1,675,000 | \$ - |
| Mill Street Bridge Replacement | 30 | \$ 180,000 | \$ - | \$ 100,000 | \$ 2,100,000 | \$ - | \$ - | \$ 2,380,000 | \$ - |
| New London Tpke/Route 17 Ramp Configuration | 31 | \$ 25,000 | \$ - | \$ 750,000 | \$ - | \$ - | \$ - | \$ 775,000 | \$ - |
| Underground Fuel Storage Tank Replacement | 32 | \$ - | \$ 375,000 | \$ - | \$ - | \$ - | \$ - | \$ 375,000 | \$ - |
| Glastonbury Boulevard Pavement Rehabilitation | N/A | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 400,000 | \$ - |
| Subtotal Physical Services | | \$ 3,455,000 | \$ 7,026,300 | \$ 3,980,000 | \$ 5,600,000 | \$ 3,525,000 | \$ 3,325,000 | \$ 26,911,300 | \$ - |
| Parks & Recreation | | | | | | | | | |
| Tree Management | 34 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 100,000 | \$ 100,000 | \$ - | \$ 575,000 | \$ - |
| Addison Park Renovations | 35 | \$ 225,000 | \$ 70,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ 395,000 | \$ - |
| Minnechaug Golf Course Improvements | 36 | \$ - | \$ - | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ 200,000 | \$ - |
| Winter Hill | 37 | \$ 25,000 | \$ 110,000 | \$ - | \$ - | \$ - | \$ - | \$ 135,000 | \$ - |
| Cider Mill Improvements | 38 | \$ - | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ 150,000 | \$ - |
| Pickleball Courts | 39 | \$ - | \$ 80,000 | \$ - | \$ - | \$ - | \$ - | \$ 80,000 | \$ - |
| Grange Pool - ADA Building & Accessibility Upgrades | 40 | \$ - | \$ - | \$ 1,500,000 | \$ - | \$ - | \$ - | \$ 1,500,000 | \$ - |
| Center Green Renovations | 41 | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ - | \$ 500,000 | \$ - |
| Riverfront Community Center Upgrades | 42 | \$ - | \$ - | \$ 10,000 | \$ 100,000 | \$ - | \$ - | \$ 110,000 | \$ - |
| High School Field Improvements | 43 | \$ - | \$ - | \$ 50,000 | \$ 100,000 | \$ 100,000 | \$ 2,000,000 | \$ 2,250,000 | \$ - |
| Playground Safety Surface Improvements | 44 | \$ - | \$ - | \$ 145,000 | \$ 120,000 | \$ 150,000 | \$ - | \$ 415,000 | \$ - |
| Riverfront Community Center Expansion | 45 | \$ - | \$ - | \$ - | \$ 50,000 | \$ - | \$ - | \$ 50,000 | \$ 5,000,000 |
| Point Road Riverfront Park | 46 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | \$ 75,000 | \$ - |
| Aquatics Facility | 47 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 12,500,000 |
| Riverfront Park and Boathouse | 48 | \$ - | \$ 90,000 | \$ - | \$ - | \$ - | \$ - | \$ 90,000 | \$ - |
| Mower - 16' Rotary Mower Replacement | N/A | \$ 120,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 120,000 | \$ - |
| Splash Pad | N/A | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | \$ - |
| Subtotal Parks & Recreation | | \$ 995,000 | \$ 475,000 | \$ 2,680,000 | \$ 570,000 | \$ 350,000 | \$ 2,075,000 | \$ 7,145,000 | \$ 17,500,000 |
| Refuse / Sanitation | | | | | | | | | |
| Bulky Waste Closure Fund | 49 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ - | \$ 250,000 | \$ 3,500,000 |
| Parker Terrace Station and Force Main Replacement | 51 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,138,000 |
| High Street Station and Force Main Replacement | 52 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,265,000 |
| Matson Hill Station and Force Main Replacement | 53 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,706,000 |
| Hubbard Pump Station and Force Main Replacement | 54 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,461,000 |
| Smith Pump Station and Force Main Replacement | 55 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,467,000 |
| Nutmeg Pump Station and Force Main Replacement | 56 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,058,000 |
| Subtotal Refuse / Sanitation | | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ - | \$ 250,000 | \$ 22,595,000 |
| Education | | | | | | | | | |
| Multi-School Locker Replacement | 58 | \$ - | \$ 460,000 | \$ - | \$ - | \$ - | \$ - | \$ 460,000 | \$ - |
| Smith Middle School Auxiliary Gym Floor Replacement | 59 | \$ 200,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | \$ - |
| Gideon Welles School Auditorium Seat Replacement | 60 | \$ - | \$ - | \$ 100,000 | \$ - | \$ - | \$ - | \$ 100,000 | \$ - |
| Gideon Welles School Design - Roof Replacement | 61 | \$ - | \$ 50,000 | \$ - | \$ - | \$ 1,984,000 | \$ - | \$ 2,034,000 | \$ - |
| Education - Feasibility Analysis/Cost Estimating | N/A | \$ - | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 | \$ - |
| Naubuc School A&E Design – Boiler Replacement | 62 | \$ - | \$ - | \$ - | \$ 850,000 | \$ - | \$ - | \$ 850,000 | \$ - |
| Smith/GHS/Nayaug Schools Design - Chiller Replacements | 63 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,700,000 | \$ 1,700,000 | \$ - |
| Naubuc School Design – Open Space Classrooms Re-Configuration | 64 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Nayaug School Crack-Fill & Seal Coat Only of Parking Lot | 65 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Smith Middle School Pavement Rehabilitation | 66 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Eastbury School Study - MDC Potable Water Service | 67 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,000,000 |
| High School Pavement Rehabilitation | 68 | \$ - | \$ - | \$ 200,000 | \$ 200,000 | \$ - | \$ 200,000 | \$ 600,000 | \$ - |
| Gideon Welles School Replacement of Roof Top Air Handlers | 69 | \$ - | \$ - | \$ 250,000 | \$ - | \$ - | \$ - | \$ 250,000 | \$ - |
| Gideon Welles School Boiler Replacement & Energy Management Control | 70 | \$ - | \$ - | \$ 950,000 | \$ - | \$ - | \$ - | \$ 950,000 | \$ - |
| Hebron Ave School Pavement Rehabilitation | 71 | \$ - | \$ - | \$ - | \$ 290,000 | \$ - | \$ - | \$ 290,000 | \$ - |
| GHS - Construction Services - New Field House | N/A | \$ 850,000 | \$ 360,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,210,000 | \$ - |
| Subtotal Education | | \$ 1,050,000 | \$ 1,070,000 | \$ 1,500,000 | \$ 1,340,000 | \$ 1,984,000 | \$ 1,900,000 | \$ 8,844,000 | \$ 3,000,000 |
| TOTAL CAPITAL RESERVE FUND (excluding Potential Bond Issues) | | \$ 6,605,000 | \$ 9,886,300 | \$ 10,245,000 | \$ 9,254,000 | \$ 6,689,000 | \$ 10,030,000 | \$ 52,709,300 | \$ 46,095,000 |
| Plus Supplemental Approp. for Cotton Hollow Mill | N/A | \$ 225,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 225,000 | \$ - |
| Less Available Funding | N/A | \$ (90,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (90,000) | \$ - |
| Less Estimated Grants and Donations | N/A | \$ (1,954,000) | \$ (3,401,300) | \$ (80,000) | \$ (1,680,000) | \$ (666,029) | \$ - | \$ (7,781,329) | \$ - |
| TOTAL CAPITAL PROGRAM (net of available funding, grants and donations) | | \$ 4,786,000 | \$ 6,485,000 | \$ 10,165,000 | \$ 7,574,000 | \$ 6,022,971 | \$ 10,030,000 | \$ 45,062,971 | \$ - |
| Town Aid Road | | | | | | | | | |
| Improved | 33 | \$ 448,780 | \$ 448,780 | \$ - | \$ - | \$ - | \$ - | \$ 897,560 | \$ - |
| Unimproved | 33 | \$ 12,437 | \$ 12,437 | \$ - | \$ - | \$ - | \$ - | \$ 24,874 | \$ - |
| Total | | \$ 461,217 | \$ 461,217 | \$ - | \$ - | \$ - | \$ - | \$ 922,434 | \$ - |
| <i>GHS = Glastonbury High School</i> | | | | | | | | | |
| Sewer Sinking Fund: | | | | | | | | | |
| Eastbury Pump Station Generator | 50 | \$ - | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | \$ - |
| Sanitary Sewer System Force Main Evaluations | 57 | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 | \$ - |
| Fiber Optics | 2 | \$ - | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 | \$ - |
| Total Sewer Sinking Fund | | \$ - | \$ 250,000 | \$ - | \$ - | \$ - | \$ - | \$ 250,000 | \$ - |

FY2022 Capital Improvement Program (CIP) Exhibits - January 20, 2021

General Comments

- Capital Funding is best considered on a multi-year basis. A 5-year pro forma is provided based on project scope, estimated costs, and schedules with information now available. This is a good planning document and subject to change over coming years. The Board of Education should review FY2024 – 2025 as currently there is only 1 capital project shown for that fiscal year.
- Grant applications are pending for several projects including Bell Street and Gateway Sidewalks and Main Street Reconstruction.
- Over recent years, the potential to package capital projects to a bond issue has been suggested. Borrowing rates are at historic lows and therefore the potential for a bond issue should be considered. A number of illustrative models are developed and can be presented as applicable.
- The self-imposed referendum threshold per CIP Criteria totals approximately \$3.5M. The Criteria recognizes circumstances such as grant funding to reduce net costs, exigent circumstances, ongoing care and maintenance of Town infrastructure, and recurring projects – e.g. technology, infrastructure, and road paving.
- The chart at bottom right shows estimated annual debt service costs over coming years. The estimated cost for bond issues with principal of \$5 - \$20M is shown above (top right). This is included for illustrative purposes.
- The Capital Reserve-Unassigned Fund Balance (middle right) is projected to total \$2.0M+ assuming a \$5.75M capital transfer, grant revenues, project close outs, and projects recommended for July 1, 2021. Per CIP criteria, a minimum unassigned threshold of \$1.0M is established. For years FY23-25 the projection assumes funding to the Reserve and net project costs balance.
- Pro forma shows multi-year projections for projects funded through the Capital Reserve Fund and possible bond issues.

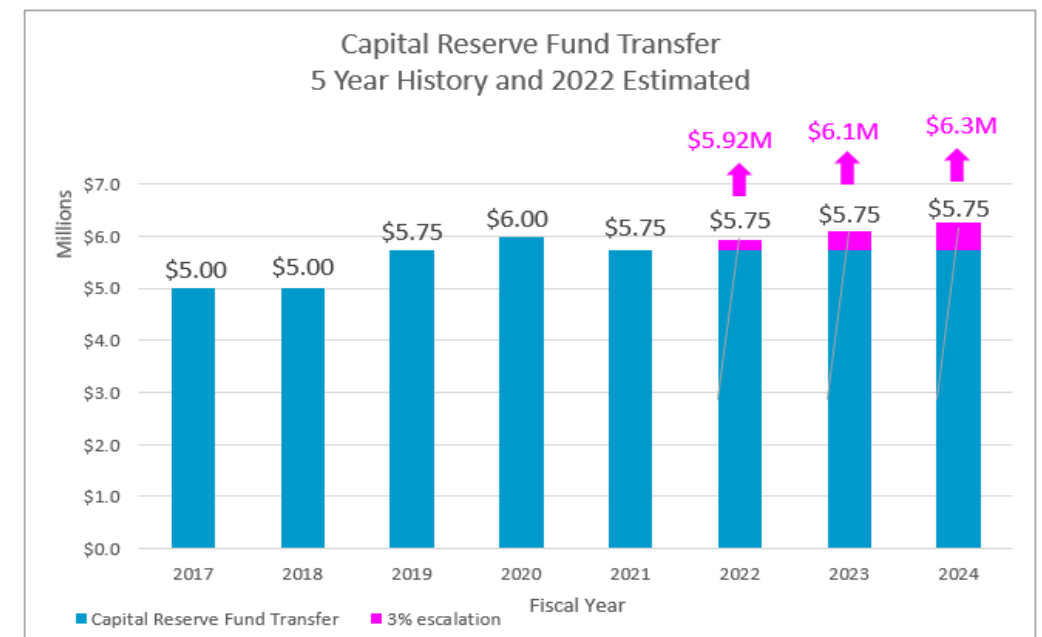
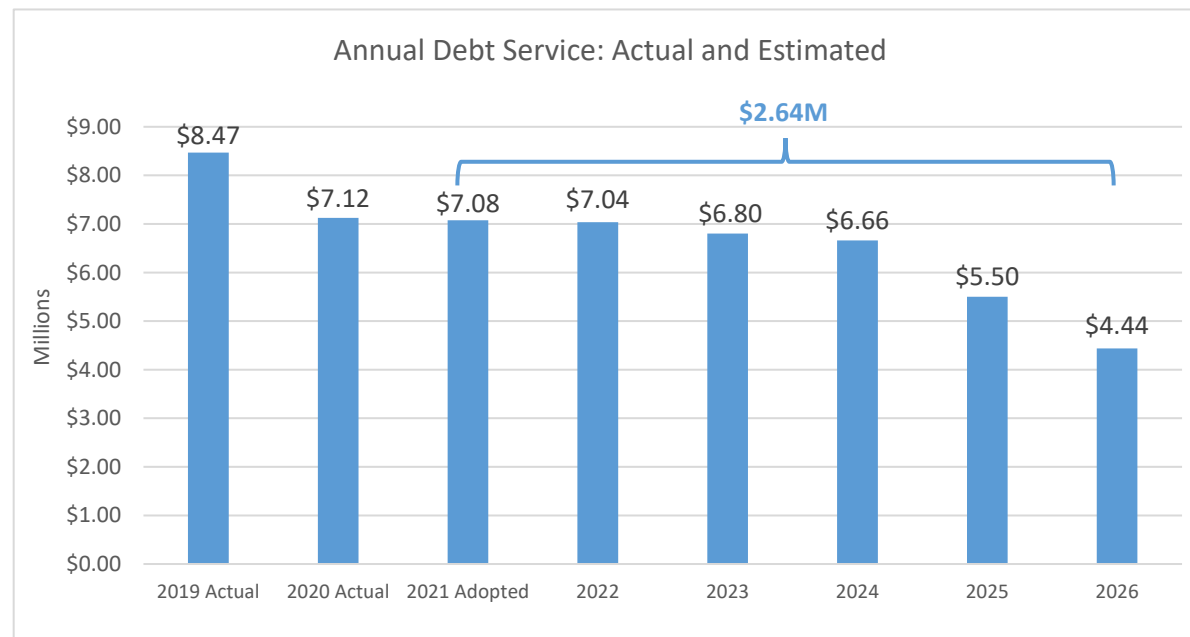
| Illustrative Debt Service (Assumes 20-Year Bond at Various Interest Rates) | | | | | | | | |
|---|------------|------------|------------|------------|--------------|--------------|--------------|--------------|
| Year/ Bond | \$5m | | \$10m | | \$15m | | \$20m | |
| | 2.00% | 2.50% | 2.00% | 2.50% | 2.00% | 2.50% | 2.00% | 2.50% |
| 1 | \$ 350,000 | \$ 375,000 | \$ 700,000 | \$ 750,000 | \$ 1,050,000 | \$ 1,125,000 | \$ 1,400,000 | \$ 1,500,000 |
| 2 | \$ 345,000 | \$ 368,750 | \$ 690,000 | \$ 737,500 | \$ 1,035,000 | \$ 1,106,250 | \$ 1,380,000 | \$ 1,475,000 |
| 3 | \$ 340,000 | \$ 362,500 | \$ 680,000 | \$ 725,000 | \$ 1,020,000 | \$ 1,087,500 | \$ 1,360,000 | \$ 1,450,000 |
| 4 | \$ 335,000 | \$ 356,250 | \$ 670,000 | \$ 712,500 | \$ 1,005,000 | \$ 1,068,750 | \$ 1,340,000 | \$ 1,425,000 |
| 5 | \$ 330,000 | \$ 350,000 | \$ 660,000 | \$ 700,000 | \$ 990,000 | \$ 1,050,000 | \$ 1,320,000 | \$ 1,400,000 |



Blue line assumes net project costs equal capital funding for FY2023, FY2024, and FY2025.

Potential Bond Issues

- Supplement Capital Transfer
- Riverfront Community Center
- Aquatic Facility
- Sanitary Sewer System
- Bulky Waste Closure
- School Roofs
- Land Acquisition and Preservation





Capital Improvement Plan

Fiscal Years

2022

2023

2024

2025

2026

Approved: November 9, 2020

Capital Improvement Project (CIP) Form

(November 2020)



Proposed Capital Improvement Plan Summary by Year (Glastonbury Public School)

| Summary by Year | | | |
|------------------------|---------------|--|---------------------|
| YR | Location | Description | Est. Cost |
| 2022 | BB/HA/NA/HO | Steel Locker Replacement | \$460,000 |
| 2022 | SMS | Auxiliary Gym Floor | \$100,000 |
| 2022 | Gideon Welles | Auditorium Seat Replacement | \$100,000 |
| 2022 | Gideon Welles | Design - Roof Replacement | \$75,000 |
| 2022 | Naubuc | Design - Boiler and Heating System Replacement | \$75,000 |
| 2022 | Various | Design - Chiller Replacements | \$75,000 |
| 2022 | Naubuc | Design – Reconfiguration Open Space Classrooms | \$75,000 |
| 2022 | Nayaug | Crackfill & Sealcoating Only of Parking Lot | \$100,000 |
| 2022 | Smith Middle | Pavement Rehabilitation (Last Area of Front Lot) | \$200,000 |
| 2022 | Eastbury | Engineering Study - MDC Potable Water Service | TBD |
| | | Sub Total Year 2022: | \$1,260,000 |
| 2023 | GHS | Pavement Rehabilitation – Area 2 (Junior Lot & Drives) | \$200,000 |
| 2023 | Gideon Welles | Replacement RT Air Handlers & Exhaust | \$250,000 |
| 2023 | Gideon Welles | Boiler Replacement & Energy Management Controls | \$950,000 |
| | | Sub Total Year 2023: | \$1,400,000 |
| 2024 | Hebron Ave | Pavement Rehabilitation | \$290,000 |
| 2024 | Naubuc | Boiler and Heating System Replacement | \$850,000 |
| 2024 | GHS | Pavement Rehabilitation (Senior Lot) | \$200,000 |
| 2024 | Naubuc | Construction – Reconfiguration Open Space Classrooms | TBD |
| | | Sub Total Year 2024: | \$1,340,000 |
| 2025 | Gideon Welles | Roof Replacement** | \$1,984,000 |
| | | Sub Total Year 2025: | \$1,984,000 |
| 2026 | Various | Construction - Chiller Replacements | \$1,700,000 |
| 2026 | GHS | Pavement Rehabilitation – Area 4 (Baldwin, Front & Rear) | \$200,000 |
| 2026 | Eastbury | MDC Potable Water Service | \$3,000,000 |
| | | Sub Total Year 2026: | \$4,900,000 |
| | | Five Year Total: | \$10,884,000 |

**Roof replacements greater than 20 years are eligible for State reimbursement