

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Digitize City Clerk Records	2025	Other Tangible Capital Assets	City Clerk	\$89,825	Borrowing	\$-	TBD	n/a	To preserve and digitize City Clerk's vital records dating back to 1700's including birth, death and marriage certificates. This would allow for quicker easier access and storage as well as preservation of required City records.
42 Clinton St. ASTM Phase II	2025	Infrastructure	Department of Public Works	\$17,500	Free Cash	\$-	Included in Operating Budget	n/a	City owned site with unquantified dumping of construction debris and encroachment on abutting properties.
Birches Dam	2025	Infrastructure	Department of Public Works	\$118,000	Borrowing	\$-	Included in Operating Budget	50	Failure due to age, capacity and regulations.
Cemetery Columbaria	2025	Infrastructure	Department of Public Works	TBD	Borrowing	\$-	Included in Operating Budget	50	Erection of columbaria at Mt. Prospect Cemetery. This will allow for a large expansion in the number of plots available. This is expected to coincide with the improvements made by the Elm Street Contractor to the area.
City Paving Improvements	2025	Infrastructure	Department of Public Works	\$340,000	Borrowing	\$-	Included in Operating Budget	10	Re-paving of various streets, the specific locations will change year to year. The City's pavements are in a poor state of repair, these funds will be used to repave the roads. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget, generally repaved roads have a lower maintenance cost. The DPW will lower its backlog of failed pavements eventually having the system in a state of good repair.
Friend Street Drainage	2025	Infrastructure	Department of Public Works	\$1,521,000	Borrowing	\$-	Included in Operating Budget	50	Design is complete. Cost shown is for construction. With funding, this can be advertised this construction year (2024).
Clinton Street Drainage	2025	Infrastructure	Department of Public Works	\$100,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Capacity.
Crib Dam	2025	Infrastructure	Department of Public Works	\$350,000	Borrowing	\$-	Included in Operating Budget	50	Failure due to age.
Elm Street Bridge	2025	Infrastructure	Department of Public Works	\$150,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Deterioration.
Entrance at City Hall	2025	Buildings & Improvements	Department of Public Works	\$25,000	Free Cash	\$-	Included in Operating Budget	10	Entrance at City Hall stairs, safety structural updates.
Fern Ave Drainage	2025	Infrastructure	Department of Public Works	\$120,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Icing - Repairs 75% complete.
Emergency Capital updates to City Hall, Safety Complex, DPW, Library, LGB, namely heat, electrical, plumbing and building envelope	2025	Buildings & Improvements	Department of Public Works	\$25,000	Free Cash	\$-	Included in Operating Budget	15	Unplanned building system/facility failures requiring capital expenditures related to tradesman work to remain safe and functional in excess of \$10,000. Examples, complete heating system failures, doors, windows, sizeable roof repairs and similar, many locations currently out of date and considered obsolete.
Kimball Road Bridge	2025	Infrastructure	Department of Public Works	\$125,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Deterioration.
Kimball Road Drainage	2025	Infrastructure	Department of Public Works	\$100,000	Borrowing	\$-	Included in Operating Budget	50	Design almost complete (grant funded). Cost shown is for environmental permitting, documents and bidding.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Market Street Drainage	2025	Infrastructure	Department of Public Works	\$350,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Structural.
Other Street Drainage Projects	2025	Infrastructure	Department of Public Works	\$120,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Structural.
Pond Hill Road Drainage	2025	Infrastructure	Department of Public Works	\$40,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Icing
Pond Street Bridge	2025	Infrastructure	Department of Public Works	\$75,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Deterioration.
South Hampton Road Drainage	2025	Infrastructure	Department of Public Works	\$350,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Capacity.
City Sidewalk Improvements	2025	Infrastructure	Department of Public Works	\$300,000	Borrowing	\$-	Included In Operating Budget	25	Replacement of sidewalks on various streets, the specific locations will change year to year. The city's sidewalks are in a poor state of repair, these funds will be used to replace sidewalks. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget, generally replaced sidewalks have a lower maintenance cost. The DPW will lower its backlog of failed sidewalks eventually having the system in a state of good repair.
Fern Ave Drainage	2025	Infrastructure	Department of Public Works	\$40,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Icing.
Lake Gardner Dam	2025	Infrastructure	Department of Public Works	\$135,000	Borrowing	\$-	Included In Operating Budget	50	Needs maintenance.
Mack Dump Truck (Payment 5 of 5) Ltr#420400913	2025	Vehicles	Department of Public Works	\$41,977	Funded In Operating Budget	\$-	Included In Operating Budget	15	Payments for the loan on the new dump truck.
Main Street Arch	2025	Infrastructure	Department of Public Works	\$75,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Deterioration.
Oak Street Bridge Replacement	2025	Infrastructure	Department of Public Works	\$3,000,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Deterioration.
State Line Dam	2025	Infrastructure	Department of Public Works	\$566,000	Borrowing	\$-	Included In Operating Budget	50	Failure due to age, regulations and capacity.
Woodman Road Drainage	2025	Infrastructure	Department of Public Works	\$120,000	Borrowing	\$-	Included In Operating Budget	50	Cause of Failure - Capacity.
DPW Sidewalk Plow (Payment 1 of 5)	2027	Equipment	Department of Public Works	\$50,000	5 Year Lease/Loan Purchase	\$-	Included In Operating Budget	10	Replace 16 year old Trackless Sidewalk Plow.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
City Paving Improvements	2026	Infrastructure	Department of Public Works	\$400,000	Borrowing	\$-	Included in Operating Budget	20	Reparing of various streets, the specific locations will change year to year. The City's pavements are in a poor state of repair, these funds will be used to repave the roads. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget, generally repaved roads have a lower maintenance cost. The DPW will lower its backlog of failed pavements eventually having the system in a state of good repair.
City Sidewalk Improvements	2026	Infrastructure	Department of Public Works	\$350,000	Borrowing	\$-	Included in Operating Budget	25	Replacement of sidewalks on various streets, the specific locations will change year to year. The city's sidewalks are in a poor state of repair, these funds will be used to replace sidewalks. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget, generally replaced sidewalks have a lower maintenance cost. The DPW will lower its backlog of failed sidewalks eventually having the system in a state of good repair.
Clark Pond Dam	2026	Infrastructure	Department of Public Works	\$114,000	Borrowing	\$-	Included in Operating Budget	50	Failure due to age, capacity and regulations.
Congress Street Drainage	2026	Infrastructure	Department of Public Works	\$675,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Capacity.
Other Street Drainage Projects	2026	Infrastructure	Department of Public Works	\$120,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Structural.
R Street Bridge	2026	Infrastructure	Department of Public Works	\$750,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Deterioration.
Emergency Capital updates to City Hall, Safety Complex, DPW, Library, LGB, namely heat, electrical, plumbing and building envelope	2027	Buildings & Improvements	Department of Public Works	\$100,000	Free Cash	\$-	Included in Operating Budget	15	Unplanned building system/facility failures requiring capital expenditures related to tradesman work to remain safe and functionate in excess of \$10,000. Examples, complete heating system failures, doors, windows stable roof repairs and similar, many locations currently out of date and considered obsolete.
DPW Sidewalk Plow (Payment 1 of 5)	2027	Equipment	Department of Public Works	\$50,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Replace 16 year old Trackless Sidewalk Plow.
City Paving Improvements	2027	Infrastructure	Department of Public Works	\$450,000	Borrowing	\$-	Included in Operating Budget	10	Reparing of various streets, the specific locations will change year to year. The City's pavements are in a poor state of repair, these funds will be used to repave the roads. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget, generally repaved roads have a lower maintenance cost. The DPW will lower its backlog of failed pavements eventually having the system in a state of good repair.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
City Sidewalk Improvements	2027	Infrastructure	Department of Public Works	\$400,000	Borrowing	\$-	Included in Operating Budget	25	Replacement of sidewalks on various streets, the specific locations will change year to year. The city's sidewalks are in a poor state of repair, these funds will be used to replace sidewalks. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget; generally replaced sidewalks have a lower maintenance cost. The DPW will lower its backlog of failed sidewalks eventually having the system in a state of good repair.
Other Street Drainage Projects	2027	Infrastructure	Department of Public Works	\$150,000	Borrowing	\$-	Included in Operating Budget	50	Cause of Failure - Structural.
DPW Sidewalk Plow (Payment 2 of 5)	2028	Equipment	Department of Public Works	\$50,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Replace 16 year old Trackless Sidewalk Plow.
City Paving Improvements	2028	Infrastructure	Department of Public Works	\$500,000	Borrowing	\$-	Included in Operating Budget	10	Re-paving of various streets, the specific locations will change year to year. The City's pavements are in a poor state of repair, these funds will be used to repave the roads. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget; generally repaved roads have a lower maintenance cost. The DPW will lower its backlog of failed pavements eventually having the system in a state of good repair.
City Sidewalk Improvements	2028	Infrastructure	Department of Public Works	\$450,000	Borrowing	\$-	Included in Operating Budget	25	Replacement of sidewalks on various streets, the specific locations will change year to year. The city's sidewalks are in a poor state of repair, these funds will be used to replace sidewalks. The existing materials are either incorporated into the pavement or recycled. Chapter 90 funds are used to supplement this task. Annual maintenance costs are included in the DPW budget; generally replaced sidewalks have a lower maintenance cost. The DPW will lower its backlog of failed sidewalks eventually having the system in a state of good repair.
DPW Sidewalk Plow (Payment 3 of 5)	2029	Equipment	Department of Public Works	\$50,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Replace 16 year old Trackless Sidewalk Plow.
DPW Sidewalk Plow (Payment 4 of 5)	2030	Equipment	Department of Public Works	\$50,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Replace 16 year old Trackless Sidewalk Plow.
DPW Sidewalk Plow (Payment 5 of 5)	2031	Equipment	Department of Public Works	\$50,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Replace 16 year old Trackless Sidewalk Plow.
Backhoe (Payment 1 of 5)	2032	Equipment	Department of Public Works	\$40,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Existing backhoe/excavators have failed.
Backhoe (Payment 2 of 5)	2033	Equipment	Department of Public Works	\$40,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Existing backhoe/excavators have failed.
Backhoe (Payment 3 of 5)	2034	Equipment	Department of Public Works	\$40,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Existing backhoe/excavators have failed.
Backhoe (Payment 4 of 5)	2035	Equipment	Department of Public Works	\$40,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Existing backhoe/excavators have failed.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Backhoe (Payment 5 of 5)	2036	Equipment	Department of Public Works	\$40,000	5 Year Lease/Loan Purchase	\$-	Included in Operating Budget	10	Existing backhoe/excavators have failed.
Fire Department Monitors	2025	Equipment	Fire	\$30,000	5 Year Lease/Loan Purchase	\$-	None	8	These monitor/defibrillators are used in the Fire Department's ambulances. They are required to continue to provide ALS level service. The current monitors were purchased in 2015 and have a trade in value of \$5,000.
Power Cot for Ambulances	2025	Equipment	Fire	\$70,000	Borrowing	\$-	Comes with 3 year maintenance program	10	The addition of this Power Cot will allow the cots to be interchanged between A-3 and A-2. The addition of the Power Cot to the 2 ambulances will help to reduce injuries from lifting patient on the cot into the ambulance.
(1) Fire Department Command Vehicles Lease (Payment 1 of 5)	2025	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$2,000 annually	6	This vehicle will replace a 2008 Chevy Tahoe. This vehicle serves as the Chief's Officer's mobile office. The vehicle serves as the command post at incidents and is equipped with radios, fire/EMS gear, our accountability system, mass casualty system and many other items.
Ambulance Lease/ Loan (Payment 2 of 3)	2025	Vehicles	Fire	\$113,521	3 Year Lease/Loan Purchase (Included in Fire Operating Budget)	\$-	\$2,500 - \$3,000 annually	6	Replaced a 2014 (purchased in 2016 Demo). The City has (2). Both are used daily to transport patients and generate income for the City. In addition to our normal ambulance runs, we are seeing an increased use as a result of COVID. With the replacement of ambulances every 6 years the City will avoid costly mechanical issues. More importantly, the City will have (2) reliable ambulances as mutual aid is not a guarantee. Extended wait time for patients requiring medical care and loss of revenue for the City are considerations. The ambulance was purchased in compliance with MA State Bid Procedures.
Heat for 1st Floor at Elm St.	2025	Buildings & Improvements	Fire/EMA	\$10,000	Borrowing	\$-	\$500	20	Heating unit similar to a Modine heater is needed to heat the 1st floor of the Elm St building. The former unit was in need of replacement. This heater will provide heat to the storage rooms, office space, and the garage area. This is a one time purchase.
HVAC System Fire Headquarters	2025	Buildings & Improvements	Fire	TBD	3 Year Lease/loan Purchase	\$-	TBD	20	The HVAC and Heat system was evaluated in January of 2024. Of the 3 Roof Top Units (RTUs), 2 have cracks in the exchangers, and significant pitting as well. The two units need to be replaced. At the present time, they are operational but must be taken out of service.
Fire Department Forestry Truck Lease/ Loan (Payment 1 of 3)	2026	Vehicles	Fire	\$33,000	3 Year Lease/loan Purchase	\$-	\$500 - \$1,500 annually	15	The current forestry truck is a 2010 Ford F550 which was originally an ambulance. When the ambulance box was no longer serviceable the truck was re-purposed. The bed for the truck came off and a new flat bed was purchased in 2012. The tank and pump came from a 1988 forestry vehicle. The entire unit should be replaced.
Fire Department Monitors	2026	Equipment	Fire	\$30,000	5 Year Lease/Loan Purchase	\$-	None	8	These monitor/defibrillators are used in the Fire Department's ambulances. They are required to continue to provide ALS level service. The current monitors were purchased in 2015 and have a trade in value of \$5,000.
Pickup Truck Lease/Loan (Payment 1 of 5)	2026	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$1,000 annually	6	This vehicle would be used to haul trailers that store sheltering equipment or equipment for emergency responders during long term events such as disasters. The current vehicle that hauls these trailers exceeds the vehicles hauling capacity.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
(1) Fire Department Command Vehicles Lease (Payment 2 of 5)	2026	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$2,000 annually	6	These vehicles will replace a 2008 Chevy Tahoe and a 2013 Ford Expedition. These vehicles serve as the Chief's Officer's mobile office. The vehicles serve as the command post at incidents and are equipped with radios, fire/EMS gear, our accountability system, mass casualty system and many other items.
Ambulance Lease/ Loan (Payment 3 of 3)	2026	Vehicles	Fire	\$113,521	3 Year Lease/Loan Purchase	\$-	\$2,500 - \$3,000 annually	6	This would replace a 2014 (purchased in 2016 Demo). This is the correct replacement time for this ambulance. The City has (2). Both are used daily to transport patients and generate income for the City. In addition to our normal ambulance runs, we are seeing an increased use as a result of COVID. With the replacement of ambulances every 6 years the City will avoid costly mechanical issues. More importantly, the City will have (2) reliable ambulances as mutual aid is not a guarantee. Extended wait time for patients requiring medical care and loss of revenue for the City are considerations. The ambulance will be purchased in compliance with MA State Bid Procedures.
Fire Department Monitors	2027	Equipment	Fire	\$30,000	5 Year Lease/Loan Purchase	\$-	None	8	These monitor/defibrillators are used in the Fire Department's ambulances. They are required to continue to provide ALS level service. The current monitors were purchased in 2015 and have a trade in value of \$5,000.
Fire Department Forestry Truck Lease/ Loan (Payment 2 of 3)	2027	Vehicles	Fire	\$33,000	3 Year Lease/loan Purchase	\$-	\$500 - \$1,500 annually	15	The current forestry truck is a 2010 Ford F550 which was originally an ambulance. When the ambulance box was no longer serviceable the truck was re-purposed. The bed for the truck came off and a new flat bed was purchased in 2012. The tank and pump came from a 1988 forestry vehicle. The entire unit should be replaced.
Pickup-Truck Lease/Loan (Payment 2 of 5)	2027	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$1,000 annually	6	This vehicle would be used to haul trailers that store sheltering equipment or equipment for emergency responders during long term events such as disasters. The current vehicle that hauls these trailers exceeds the vehicles hauling capacity.
(1) Fire Department Command Vehicles Lease (Payment 3 of 5)	2027	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$2,000 annually	6	These vehicles will replace a 2008 Chevy Tahoe and a 2013 Ford Expedition. These vehicles serve as the Chief's Officer's mobile office. The vehicles serve as the command post at incidents and are equipped with radios, fire/EMS gear, our accountability system, mass casualty system and many other items.
Ambulance Lease/ Loan (Payment 1 of 3)	2027	Vehicles	Fire	\$167,000	3 Year Lease/loan Purchase	\$-	\$3,000 annually	9	The City has (2)ambulances. Both are used daily to transport patients and generate income for the City. With the replacement of ambulances every 6 years, the City will avoid costly mechanical issues. More importantly, the City will have (2) reliable ambulances as mutual aid is not a guarantee. Extended wait time for patients requiring medical care and loss of revenue for the City are considerations. The ambulance will be purchased in compliance with MA State Bid Procedures. With the purchase of this ambulance, Ambulance 2 will become a dedicated spare ambulance. Having the spare allows the city to replace a frontline ambulance that is need of repairs and the city does not lose revenue for the unspecified time. This would replace a 2014 (purchased in 2016 Demo) that has been a spare since 2023. This ambulance will designated surplus. The ambulance rotation for service is 3 years frontline, 3 years 2nd out, 3 years spare.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Fire Department Forestry Truck Lease/ Loan (Payment 3 of 3)	2028	Vehicles	Fire	\$33,000	3 Year Lease/loan Purchase	\$-	\$500 - \$1,500 annually	15	The current forestry truck is a 2010 Ford F550 which was originally an ambulance. When the ambulance box was no longer serviceable the truck was re-purposed. The bed for the truck came off and a new flat bed was purchased in 2012. The tank and pump came from a 1988 forestry vehicle. The entire unit should be replaced.
Fire Department Monitors	2028	Equipment	Fire	\$30,000	5 Year Lease/Loan Purchase	\$-	None	8	These monitor/defibrillators are used in the Fire Department's ambulances. They are required to continue to provide ALS level service. The current monitors were purchased in 2015 and have a trade in value of \$5,000.
Pickup-Truck Lease/Loan (Payment 3 of 5)	2028	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$1,000 annually	6	This vehicle would be used to haul trailers that store sheltering equipment or equipment for emergency responders during long term events such as disasters. The current vehicle that hauls these trailers exceeds the vehicles hauling capacity.
(1) Fire Department Command Vehicles Lease (Payment 4 of 5)	2028	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$2,000 annually	6	These vehicles will replace a 2008 Chevy Tahoe and a 2013 Ford Expedition. These vehicles serve as the Chief's Officer's mobile office. The vehicles serve as the command post at incidents and are equipped with radios, fire/EMS gear, our accountability system, mass casualty system and many other items.
Ambulance Lease/ Loan (Payment 2 of 3)	2028	Vehicles	Fire	\$167,000	3 Year Lease/loan Purchase	\$-	\$3,000 annually	9	The City has (2)ambulances. Both are used daily to transport patients and generate income for the City. With the replacement of ambulances every 6 years, the City will avoid costly mechanical issues. More importantly, the City will have (2) reliable ambulances as mutual aid is not a guarantee. Extended wait time for patients requiring medical care and loss of revenue for the City are considerations. The ambulance will be purchased in compliance with MA State Bid Procedures. With the purchase of this ambulance, Ambulance 2 will become a dedicated spare ambulance. Having the spare allows the city to replace a frontline ambulance that is need of repairs and the city does not lose revenue for the unspecified time. This would replace a 2014 (purchased in 2016 Demo) that has been a spare since 2023. This ambulance will designated surplus. The ambulance rotation for service is 3 years frontline, 3 years 2nd out, 3 years spare.
Fire Department Monitors	2029	Equipment	Fire	\$30,000	5 Year Lease/Loan Purchase	\$-	None	8	These monitor/defibrillators are used in the Fire Department's ambulances. They are required to continue to provide ALS level service. The current monitors were purchased in 2015 and have a trade in value of \$5,000.
Pickup-Truck Lease/Loan (Payment 4 of 5)	2029	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$1,000 annually	6	This vehicle would be used to haul trailers that store sheltering equipment or equipment for emergency responders during long term events such as disasters. The current vehicle that hauls these trailers exceeds the vehicles hauling capacity.
(1) Fire Department Command Vehicles Lease (Payment 5 of 5)	2029	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$2,000 annually	6	These vehicles will replace a 2008 Chevy Tahoe and a 2013 Ford Expedition. These vehicles serve as the Chief's Officer's mobile office. The vehicles serve as the command post at incidents and are equipped with radios, fire/EMS gear, our accountability system, mass casualty system and many other items.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Ambulance Lease/ Loan (Payment 3 of 3)	2029	Vehicles	Fire	\$167,000	3 Year Lease/loan Purchase	\$-	\$3,000 annually	9	The City has (2)ambulances. Both are used daily to transport patients and generate income for the City. With the replacement of ambulances every 6 years, the City will avoid costly mechanical issues. More importantly, the City will have (2) reliable ambulances as mutual aid is not a guarantee. Extended wait time for patients requiring medical care and loss of revenue for the City are considerations. The ambulance will be purchased in compliance with MA State Bid Procedures. With the purchase of this ambulance, Ambulance 2 will become a dedicated spare ambulance. Having the spare allows the city to replace a frontline ambulance that is need of repairs and the city does not lose revenue for the unspecified time. This would replace a 2014 (purchased in 2016 Demo) that has been a spare since 2023. This ambulance will designated surplus. The ambulance rotation for service is 3 years frontline, 3 years 2nd out, 3 years spare.
Pickup-Truck Lease/Loan (Payment 5 of 5)	2030	Vehicles	Fire	\$15,000	5 Year Lease/Loan Purchase	\$-	\$500 - \$1,000 annually	6	This vehicle would be used to haul trailers that store sheltering equipment or equipment for emergency responders during long term events such as disasters. The current vehicle that hauls these trailers exceeds the vehicles hauling capacity.
Harbor Master Watercraft	2025	Equipment	Harbor Master	\$250,000	Borrowing	\$-	\$7,500 to \$10,000	20	New watercraft to replace the use of the Harbor Master's personal watercraft used by the city.
City Building Security Cameras	2026	Infrastructure	IT	\$30,000	Borrowing	\$-	Included in Operating Budget	7	Hardware, Professional Services.
School Building Security Cameras	2026	Infrastructure	IT	\$42,500	Borrowing	\$-	Included in Operating Budget	7	Hardware, Professional Services.
School Building Security Cameras	2027	Infrastructure	IT	\$42,500	Borrowing	\$-	Included in Operating Budget	7	Hardware, Professional Services.
City Laptops	2027	Equipment	IT	\$18,000	Borrowing	\$-	Included in Operating Budget	5	Hardware.
Accessible Ramp Replacement (Temporary Ramp)	2025	Buildings & Improvements	Library	\$6,000 - \$46,200	Borrowing/Grant Funded	\$-	TBD	15	Current ramp was installed as a temporary solution in 2007. The condition has been flagged by the building inspector as an imminent need with insecure supports and rust throughout the structure. This is the only ADA accessible entrance for the Library.
Repair to Copper Work - Gutters and flashing	2025	Buildings & Improvements	Library	\$175,000 - \$225,000	Borrowing and Insurance Proceeds	\$-	TBD	50	To maintain the health of the library building it is imperative that we keep the building envelope tight. A major tool in that effort is maintaining the gutters which direct the water away from the building. Over the years the gutters have been repaired when urgent needs have arisen such as detachment and ice dams have compromised the gutters and lead to leaks. The detachment of the gutters and their improper functioning are also a safety issue. Not only for the possibility of gutters or drain spouts falling and potentially hitting a staff member or patron but also in the situation where water is pooling due to gaps or leaks in the copper which can lead to freezing and ultimately cause slips and falls. The copper work was an original design element of the building. As such it contributes to the historic impact of the building and should be maintained. Over the years portions of the copper have been painted over or replaced. The restore the building to its original grandeur and design we feel these compromised portions of the copper work should be restored to as close to original as is possible.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life In Years	Narrative
Emergency Backup Generator	2025	Equipment	Police	\$50,000	Borrowing	\$-	Included In Operating Budget	20	Request to purchase a backup generator to replace 2002 generator. This powers the Police Department and City Hall.
Police building maintenance and repairs	2025	Buildings & Improvements	Police	\$350,000	Borrowing	\$-	Included In Operating Budget	20	Cell Block reconstruction and repair to comply with DPH.
Police handicap access	2025	Buildings & Improvements	Police	\$50,000	Borrowing	\$-	Included In Operating Budget	20	Funds requested to install modular L Ramp system for ADA compliance. L Ramp Structure \$25,000, Site Prep & Landscaping \$10,000, Front Entrance/Structure \$25,000.
2021 Pickup Truck to replace Supervisors Car & and make up for last years loss of 1 car (Payment 2 of 3)	2025	Vehicles	Police	\$17,385	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	3	Payment 2 of three (3) for new supervisor cruiser.
(4) 2022 Ford Interceptors (Payment 3 of 3)	2025	Vehicles	Police	\$71,000	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	3	First payment on the loan for (4) new cruisers, plus outfitting.
Motorola Solutions Body Camera program (YR2)	2025	Equipment	Police	\$27,047	Operating Budget	\$-	Included In Operating Budget	5	The Amesbury Police department has been seeking to establish a Body Worn Camera Program BWC/M to become POST compliant. This capital request covers the 5 year program.
(5) New cruisers, plus outfitting (Payment 1 of 3)	2026	Vehicles	Police	\$108,333	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	3	First payment on the loan for (5) new cruisers, plus outfitting.
2021 Pickup Truck to replace Supervisors Car & and make up for last years loss of 1 car (Payment 3 of 3)	2026	Vehicles	Police	\$17,385	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	3	Payment 3 of three (3) for new supervisor cruiser
Motorola Solutions Body Camera program (YR3)	2026	Equipment	Police	\$27,047	Borrowing	\$-	Included In Operating Budget	5	The Amesbury Police department has been seeking to establish a Body Worn Camera Program BWC/M to become POST compliant. This capital request covers the 5 year program.
Motorola Solutions Body Camera program (YR4)	2027	Equipment	Police	\$27,047	Borrowing	\$-	Included In Operating Budget	5	The Amesbury Police department has been seeking to establish a Body Worn Camera Program BWC/M to become POST compliant. This capital request covers the 5 year program.
Vehicle for Deputy Chief (Payment 1 of 3)	2027	Vehicles	Police	\$21,666	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	7	Deputy Chief is driving a 2018 Vehicle that will need to be replaced in 2025/26.
(5) New cruisers, plus outfitting (Payment 2 of 3)	2027	Vehicles	Police	\$108,333	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	3	Second payment on the loan for (5) new cruisers, plus outfitting.
Motorola Solutions Body Camera program (YR5)	2028	Equipment	Police	\$27,047	Borrowing	\$-	Included In Operating Budget	5	The Amesbury Police department has been seeking to establish a Body Worn Camera Program BWC/M to become POST compliant. This capital request covers the 5 year program.
(5) New cruisers, plus outfitting (Payment 3 of 3)	2028	Vehicles	Police	\$108,333	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	3	Third payment on the loan for (5) new cruisers, plus outfitting.
Vehicle for Deputy Chief (Payment 2 of 3)	2028	Vehicles	Police	\$21,666	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	7	Deputy Chief is driving a 2018 Vehicle that will need to be replaced in 2025/26.
Vehicle for Deputy Chief (Payment 3 of 3)	2029	Vehicles	Police	\$21,666	3 Year Lease Purchase/Loan	\$-	Included In Operating Budget	7	Deputy Chief is driving a 2018 Vehicle that will need to be replaced in 2025/26.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
AMS Long-term structural repairs	2025	Buildings & Improvements	Public Schools	\$2,324,025	Borrowing	\$-	Maintenance Budget	30	Repair structural deficits.
CES HVAC replacement (6 of 8 units)	2025	Buildings & Improvements	Public Schools	\$1,200,000	Borrowing	\$-	Maintenance Budget	20	All (8) units falling and are 10+ years past their life expectancy. The recommendation is to replace them all at once and not piece mail over time thus risking a failure of one or more units.
AHS Long-term structural repairs	2025	Buildings & Improvements	Public Schools	\$1190,000	Borrowing	\$-	Maintenance Budget	30	Repair structural deficits.
AHS Athletic Track Reclaim & Resurface	2025	Land & Land Improvements	Public Schools	\$500,000	Borrowing	\$-	Maintenance Budget	7	Rubber athletic tracks should be resurfaced every 5/7 years. This track has not been resurfaced once. The track has dimpling, bubbling, cracks and openings. Some patches have been applied but the track is unsafe.
AHS Baseball Field	2025	Land & Land Improvements	Public Schools	\$292,000	School Choice	\$-	Maintenance Budget	20	Title IX Equity and challenging play surface.
AHS, AMS & CES Alarm and Entry Systems including card readers	2025	Buildings & Improvements	Public Schools	\$490,000	Borrowing	\$-	Maintenance Budget	20	SAFETY and SECURITY Best to do all three at the same time as all involve the same wiring.
AMS Fire Panels	2025	Buildings & Improvements	Public Schools	\$200,000	Borrowing	\$-	Maintenance Budget	20	System is old needs replacement to ensure fire safety.
CES Roof Repair including Replace North side shingle roof	2025	Buildings & Improvements	Public Schools	\$140,475	Borrowing	\$-	Maintenance Budget	5	The shingle roof of CES is 35+ years old. The only maintenance that has been done over the years is patching. The roof has holes, missing shingles, and moss growing on it.
CES Soccer Field Irrigation	2025	Land & Land Improvements	Public Schools	\$100,000	Borrowing	\$-	Maintenance Budget	10	There is no irrigation in this field. This project would add 10 zones, dew point sensors, and remote control sensor access to irrigation. The price includes surveying, parts and labor costs.
Re-Key CES & AMS to One Key System	2025	Equipment	Public Schools	\$80,000	Borrowing	\$-	Maintenance Budget	20	Currently too many individuals have exterior access to the schools. This is a huge safety concern. Re-keying the schools allows for control over access. KABA PEAKS Keys or a similar system is recommended.
Heat Boiler-AMS	2025	Buildings & Improvements	Public Schools	\$75,000	Borrowing	\$-	Maintenance Budget	20	Boiler is failing.
AHS Security Camera Upgrades & Installs	2025	Buildings & Improvements	Public Schools	\$60,000	Borrowing	\$-	Maintenance Budget	10	Limited security camera coverage, system is outdated.
AMS Security Camera Upgrades & Installs	2025	Buildings & Improvements	Public Schools	\$40,000	Borrowing	\$-	Maintenance Budget	10	Limited security camera coverage, system is outdated.
CES Window Replacement	2025	Buildings & Improvements	Public Schools	\$30,000	Borrowing	\$-	Maintenance Budget	20	This is to replace poorly sealed windows that do not lock and are hard to open. Having accessible windows is a must for air exchange, especially after COVID.
AHS Wood Sheds (4)-Athletics	2025	Buildings & Improvements	Public Schools	\$28,000	Borrowing	\$-	Maintenance Budget	10	Replaces monthly trailer leases.
CES Cafeteria Tile Replacement	2025	Buildings & Improvements	Public Schools	\$25,000	Borrowing	\$-	Maintenance Budget	10	Tiles are lifting, creating hazard.
CES Wood Sheds (3)-Athletics & Maintenance	2025	Buildings & Improvements	Public Schools	\$21,000	Borrowing	\$-	Maintenance Budget	10	Replaces monthly trailer leases.
AHS Sidewalk Crosscut & Resurface	2025	Buildings & Improvements	Public Schools	\$20,000	Borrowing	\$-	Maintenance Budget	10	Safety hazard.
AMS Door Repairs	2025	Buildings & Improvements	Public Schools	\$15,000	Borrowing	\$-	Maintenance Budget	10	Accessibility (see report by Hastings).

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
AMS Wood Sheds (2) - Athletics	2025	Buildings & Improvements	Public Schools	\$14,000	Borrowing	\$-	Maintenance Budget	10	Replaces monthly trailer leases.
CES Security Cameras	2025	Buildings & Improvements	Public Schools	\$10,000	Borrowing	\$-	Maintenance Budget	10	Add security cameras, currently no cameras.
AHS Parking Lot Repaving	2025	Land & Land Improvements	Public Schools	TBD	Borrowing	\$-	Maintenance Budget	15	Repave in entirety, multiple large and deep pot holes.
AHS Turf Field Inside Track	2025	Land & Land Improvements	Public Schools	\$1,500,000	Borrowing	\$-	Maintenance Budget	10	Increase utilization of playing fields and compete with neighboring schools.
AHS Crown, add beam and resod (if no Turf)	2025	Land & Land Improvements	Public Schools	\$150,000	Borrowing	\$-	Maintenance Budget	5	Increase utilization of playing fields and compete with neighboring schools.
AHS Auditorium LED Lighting	2025	Buildings & Improvements	Public Schools	\$125,000	Borrowing	\$-	Maintenance Budget	10	Upgrade to energy efficient LED.
AMS Auditorium LED Lighting	2025	Buildings & Improvements	Public Schools	\$125,000	Borrowing	\$-	Maintenance Budget	10	Upgrade to energy efficient LED.
AHS Fencing Repairs/ Replacement	2025	Land & Land Improvements	Public Schools	\$100,000	Borrowing	\$-	Maintenance Budget	10	Most of the fence is damaged and dangerous on back stops and gates.
AHS Roof Repair	2025	Buildings & Improvements	Public Schools	\$50,000	Borrowing	\$-	Maintenance Budget	5	AHS roof repairs are needed over the Library, Gymnasium, Cafeteria, Kitchen and a few classrooms. This is the newest of the school roofs and it needs minimal proper repair to continue it's life expectancy.
Restore AMS Performance Center	2025	Buildings & Improvements	Public Schools	\$500,000	Borrowing	\$-	Maintenance Budget	25	Estimated costs to restore Performance Center due to water damage.
Landry Stadium Turf	2026	Land & Land Improvements	Public Schools	\$1,250,000	Borrowing	\$-	Maintenance Budget	10	Upgrade field.
Landry Stadium Repairs	2026	Land & Land Improvements	Public Schools	\$1,000,000	Borrowing	\$-	Maintenance Budget	15	Upgrade stands, press box, etc.
AHS Repairs to Retaining Wall at Tennis Courts	2026	Land & Land Improvements	Public Schools	\$20,000	Borrowing	\$-	Maintenance Budget	10	Beginning to weaken.
AHS Install new controls in the classroom	2026	Buildings & Improvements	Public Schools	\$45,000	Borrowing	\$-	Maintenance Budget	20	Manage HVAC and be more efficient.
AMS Curb Repair/ Replacement	2026	Land & Land Improvements	Public Schools	\$20,000	Borrowing	\$-	Maintenance Budget	15	Safety issue.
CES Fire Alarm Upgrades	2026	Buildings & Improvements	Public Schools	\$47,000	Borrowing	\$-	Maintenance Budget	20	Panel originally upgraded this was additional interfaces which need to be upgraded to work correctly with new panel.
AMS & AHS PA System	2026	Buildings & Improvements	Public Schools	\$60,000	Borrowing	\$-	Maintenance Budget	20	Old Systems not operating correctly and need to be replaced.
Ford F150	2025	Vehicles	Sewer Department	\$50,000	Retained Earnings	\$-	Included in Operating Budget	10	Replaces Truck 29, a 2013 Ford F150. Truck 29 would then move to DPW.
Chevy Silverado 3500	2025	Vehicles	Sewer Department	\$100,000	Retained Earnings	\$-	Included in Operating Budget	10	Replaces Truck 30, a 2015 Chevy Silverado 3500 with construction equipment. Truck 30 would then move to DPW.
Ford F350	2025	Vehicles	Sewer Department	\$75,000	Retained Earnings	\$-	Included in Operating Budget	10	Replaces Truck 25, a 2019 Ford F350. Truck 25 would then move to Water.
Inflow and Infiltration Evaluation	2025	Infrastructure	Sewer Department	\$50,000	Sewer Operating Budget	\$-	None	N/A	Study to locate non wastewater sources entering City sewer driving flow related costs.
Pipe line Replacement	2025	Infrastructure	Sewer Department	\$125,000	Sewer Operating Budget	\$-	Included in Operating Budget	25	Sewer main replacement in advance of paving and other system deficiencies.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Sewer Meters	2025	Equipment	Sewer Department	\$50,000	Sewer Operating Budget	\$-	None	20	This is to replace water meters that are outdated per state requirements. The water meters are used to bill sewer so the cost of the meters are split 50% water and 50% sewer.
Sewer Pump Station Facility Repairs	2025	Buildings & Improvements	Sewer Department	\$30,000	Retained Earnings	\$-	\$5,000	10	Repairs to doors, roofs and walls for the 29 sewer pumping stations in Amesbury. These facilities would be drier and more secure lowering potential maintenance costs.
Sewer Pump Station Generator	2025	Equipment	Sewer Department	\$150,000	Sewer Borrowing	\$-	\$1,000	20	Installation of new generators at various sewer pumping stations. Almost half of our pumping stations do not have a back up generator, requiring crews to go out and pump down stations during a power outage. This sometimes can lead to back-ups causing damage to private properties.
Sewer Meters	2025	Equipment	Sewer Department	\$175,000	Retained Earnings	\$-	None	20	This is to replace water meters that are outdated per state requirements. The water meters are used to bill sewer so the cost of the meters are split 50% water and 50% sewer.
Water Street Siphon	2026	Infrastructure	Sewer Department	\$800,000	Sewer Borrowing	\$-	Included in Operating Budget	25	Solution to the obsolete sewer siphon under the Powwow River. The ~100 year siphon cannot handle the increase flow from the city in the Spring and backs up onto Rt.110.
Sewer Pump Station Generator	2026	Equipment	Sewer Department	\$50,000	Sewer Borrowing	\$-	\$1,000	20	Installation of new generators at various sewer pumping stations. Almost half of our pumping stations do not have a back up generator, requiring crews to go out and pump down stations during a power outage. This sometimes can lead to back-ups causing damage to private properties.
Sewer Jet Flusher (Payment 1 of 3)	2026	Equipment	Sewer Department	\$85,000	Sewer Operating Budget	\$-	Included in Operating Budget	15	Replacement fro existing trailer mounted device for Sewer System maintenance.
Pipe line Replacement	2026	Infrastructure	Sewer Department	\$250,000	Sewer Operating Budget	\$-	Included in Operating Budget	25	Sewer main replacement in advance of paving and other system deficiencies.
Manhole Rehabilitation	2026	Infrastructure	Sewer Department	\$70,000	Sewer Borrowing	\$-	None	25	Rebuild the masonry for sewer manholes in streets.
Sewer Pump Station Facility Repairs	2026	Buildings & Improvements	Sewer Department	\$40,000	Retained Earnings	\$-	\$5,000	10	Repairs to doors, roofs and walls for the 29 sewer pumping stations in Amesbury. These facilities would be drier and more secure lowering potential maintenance costs.
Inflow and Infiltration Evaluation	2026	Infrastructure	Sewer Department	\$100,000	Sewer Operating Budget	\$-	None	N/A	Study to locate non wastewater sources entering City sewer driving flow related costs.
Roofs at Sewer	2026	Buildings & Improvements	Sewer Department	\$500,000	Sewer Borrowing	\$-	None	30	Replacement of leaking roofs with metal roofing. The roofs have failed, leak and the shingles come off in large patches during wind storms. The old shingles will remain under the new roofing. The department will have a dry building and the city will avoid larger cost associated with damage caused by the leaks.
Sewer Meters	2026	Equipment	Sewer Department	\$50,000	Sewer Operating Budget	\$-	None	20	This is to replace water meters that are outdated per state requirements. The water meters are used to bill sewer so the cost of the meters are split 50% water and 50% sewer.
Sewer Pump Station Generator	2027	Equipment	Sewer Department	\$50,000	Sewer Borrowing	\$-	\$1,000	20	Installation of new generators at various sewer pumping stations. Almost half of our pumping stations do not have a back up generator, requiring crews to go out and pump down stations during a power outage. This sometimes can lead to back-ups causing damage to private properties.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life In Years	Narrative
Sewer Jet Flusher (Payment 2 of 3)	2027	Equipment	Sewer Department	\$85,000	Sewer Operating Budget	\$-	Included in Operating Budget	15	Replacement fro existing trailer mounted device for Sewer System maintenance.
Manhole Rehabilitation	2027	Infrastructure	Sewer Department	\$70,000	Sewer Borrowing	\$-	None	25	Rebuild the masonry for sewer manholes in streets.
Pipe line Replacement	2027	Infrastructure	Sewer Department	\$250,000	Sewer Operating Budget	\$-	Included in Operating Budget	25	Sewer main replacement in advance of paving and other system deficiencies.
Inflow and Infiltration Evaluation	2027	Infrastructure	Sewer Department	\$150,000	Sewer Operating Budget	\$-	None	N/A	Study to locate non wastewater sources entering City sewer driving flow related costs.
Sewer Pump Station Facility Repairs	2027	Buildings & Improvements	Sewer Department	\$50,000	Sewer Operating Budget	\$-	\$5,000	10	Repairs to doors, roofs and walls for the 29 sewer pumping stations in Amesbury. These facilities would be drier and more secure lowering potential maintenance costs.
Sewer Meters	2027	Equipment	Sewer Department	\$50,000	Sewer Operating Budget	\$-	None	20	This is to replace water meters that are outdated per state requirements. The water meters are used to bill sewer so the cost of the meters are split 50% water and 50% sewer.
Sewer Pump Station Generator	2028	Equipment	Sewer Department	\$50,000	Sewer Borrowing	\$-	\$1,000	20	Installation of new generators at various sewer pumping stations. Almost half of our pumping stations do not have a back up generator, requiring crews to go out and pump down stations during a power outage. This sometimes can lead to back-ups causing damage to private properties.
Sewer Jet Flusher (Payment 3 of 3)	2028	Equipment	Sewer Department	\$85,000	Sewer Operating Budget	\$-	Included in Operating Budget	15	Replacement fro existing trailer mounted device for Sewer System maintenance.
Inflow and Infiltration Evaluation	2028	Infrastructure	Sewer Department	\$150,000	Sewer Operating Budget	\$-	None	N/A	Study to locate non wastewater sources entering City sewer driving flow related costs.
Pipe line Replacement	2028	Infrastructure	Sewer Department	\$250,000	Sewer Operating Budget	\$-	Included in Operating Budget	25	Sewer main replacement in advance of paving and other system deficiencies.
Sewer Pump Station Facility Repairs	2028	Buildings & Improvements	Sewer Department	\$60,000	Sewer Operating Budget	\$-	\$5,000	10	Repairs to doors, roofs and walls for the 29 sewer pumping stations in Amesbury. These facilities would be drier and more secure lowering potential maintenance costs.
Manhole Rehabilitation	2028	Infrastructure	Sewer Department	\$70,000	Sewer Borrowing	\$-	None	25	Rebuild the masonry for sewer manholes in streets.
Treasurer's Office Update	2025	Buildings & Improvements	Treasurer/Collector	\$5,654	Borrowing	\$0.90	None	20	Cost of office update includes interior paint, carpet, cabinets, counter and electrical.
Treatment Plant and Laboratory equipment replacement	2025	Equipment	Water Department	\$123,000	Water Operating Budget	\$-	Included in Operating Budget	20	Funds to replace outdated lab equipment and make repairs to the plant support systems like chemical pumps and specialized inspections/certifications.
DAF Pump & VFD Replacement	2026	Equipment	Water Department	\$40,000	Water Operating Budget	\$-	Included in Operating Budget	10	Life expectancy of the Dissolved Air Flotation (DAF) pump and Variable Frequency Drive (VFD) is due for replacement. Both pieces of equipment are vital for the clarification of water.
Lagoon Cleanout	2026	Infrastructure	Water Department	\$35,000	Water Operating Budget	\$-	Included in Operating Budget	5	Clean out of lagoon. Backwash solids accumulate after 5 years and need to be removed to comply with NPDES permit. The effluent of the lagoon discharges into the Powow and needs to stay within the limits of the NPDES permit.
Water Main Replacement	2026	Infrastructure	Water Department	\$550,000	Water Borrowing	\$-	Included in Operating Budget	50	Replace 1,500 linear feet of water main per year. Costs are \$50,000 for engineering and \$500,000 for construction each year.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Roof Replacement Phase II	2026	Infrastructure	Water Department	\$1,000,000	Water Borrowing	\$-	Included In Operating Budget	20	Phase 2 of roof replacement (Middle section of plant and Distribution building). Middle section of plant, especially backside has large section of bare roof. Distribution building houses the centrifuge.
Water Meters	2026	Equipment	Water Department	\$175,000	Water Operating Budget	\$-	Included In Operating Budget	20	Replacement of aging water meters. The existing water meters are no longer compatible with modern reading devices, have reduced consumption reporting and are required by the state to be calibrated or replaced. The existing meters are recycled. Upon completion of the project the department will be able to reduce the time it takes to read the meters in the City and residents will have a more equitable and verifiable metering system.
Water Department Vehicle Replacement (Payment 1 of 3)	2026	Vehicles	Water Department	\$35,000	Water Operating Budget	\$-	None	10	Replacement of Chevrolet 2001 box truck. The Public Works fleet is aged and regular replacement of vehicles is recommend to ensure safe reliable vehicles for employees to conduct their work. The replaced item is traded in to reduce the cost of the new item. The maintenance of the vehicles is funded in the DPW budgets. Newer vehicles have a lower maintenance cost.
Water Main Replacement	2027	Infrastructure	Water Department	\$550,000	Water Borrowing	\$-	Included In Operating Budget	50	Replace 1,500 linear feet of water main per year. Costs are \$50,000 for engineering and \$500,000 for construction each year.
Mini-excavator (CAT 305) and trailer	2026	Equipment	Water Department	\$135,000	Water Operating Budget	\$-	Included In Operating Budget	10	Existing backhoe/excavators have failed.
Water Department Vehicle Replacement (Payment 2 of 3)	2027	Vehicles	Water Department	\$35,000	Water Operating Budget	\$-	Included In Operating Budget	10	Replacement of Chevrolet 2001 box truck. The Public Works fleet is aged and regular replacement of vehicles is recommend to ensure safe reliable vehicles for employees to conduct their work. The replaced item is traded in to reduce the cost of the new item. The maintenance of the vehicles is funded in the DPW budgets. Newer vehicles have a lower maintenance cost.
Water Meters	2027	Equipment	Water Department	\$175,000	Water Operating Budget	\$-	Included In Operating Budget	20	Replacement of aging water meters. The existing water meters are no longer compatible with modern reading devices, have reduced consumption reporting and are required by the state to be calibrated or replaced. The existing meters are recycled. Upon completion of the project the department will be able to reduce the time it takes to read the meters in the City and residents will have a more equitable and verifiable metering system.
Water Tank Inspection	2026	Infrastructure	Water Department	\$40,000	Water Operating Budget	\$-	Included In Operating Budget	5	Mandatory inspection and cleaning of water storage tanks.
Water Main Replacement	2028	Infrastructure	Water Department	\$550,000	Water Borrowing	\$-	Included In Operating Budget	50	Replace 1,500 linear feet of water main per year. Costs are \$50,000 for engineering and \$500,000 for construction each year.
Water Department Vehicle Replacement (Payment 3 of 3)	2028	Vehicles	Water Department	\$35,000	Water Operating Budget	\$-	Included In Operating Budget	10	Replacement of Chevrolet 2001 box truck. The Public Works fleet is aged and regular replacement of vehicles is recommend to ensure safe reliable vehicles for employees to conduct their work. The replaced item is traded in to reduce the cost of the new item. The maintenance of the vehicles is funded in the DPW budgets. Newer vehicles have a lower maintenance cost.

Master Capital Improvement Plan

Capital Request	Fiscal Year Needed	Category	Department	Initial Cost	Potential Funding Source	Estimated Annual Single Family Tax Bill Impact	Estimated Annual Maintenance Cost	Useful Life in Years	Narrative
Water Meters	2028	Equipment	Water Department	\$50,000	Water Operating Budget	\$-	Included in Operating Budget	20	Replacement of aging water meters. The existing water meters are no longer compatible with modern reading devices, have reduced consumption reporting and are required by the state to be calibrated or replaced. The existing meters are recycled. Upon completion of the project, the department will be able to reduce the time it takes to read the meters in the City and residents will have a more equitable and verifiable metering system.
Remote Operation of Water Treatment Plant	2028	Equipment (Computer Software)	Water Department	\$280,000	Water Borrowing	\$-	\$15,000 subscriptions for software and security	10	Upgrade of computer and security systems to allow remote operation of the WTP. Under the current control scheme the plant must be manned 24/7/365, remote operation would allow for a reduction in staffing and overtime.
Water Main Replacement	2029	Infrastructure	Water Department	\$1,000,000	Water Borrowing	\$-	Included in Operating Budget	50	Replace 3,000 linear feet of water main per year. Costs are \$100,000 for engineering and \$1,000,000 for construction each year.
Water Department Dump Truck Replacement (Payment 1 of 3)	2029	Vehicles	Water Department	\$50,000	Water Operating Budget	\$-	Included in Operating Budget	10	Replacement of 2011 pick up with small dump.
Water Department Dump Truck Replacement (Payment 2 of 3)	2030	Vehicles	Water Department	\$50,000	Water Operating Budget	\$-	Included in Operating Budget	10	Replacement of 2011 pick up with small dump.
Water Department Dump Truck Replacement (Payment 3 of 3)	2031	Vehicles	Water Department	\$50,000	Water Operating Budget	\$-	Included in Operating Budget	10	Replacement of 2011 pick up with small dump.

