

**Town of Thomaston**  
**Capital Improvement Program**  
**FYE 2021-2025**

**Members:**  
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**Town of Thomaston  
Capital Improvement Program Process  
FYE 2021-2025**

- **Number of Projects submitted = 33**
- **Total cost of Projects = \$ 3,580,812**
- **Prioritize projects and assign ratings**
- **Identify potential funding sources**
- **Calculate debt affordability**
- **Summarize findings**
- **Implement a Plan of Action**

# Town of Thomaston

## Capital Improvement Program FYE 2021-2025

### Rating Categories

#### Category

**1 - Committed** – Items with highest priority, such as mandates, safety and environmental issues or items already committed.

**2 - Urgent** – Items with high priority.

**3 - Needed** – Items that are important but without safety concerns.

**4 - Deferrable** – Items needing funding in future years.

**5 - Bond Projects** – Items with useful life of 20 or more years and deemed incapable of funding on a pay-as-you-go basis or vehicles with useful life of 7 or more years to be amortized over the useful life.

**6 - Other Funding Sources** – Items which will be addressed through other funding sources other than through the capital improvement process.

# **Town of Thomaston**

## **Capital Improvement Program Policy Statement**

### **FYE 2021-2025**

#### **Objective and Advantages**

One of the primary responsibilities of local government officials is to preserve, maintain and improve the community's buildings, roads, parks, sewer facilities and equipment. Planning for capital improvements is a matter of prudent financial management as well as sound development practice.

This Capital Improvement Program (CIP) for the Town of Thomaston is a community plan for short- and long-range physical development. It is intended to link the community's comprehensive plan with a fiscal plan and provide a mechanism for estimating capital requirements; planning, prioritizing, scheduling and implementing projects; developing revenue policies for proposed improvements; budgeting high priority projects and keeping the public informed.

- Lower costs are achieved by avoiding crisis financing, obtaining better interest rates and taking advantage of State and Federal loans and grants.
- Taxpayers may readily see the various capital items and costs involved which are proposed for their Town.
- Public support, which is essential for the success of any program, is fostered due to the publicity that is given to the proposed capital improvements program.
- A means for scheduling capital expenditures in order to maintain a sound financial position and balanced program of bonded indebtedness.
- Needed annual tax revenue and bond issues may be anticipated without causing erratic fluctuations in the tax rate, and bond amounts may be reduced in the future.

# Town of Thomaston

## Capital Improvement Program Policy Statement

### FYE 2021-2025

#### Capital Improvement Plan

1. The Town will update and readopt annually a five-year capital improvement plan (“CIP”), including the upcoming annual capital improvement budget (“CIB”) and a five-year projection of capital needs and expenditures which details the estimated cost, description and anticipated funding sources for capital projects. The plan will include costs that have been estimated including consideration for inflation.
2. The first year of the five year CIP will be the basis of formal fiscal year appropriations during the annual budget process. If new project needs arise during the year, a budget amendment identifying both the funding sources and project appropriations will be utilized to provide formal budgetary authority for the subject projects. The Capital Improvement Budget and Plan will generally address those capital assets with a value of more than \$10,000 and a useful life of over three (3) years.
3. The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.
4. The WPCA has established a capital reserve fund to be funded by a separate line item on sewer users’ annual bills as required by State regulation.
  - a. The WPCA will maintain a capital reserve of \$250,000. This will be funded at the rate of approximately \$50,000 per year to meet that minimum balance.
  - b. If the reserve is used for a project and a second project is necessary before the reserve is replenished, the WPCA will seek a loan from the Town.
  - c. In the event the WPCA receives a loan from the Town, the loan will be repaid concurrent with replenishing the reserve.

# Town of Thomaston

## Capital Improvement Program Policy Statement

### FYE 2021-2025

#### Capital Funding Sources

Whenever possible, the Town will first attempt to fund capital projects with grants as part of its broader capital improvement plan. When such funds are insufficient or unavailable, the Town will use dedicated revenues such as transfer of funds and general fund revenues to fund projects. If these are not available, the Town will use bond financing.

#### **1. Debt Service Fund:**

The Town maintains a debt service fund. The amount of appropriation to that fund shall remain flat regardless of the schedule of debt pay-downs needed. Any excess shall be invested and excess reserves shall be used to fund future finance arrangements.

#### **2. Transfers:**

Capital funding provided by transfers from another fund will be programmed to specific capital projects or programs.

#### **3 Surplus thresholds:**

Audited unreserved and undesignated fund balance in excess of 7% at the end of each fiscal year may be transferred into the capital fund.

#### **4 Pay as you go:**

The Town acknowledges pay-as-you-go financing as a significant capital financing source, but will ultimately determine the most appropriate financing structure for each capital project on an individual basis after examining all relevant factors of the project. At a minimum, the Town shall appropriate no less than \$150,000 annually towards pay-as-you-go projects when sufficient reserves are unavailable.

# Town of Thomaston

## Capital Improvement Program Policy Statement

### FYE 2021-2025

## Debt Management

### 1. Use of Debt:

A major issue which determines the willingness to place a bond issue before the public is the availability of alternate funds. Issuance of debt will be used to finance large projects using the following criteria: (a) necessity of the project for community well-being, including enhancing infrastructure, safety and education for future citizens; (b) project is affordable with no alternative sources of funding.

### 2. Debt Affordability Measures:

The Finance Director with the Capital Improvement Committee will examine three statistical measures to determine debt capacity and compare these ratios to other towns, rating agency standards and the Town of Thomaston's historical ratios to determine debt affordability. In order to determine the Town's relative debt position, the committee uses the following measures:

- a. Debt burden – The ratio of total debt to fair market value of taxable property helps assess an issuer's wealth. The concept reflects the use of property taxes to pay debt service on general obligation bonds.
- b. Debt service as a percent of general fund expenditures - Debt service divided by general fund expenditures show the amount of expenditures used to pay debt service and show budget flexibility.
- c. Other measures the Town deems appropriate including but not limited to debt per capita, debt to income, and Market Value per capita.

Annual net debt service, as a percentage of annual general fund revenues, should not exceed 10 percent per year with fluctuations in any three-year period not to exceed 12 percent. Net debt service is defined as "annual gross debt service less school construction reimbursements".

**Town of Thomaston**  
**Capital Improvement Program Policy Statement**  
**FYE 2021-2025**

**Debt Management (continued)**

**3. Term:**

Capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

**4. Statutory Limits:**

The general obligation debt of the Town will not exceed the Connecticut statutory limit.

**5. Debt Capacity:**

The Town will strive to maintain debt funding flexibility to maximize capacity for both identified and unanticipated capital needs and opportunities.

**6. Debt Issuance:**

The Town will seek the best financing type , debt structure and timeframe for each financing need based on the flexibility to meet the project needs, timing, tax or rate payer equity and lowest interest cost. Long-term debt issuances shall not occur more than once every two years, unless it is deemed to be in the best interest of the Town to do so.

**7. Bond Ratings:**

The Town will continue to strive for the highest possible bond rating to minimize the Town's interest expenses.



**Town of Thomaston  
Capital Improvement Program FYE 2021-2025  
Summary by Rating**

	Estimated Cost	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
<i>PAY-AS-YOU-GO</i>						
Code 1 - Committed - Highest Priority	1,121,079	344,833	243,171	205,037	182,038	146,000
Code 2 - Urgent - High Priority	-	-	-	-	-	-
Code 3 - Needed	1,121,823	526,511	159,365	111,485	107,400	217,062
Code 4 - Deferrable	-	-	-	-	-	-
<b>TOTAL PAY-AS-YOU-GO</b>	<b>\$ 2,242,902</b>	<b>\$ 871,344</b>	<b>\$ 402,536</b>	<b>\$ 316,522</b>	<b>\$ 289,438</b>	<b>\$ 363,062</b>
Code 5 - Bond Projects	\$ 942,500	\$ 180,000	\$ 22,500	\$ 740,000	\$ -	\$ -
Code 6 - Other Funding	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -

**Town of Thomaston**  
**Capital Improvement Program FYE 2021-2025**  
**Summary by Program**

	Estimated Cost	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
<b>PAY-AS-YOU-GO</b>						
Board of Education	361,816	313,048	48,768	-	-	-
Public Facilities	1,146,108	255,285	215,597	187,485	173,400	165,062
Public Safety	539,000	158,000	47,000	47,000	47,000	176,000
Town Administration	214,000	30,000	30,000	22,000	22,000	22,000
Vehicles	377,388	115,011	91,171	60,037	47,038	
<b>TOTAL PAY-AS-YOU-GO</b>	<b>\$ 2,638,312</b>	<b>\$ 871,344</b>	<b>\$ 432,536</b>	<b>\$ 316,522</b>	<b>\$ 289,438</b>	<b>\$ 363,062</b>
<b>BOND PROJECTS</b>						
Board of Education	-	-	-	-	-	-
Public Facilities	292,500	180,000	22,500	90,000	-	-
Public Safety	650,000	-	-	650,000	-	-
Streets and Highways	-	-	-	-	-	-
<b>TOTAL BOND PROJECTS</b>	<b>\$ 942,500</b>	<b>\$ 180,000</b>	<b>\$ 22,500</b>	<b>\$ 740,000</b>	<b>\$ -</b>	<b>\$ -</b>

# Town of Thomaston

## Capital Improvement Program

### FYE 2021-2025

#### FY 2020 projects:

- **2021 Grand List revaluation (\$30,000)** – Revaluations are required every five years. The total estimated cost of the revaluation is over \$40 per parcel. Thomaston has 3,336 parcels so the anticipated cost is approximately \$133,000.
- **Black Rock School Noah Rogozinski playground (\$40,662)** – This includes repair and/or replacement of all equipment identified as deficient as well as painting of surfaces and safety fiber mulch.
- **Fire Department turnout gear (\$15,000)** – In 2012 the Fire Department received a grant to replace 32 sets of turnout gear. This gear has a 10 year life per code and must be replaced in 2022. This funding will be set aside so that the town does not have to fund replacing all of the gear in one year.
- **Fire Department communications (\$4,000)** – There is no way to predict when the pagers that the Fire Department use are going to need to be replaced. This reserve gives them a funding source to repair/replace necessary communication devices.
- **Fire Department boiler (\$55,000)** – The boiler at the Fire House (original to the building) needs to be replaced.
- **Library chair lift (\$15,000)** – To establish a reserve for the eventual replacement of the ADA chair lift at the library which can no longer be repaired and will need to be replaced.
- **Public Works sidewalk replacement (\$50,000)** – to repair damaged sidewalks around town.

- **Public Works Truck 22 replacement (\$7,380)** – Public Works Superintendent’s truck which is used to plow roads and parking areas. The lease purchase price for the truck is \$7,380 per year for 5 years. This allocation is for Year 3 of 5.
- **Public Works Truck 9 replacement (\$38,791 for 5 years)** – Truck 9 is a 2019 International with a hook lift. The lease purchase price is \$38,791 per year for 5 years. This allocation is for Year 2 of 5.
- **Public Works/Recreation groomer/snowblower (\$15,000)** – The public works and recreation department have identified a machine that has attachments to groom fields as well as snowblow. The lease purchase price is \$60,000. This allocation is for Year 1 of 4.
- **Recreation Nystroms Park reserve (\$10,000)** – To establish a reserve for future repairs/resurfacing at Nystroms Park.
- **Town Hall facility reserve (\$20,000)** – To establish a reserve for ongoing repairs at Town Hall (primarily HVAC repairs).
- **Town Hall sidewalk repair (\$10,000)** – To repair sidewalks around the Town Hall building.
- **Town Hall reserve for Opera House air conditioning (\$24,000)** – To establish a reserve for the eventual replacement of the air conditioning system in the Opera House.
- **Town Hall carpet repair (\$10,000)** – To replace carpeting, tile and stair treads as needed within Town Hall.
- **Total 2020-2021 Request \$344,833.**