


# **Watertown Public Schools**

## **FY'18 – FY'22 Capital Improvement Plan**

Presentation to  
The Town Council Committee on Budget & Fiscal Oversight  
March 1, 2017

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- Review School Department's FY' 18 – FY'22 Capital Plan with emphasis on FY' 18 Projects
  - Update Committee on status of FY' 17 Capital Projects
  - Update Committee on status and proposed action for prior year (FY' 14, 15, 16) Capital Project funds

## **Agenda**

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- Address any life safety and health issues
- Address any deficiencies that will further degrade facility conditions
- Address WHS deficiencies as identified in NEASC report that could result in loss of accreditation
- Ensure that facilities are operating to maximum efficiency possible
- Ensure that school environment adequately supports current pedagogical approaches and curricular offerings

## **Capital Planning Priorities**

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The Committee expressed concerns regarding the school's adherence to the Standard on Community Resources for Learning. Concerns include, but are not limited to, the following:

- The school site and plant do not support the delivery of high quality school programs and services, including:
  - the lack of a handicap accessible bathroom in the nurse's suite
  - the broken water fountains
  - the aging bathroom infrastructure
  - the windows that do not stay open or are missing screens
  - the peeling paint and failing debris from ceilings in the building
  - the warped or broken floor tiles due to water damage

## **WHS NEASC Findings**

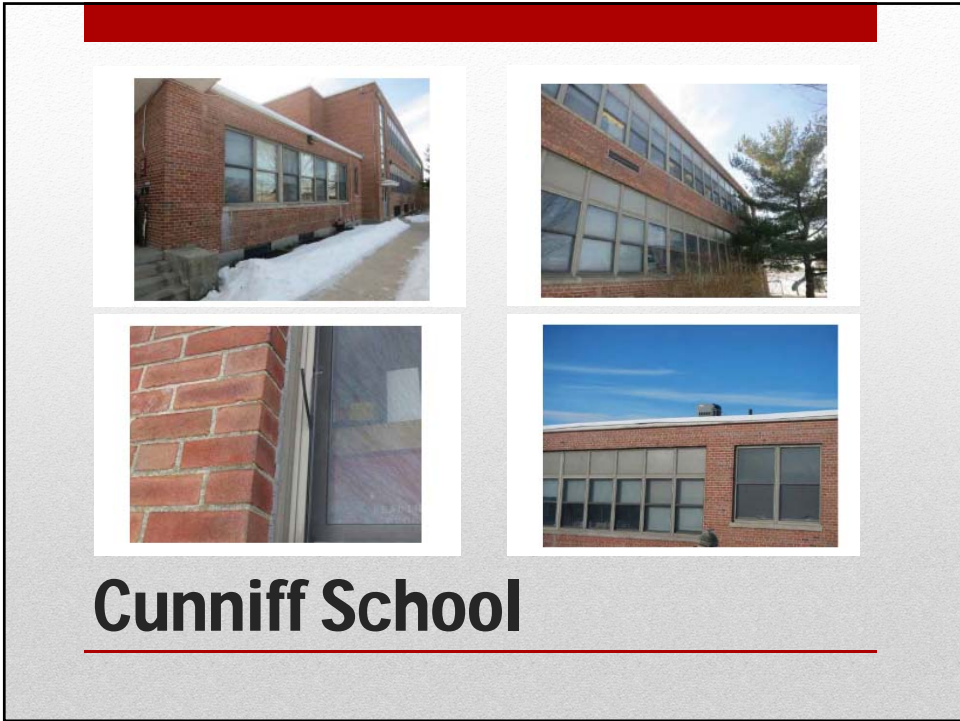
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- 1) Life Safety and Health
- 2) Asset Preservation
- 3) Operational Efficiency
- 4) Enhanced Learning/Working Environment
- 5) General Improvements

## Priority Ranking System

ITEM	R	TOTAL	FY'18		FY'19		FY'20		FY'21		FY'22	
Classroom Furniture	4	75.0	15.0	TR	15.0	TR	15.0	TR	15.0	TR	15.0	TR
Perimeter Window Seals	2	15.0	15.0	TR								
Painting	5	26.7			26.7	TR						
Emergency Generator	1	250.0			250.0	BR						
Renovate Bathroom Areas	2	35.0					35.0	TR				
Unit Ventilator Replacement	3	150.0									150.0	BR
<b>TOTAL</b>		<b>551.7</b>	<b>30.0</b>		<b>291.7</b>		<b>50.0</b>		<b>15.0</b>		<b>165.0</b>	

## Cunniff School



# Cunniff School

ITEM	R	TOTAL	FY'18		FY'19		FY'20		FY'21		FY'22	
Classroom Furniture	4	115.0	20.0	TR	22.5	TR	22.5	TR	25.0	TR	25.0	TR
Perimeter Window Seals	2	20.0			20.0	TR						
Painting	5	15.0			15.0	TR	30.0	TR				
Cafeteria A/C	4	75.0					75.0	TR				
Window Tinting	3	20.0					20.0	TR				
Auditorium A/C	4	140.0							140.0	BR		
Emergency Generator	1	250.0							250.0	BR		
Replace Boilers	3	1,200.0									1,200.0	BR
<b>TOTAL</b>		<b>1865.0</b>	<b>20.0</b>		<b>57.5</b>		<b>147.5</b>		<b>415.0</b>		<b>1225.0</b>	

# Hosmer School

## Hosmer School

ITEM	R	TOTAL	FY'18		FY'19		FY'20		FY'21		FY'22	
Classroom Furniture	4	90.0	15.0	TR	17.5	TR	17.5	TR	20.0	TR	20.0	TR
Replace Carpet	4	225.0	125.0	BR	100.0	BR						
Outside Lighting/Poles	1	22.0					22.0	TR				
Emergency Generator	1	250.0					250.0	BR				
Painting	5								30.0	TR		
Replace Café Windows	2	75.0							75.0	TR		
Cafeteria A/C	5										90.0	TR
Unit Ventilators	3	200.0									200.0	BR
Sprinkler System	1										150.00	BR
<b>TOTAL</b>		<b>1132.0</b>	<b>140.0</b>		<b>117.5</b>		<b>289.5</b>		<b>125.0</b>		<b>460.0</b>	

## Lowell School

ITEM	R	TOTAL	FY'18		FY'19		FY'20		FY'21		FY'22	
Classroom Furniture	4	115.0	20.0	TR	22.5	TR	22.5	TR	25.0	TR	25.0	TR
Bathrooms	2	320.0			80.0	BR	80.0	BR	80.0	BR	80.0	BR
Lower Gymnasium	2	20.0			20.0	TR						
Carpet Replacement	4	67.2			67.2	TR						
Emergency Generator	1	250.0			250.0	BR						
Fitness Center Renovations	5	15.0					15.0	TR				
Replace Boilers	3	1,200.0					1,200.0	BR				
Bemis Entrance	3	50.0					50.0	TR				
Basement Flooring	4										85.0	TR
Unit Ventilators	3	200.0									200.0	BR
<b>TOTAL</b>		<b>2372.2</b>	<b>20.0</b>		<b>439.7</b>		<b>1367.5</b>		<b>105.0</b>		<b>440.0</b>	

## Watertown Middle School

ITEM	R	TOTAL	FY'18		FY'19		FY'20		FY'21		FY'22	
Classroom Furniture	4	115.0	20.0	TR	22.5	TR	22.5	TR	25.0	TR	25.0	TR
Hot Water Heater	3	30.0	30.0	TR								
Windows	2	52.0	52.0	TR								
Carpet Replacement	2	70.0	70.0	TR								
Auditorium Repairs	2	70.0	70.0	TR								
Roof Repairs	2	60.0	20.0	TR			20.0	TR			20.0	TR
Main Office A/C	4	52.5	52.5	TR								
Wireless Enhancements	4	50.0	50.0	TR								
Parking Lot Upgrades	4	39.5			39.5	TR						

## Watertown High School

ITEM	R	TOTAL	FY'18	FY'19	FY'20	FY'21	FY'22
Emergency Generator	1	550.0		50.0	BR 500.0	BR	
Accessibility Upgrades (Nurses Suite)	4	40.0		40.0	TR		
Water Fountain Upgrades	4	50.0		50.0	TR		
Window Replacements	3	8,300.0		50.0	BR 2,500.0	BR 2,750.0	BR 3,000.0
Security Enhancements	1	37.5			37.5	TR	
Bathroom Renovations	4	240.0			80.0	BR 80.0	BR 80.0
Science Labs	4	50.0				50.0	BR
Replace Boilers	3	1,200.0					1,200.0
<b>TOTAL</b>		<b>11,006.5</b>	<b>364.5</b>	<b>252.0</b>	<b>3,160.0</b>	<b>2,905.0</b>	<b>4,325.0</b>

## Watertown High School

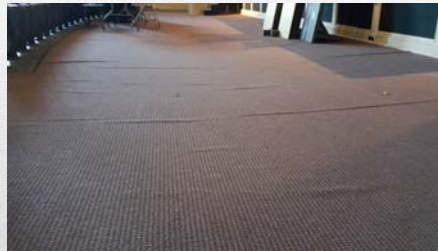


## WHS Windows



## WHS Window Seals

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## WHS Carpeting

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## WHS Auditorium

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ITEM	R	TOTAL	FY'18		FY'19		FY'20		FY'21		FY'22	
Furniture & Equipment	4	30.0			15.0	TR			15.0	TR		
HVAC Upgrades	3	230.0	30.0	BR	100.0	BR	100.0	BR				
Gymnasium Floor	5	20.0					20.0	TR				
Piping Repair / Replacement	5	50.0							50.0	TR		
<b>TOTAL</b>		<b>330.0</b>	<b>30.0</b>		<b>115.0</b>		<b>120.0</b>		<b>65.0</b>			

## Phillips School

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ITEM	R	TOTAL	FY'18	FY'19	FY'20	FY'21	FY'22					
Maintenance Vehicles	1	90.0		45.0	TR	45.0	TR					
Food Service Equipment	1	120.6	17.8	TR	17.8	TR	25.0	TR	30.0	TR	30.0	TR
Security Systems	1	60.0	20.0	TR	20.0	TR	20.0	TR				
Technology Infrastructure	4	500.0	100.0		100.0		100.0		100.0		100.0	
<b>TOTAL</b>		<b>770.6</b>	<b>137.8</b>		<b>182.8</b>		<b>145.0</b>		<b>175.0</b>		<b>130.0</b>	

## District

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ITEM	TOTAL	FY'18	FY'19	FY'20	FY'21	FY'22
Planning and Design	1,000.0	1,000.0	BR			
Renovation / Reconstruction	203,200.0		40,000.0	STBD	40,000.0	STBD
<b>TOTAL</b>	<b>204,200.0</b>	<b>1,000.0</b>	<b>40,000.0</b>		<b>40,000.0</b>	<b>123,200.0</b>

## Potential Renovation / Reconstruction

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ITEM	TOTAL	FY'18	FY'19	FY'20	FY'21	FY'22
<b>Total – School Technology</b>	<b>500.0</b>	100.0	100.0	100.0	100.0	100.0
<b>Total Improvements – Tax Revenue</b>	<b>2,113.0</b>	487.3	476.2	439.5	375.0	335.0
<b>Total Improvements -TBD</b>	<b>203,200.0</b>	0.0	40,000.0	0.0	40,000.0	123,200.0
<b>Total Improvements – Bond Revenue</b>	<b>16,355.0</b>	1,155.0	880.0	4,710.0	3,300.0	6,310.0
<b>TOTAL</b>	<b>222,168.0</b>	<b>1,742.3</b>	<b>41,456.2</b>	<b>5,249.5</b>	<b>43,775.0</b>	<b>129,945.0</b>

## School Department Totals

Project	Description	2017 Revised	2017 Actual	2017 Encumb	2017 Available	Status	Final Projected Available
CAP-1701	CUN/REPLACE CLASSRM FURNITURE	10,000	9,428	226	347	Retain available balance for future order	
CAP-1702	CUN/REPLACE CARPET IN ROOM 155	5,000	2,834	-	2,166	Retain available balance for future work	
CAP-1703	CUN/REPL COVE & MID SECT DOORS	30,000	11,470	-	18,530	JOB COMPLETED AT \$11,470	18,530
CAP-1704	HOS/REPLACE CLASSRM FURNITURE	20,000	12,664	1,925	5,411	Retain available balance for future order	
CAP-1705	HOS/REPLACE EMERG ALARM PANEL	22,600	-	22,600	-	Expense higher than budgeted; may defer or do at year end	
CAP-1706	HOS/EFFERVESCECE CLEANING	14,000	-	14,000	-	Project complete; waiting for final invoicing	
CAP-1707	HOS/REPLACE STUCCO SPANDRELS	20,000	-	-	20,000	CANCELLED	20,000
CAP-1708	WMS/REPLACE CLASSRM FURNITURE	17,500	15,599	-	1,901	Retain available balance for future order	
CAP-1709	WMS/EXTERIOR LIGHTING & TIMING	15,000	-	9,496	5,504	Retain available balance for future work	
CAP-1710	WMS/RENOVATE KITCHEN IN CLASS	15,000	-	-	15,000	CANCELLED	15,000
CAP-1711	LOW/REPLACE CLASSRM FURNITURE	15,000	7,115	3,354	4,531	Retain available balance for future order	
CAP-1712	LOW/AIR COND NURSE & MAIN OFC	18,000	6,167	1,833	10,000	JOB COMPLETED; AWAITING FINAL INVOICES	10,000
CAP-1713	LOW/REPAIR WINDOWS	40,000	-	27,000	13,000	Repairs in process (Suburban Glass)	10,000
CAP-1714	WHS/REPLACE CLASSRM FURNITURE	20,000	8,483	3,507	8,010	Retain available balance for future order	
CAP-1715	WHS/REPOINT BRICK TEACHRS CAFE	59,300	59,300	-	-	PROJECT COMPLETE AND INVOICE PAID	
CAP-1716	DIST/FURNITURE & FURNISHINGS	7,500	576	-	6,924	Retain available balance for future order	
CAP-1717	DIST/REPLACE MAINT VEHICLE	45,000	40,986	-	4,014	RECEIVED AND PAID IN FULL	4,014
CAP-1718	DIST/UPDATE FOOD SERVICE EQMT	19,200	-	19,200	-	EQUIPMENT ORDERED	
CAP-1719	DIST/ADDL CAMERAS & DIST AUDIT	11,000	-	11,000	-	ORDERS TO BE PLACED UPON COMPLETION OF AUDIT	
CAP-1720	DIST/CENTRALIZED ID SYSTEM	6,000	-	6,000	-	ESTIMATE EXCEEDS AVAILABLE; USED FUNDS FOR RADIOS	
CAP-1721	DIST/MOBILE AID STATIONS	5,400	4,134	-	1,266	STATIONS DELIVERED	
CAP-1722	DIST/DESIGN FOR THE PRESCHOOL	10,000	-	-	-	PROJECT COMPLETE AND INVOICE PAID	
CAP-1723	DIST/INTERCOM & BELL SYSTEM	36,100	-	-	36,100	MEETING WITH SIGNET TO UPDATE SCOPE AND PROPOSALS	
<b>TOTAL REQUESTED TO BE REALLOCATED TO PRE-SCHOOL CONSTRUCTION</b>							<b>77,544</b>

## FY'17 Capital Projects

- At its meeting on January 25, 2016, the Building and Grounds Subcommittee voted to recommend re-appropriating the projected balance of \$77,544 to be used to offset the cost of the Phillips Preschool construction
- Watertown School Committee voted on the recommendation and authorized the reallocation at its meeting of February 13, 2016

## **FY'17 Capital Project Fund Transfer**

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“Any deviation of the individual projects and their corresponding amounts must be approved by the School Committee, and documentation of the School Committee approval of changes must be provided to the Town Council, Town Manager, and Town Auditor. Once the School Committee approves any changes (and once the documentation has been provided to TC, TM & TA), then additional object codes and additional budget amendments may be established and utilized.”

~Email from T. Tracy to C. Kellner, July 13, 2016

## **Capital Funds Transfer Process**

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Account Description	Project Description	2014					FY17 ACTUAL	FY17 AVAILABLE
		ORIGINAL BUDGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL		
CAPITAL		-	-	-	22,450	-	(22,450)	
CUNNIFF SCHOOL	Playground Walking Path and Gate (\$30K)	42,000	850	43,114	(43,114)	-	41,150	
	Brick Pointing (\$12K)							
HOSMER SCHOOL	Preschool A/C (\$60K)	80,000	-	-	3,295	4,282	72,423	
	Drainage Work (\$20K)							
MIDDLE SCHOOL	Install Steel at Entrance; replace alum (\$45K)	45,000	38,774	3,490	(19,771)	-	22,507	
PHILLIPS SCHOOL	3RD Floor A/C	40,000	-	-	-	33,000	7,000	
	Loan order approved 7/16/13	207,000	39,624	46,604	(37,140)	37,282	120,630	

## FY'14 Capital Projects – Bond Revenue

ACCT DESCRIPTION	Project Description	2014					2017 ACTUAL	2017 AVAILABLE
		ORIGINAL BUDGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL		
CAPITAL EXPENDITURES		-	-	-	(13,474)	-	13,474	
CUNNIFF		56,000	36,955	5,000	(3,900)	-	17,945	
	Main Foyer Furniture (\$5K)		3,900		(3,900)			
	Door Hardware (\$27K)		16,280	5,000				
	Classroom Furniture (\$10K)		6,651					
	Exterior Cameras (\$14K)		10,124					
HOSMER		218,000	96,816	59,277	33,404	3,091	25,413	
	Gym Doors (\$15K)		8,668	5,000				
	Building Furniture (\$20K)		12,505	1,653				
	Exterior Painting (\$24K)		5,910					
	A/C Room 147D (\$5K)		8,258					
	Dumpster Enclosure (\$10K)		7,925					
	Replace/repair door hardware (\$87.9K)		35,000	12,646				
	Rubber surface - Stamatakis Playgr (\$56K)		18,550		(18,550)	3,091		
	Science Classrooms (BR)			39,978				
	Replace broken cameras (emergency repair)					33,525		
	Replace steamer (emergency repair)					18,429		
MIDDLE SCHOOL	Classroom furniture	15,000	5,533	6,566	-	-	2,901	
	Water bubblers		5,533					
LOWELL SCHOOL	Science Classrooms (BR)	45,000	7,950	15,716	-	-	21,334	
	Paging system (\$30K)		7,950					
	Furniture (\$15K)							
HIGH SCHOOL	Science Classrooms (BR)	100,000	86,842	13,786	-	-	(627)	
	Paint auditorium ceiling (\$60K)		24,170					
	Classroom furniture (\$20K)		15,716					
	Security cameras (\$20K)		24,450					
	Science Classrooms (BR)		22,505	13,786				
PHILLIPS SCHOOL	QUE Study (not budgeted)	-	24,439	-	-	-	(24,439)	
		434,000	258,534	100,344	16,030	3,091	56,001	

## FY'14 Capital Projects - Tax Revenue

MIDDLE SCHOOL FLOORS & HOSMER HEAT							
Description	Project	2015			2017 Revised	2017	
		Original Budget	2015 Actual	2016 Actual	Budget	Encumb	2017 Available
CAPITAL		770,000	0.00	710,684	59,316	37,077	22,239
	Hosmer U/V Replacement (\$595K)			542,615			
	MS Floor Replacement (\$175K)	-	-	168,069	-	-	-
		<b>770,000</b>	<b>-</b>	<b>710,684</b>	<b>59,316</b>	<b>37,077</b>	<b>22,239</b>

### FY'15 Capital Projects – Bond Revenue

Description	Project	2014 ORIGINAL BUDGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	FY17 ACTUAL	FY17 AVAILABLE
CAPITAL EXPENDITURES		-	-	-	80,179	27,565	5,064
	Science Classrooms (BR)				43,114		
	WHS Pressure Valve (emergency repair)				23,591		
	Miscellaneous Reclassified				13,474		
CUNNIFF		67,000	-	36,811	-	-	-
	Replace furniture (\$10K)			9,631			
	Replace Lockers (\$45K) (repainted)			5,825			
	Replace Library Carpet (\$12K)						
	Gym repairs (not budgeted)			16,880			
	Science classrooms (not budgeted)			4,475			
HOSMER		98,000	-	31,551	-	-	-
	Replace furniture (\$20K)			22,009			
	Replace U/V's (\$50K)			6,585			
	Exterior Cameras (\$14K)						
	Resurface Gym Floor (\$14K)			2,957			
MIDDLE SCHOOL		111,500	-	105,395	(22,028)	1,035	30,583
	Replace furniture (\$15K)			15,631		1,035	
	Paint Gym (\$25K)			20,040			
	Seal and stripe parking lot (\$15K)				7,450		
	Replace gym heating unit (\$47K) - used for WHS Chiller			47,000			
	Install glass at main office (\$9.5K)			3,190	9,590		
	Flooring (not budgeted)			19,534	(39,068)		

### FY'15 Capital Projects – Tax Revenue

Description	Project	2014 ORIGINAL BUDGET	2014 ACTUAL	2014 AVAILABLE	2015 ACTUAL	2016 ACTUAL	FY17 ACTUAL	FY17 AVAILABLE
LOWELL SCHOOL		53,500	-	53,500	48,196	-	-	-
	Replace furniture (\$15K)				12,349			
	New emergency light batteries (\$30K)							
	Seal and stripe parking lot (\$8.5K)							
	Hosmer Stage (emergency repair)				23,402			
	Science classrooms (BR)				12,446			
HIGH SCHOOL		69,500	-	69,500	70,149	3,325	-	(3,325)
	Auditorium drop ceiling (\$20K)							
	Classroom Furniture (\$20K)				20,128			
	Security Cameras (\$20K)							
	Observation Glass (\$9.5K)				1,550			
	Bleachers and curtain (emergency repair)				7,588			
	Science classrooms (BR)				13,307			
	WHS Chiller (emergency repair)				27,575			
	Seal and Stripe Parking Lot (not budgeted)					3,325		
PHILLIPS SCHOOL		60,000	-	60,000	45,000	-	-	-
	Replace Vehicle(s) (\$35K)							
	Offsite viewing of cameras (\$10K)							
	Upgrade front door camera/buzzers (\$15K)							
	WHS Chiller (emergency repair)				45,000			
		<u>459,500</u>	<u>-</u>	<u>459,500</u>	<u>100,344</u>	<u>61,476</u>	<u>29,635</u>	<u>32,322</u>

## FY'15 Capital Projects – Tax Revenue

ACCT DESCRIPTION	Project	FY16 BUDGET	FY16 ACTUAL	FY16 XFER OUT	FY17 ACTUAL	FY16 ENCUMB	FY17 AVAILABLE
CAPITAL		102,172	-	(75,000)	-	-	27,172
WMS/DESIGN OF BLDG WINDOWS		224,400	57,000	-	87,800	185,222	(105,622)
WMS/INSTALL OF BLDG WINDOWS		<u>2,986,719</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,693,000</u>	<u>1,293,719</u>
		<b>3,313,291</b>	<b>57,000</b>	<b>(75,000)</b>	<b>87,800</b>	<b>1,878,222</b>	<b>1,215,269</b>
HOS/SIDEWALK & STAIRS TO P LOT	Loan order never issued; expense reclass to 5571	75,000	-		42,993	1,780	30,227
	Loan order never issued; expense was charged to various other project accounts						
WMS Science Labs		75,000					

## FY'16 Capital Projects – Bond Revenue

ACCT DESCRIPTION	FY16 ORIGINAL BUDGET	FY16 REVISED BUDGET	FY17 ORIGINAL	FY17 REVISED BUDGET	FY17 AVAILABLE
CAPITAL EXPENDITURES		-	(50,481)	(50,481)	(51,531)
CUN/REPLACE CLASSRM FURNITURE	10,000	10,000	0	0	0
CUN/REMOVE BASKETBALL COURT	13,700	13,700	-	-	-
CUN/EMERGENCY LIGHT BATTERIES	16,513	16,513	1,353	1,353	-
CUN/RESURFACE GYM FLOOR	6,817	6,817	5,565	5,565	3
CUN/SEALCOAT THE PARKING LOT	5,235	5,235	-	-	-
HOS/UPDATE BLDG FURNITURE	20,000	20,000	1,466	1,466	(755)
HOS/SOUND DAMPEN THE CAFETERIA	14,402	14,402	(0)	(0)	(0)
HOS/PROJECTION IN AUDITORIUM	17,814	17,814	(0)	(0)	(0)
HOS/CARPT 4 AUDITORIUM LIB OFC	12,873	12,873	0	0	0
HOS/SEAL COAT&STRIPE PRKNG LOT	3,590	3,590	-	-	-
HOS/REPLACE FENCE BOYLSTON ST	7,300	7,300	-	-	-
WMS/UPDATE CLSRM FURNITURE	16,332	16,332	(0)	(0)	(0)
WMS/ADD AIR CONDNG 2 CAFETERIA	15,000	15,000	15,000	-	-
LOW/UPDATE CLASSROOM FURNITURE	12,781	12,781	11,774	11,774	731
LOW/RESURFACE GYM FLOOR	9,923	9,923	7,893	7,893	-
WHS/REPLACE CLSRM FURNITURE	20,000	20,000	1,171	1,171	680
WHS/REPOINT BRICK @ CAFE & AUD	15,000	15,000	15,000	15,000	-
DIST/FURNITURE & FURNISHINGS	43,417	40,000	19,000	19,000	2,787
DIST/REPLACE CARS 112 412 512	34,503	34,503	(497)	(497)	(497)
DIST/GYM REPAIRS - ALL SCHOOLS	36,000	36,000	36,000	36,000	12,029
DIST/CLOCKS INTERCOMS BELLS	64,300	64,300	36,963	33,204	457
DIST/REMOTE VIEWING ELEM CAMS	5,000	5,000	5,000	5,000	5,000
DIST/CHG DOOR ACCESS TO BADGES	20,000	20,000	20,000	20,000	20,000
LOW/EMERGENCY CEILING REPAIRS	43,417	43,417	(18,759)	0	0
	<b>463,917</b>	<b>460,500</b>	<b>106,448</b>	<b>106,448</b>	<b>(11,096)</b>

## FY'16 Capital Projects – Tax Revenue

Year	Funding Source	Available Balance	Proposed Action
FY' 14 Capital Projects	Bond Revenue	\$120,630	Seek vote of SC and 2/3 vote of TC to reallocate to offset Preschool construction expense
FY' 14 Capital Projects	Tax Revenue	\$56,000	Investigate status of playground work and use funds as needed and/or reallocate to FY' 16 deficit
FY' 15 Capital Projects	Bond Revenue	\$59,316	Relieve encumbrance to return \$37,077 to fund balance; seek vote of SC and 2/3 vote of TC to reallocate to Preschool construction expense or emergency boiler repairs at WMS
FY' 15 Capital Projects	Tax Revenue	\$32,322	Seek vote of SC to reallocate to FY' 16 deficit
FY' 16 Capital Projects	Bond Revenue	\$1,215,269	Return \$75K to Window Project Fund; reclassify Hosmer expenses to Fund 5571; monitor window project to minimize change orders and bring project in under budget
FY' 16 Capital Projects	Tax Revenue	(\$11,096)	Use surplus from FY' 14 and FY' 15 to offset deficit

## Prior Year Capital Summary



- Obtain clear schedule from Town Auditor for loan order timelines and deadlines
- Continue practice of using object codes to differentiate each specific project
- Provide regular capital project updates to Building and Grounds subcommittee
- Follow procedures outlined by Town Auditor for future re-classification of project deviations
- Seek transfers in a timely fashion

## **Proactive steps for the future**