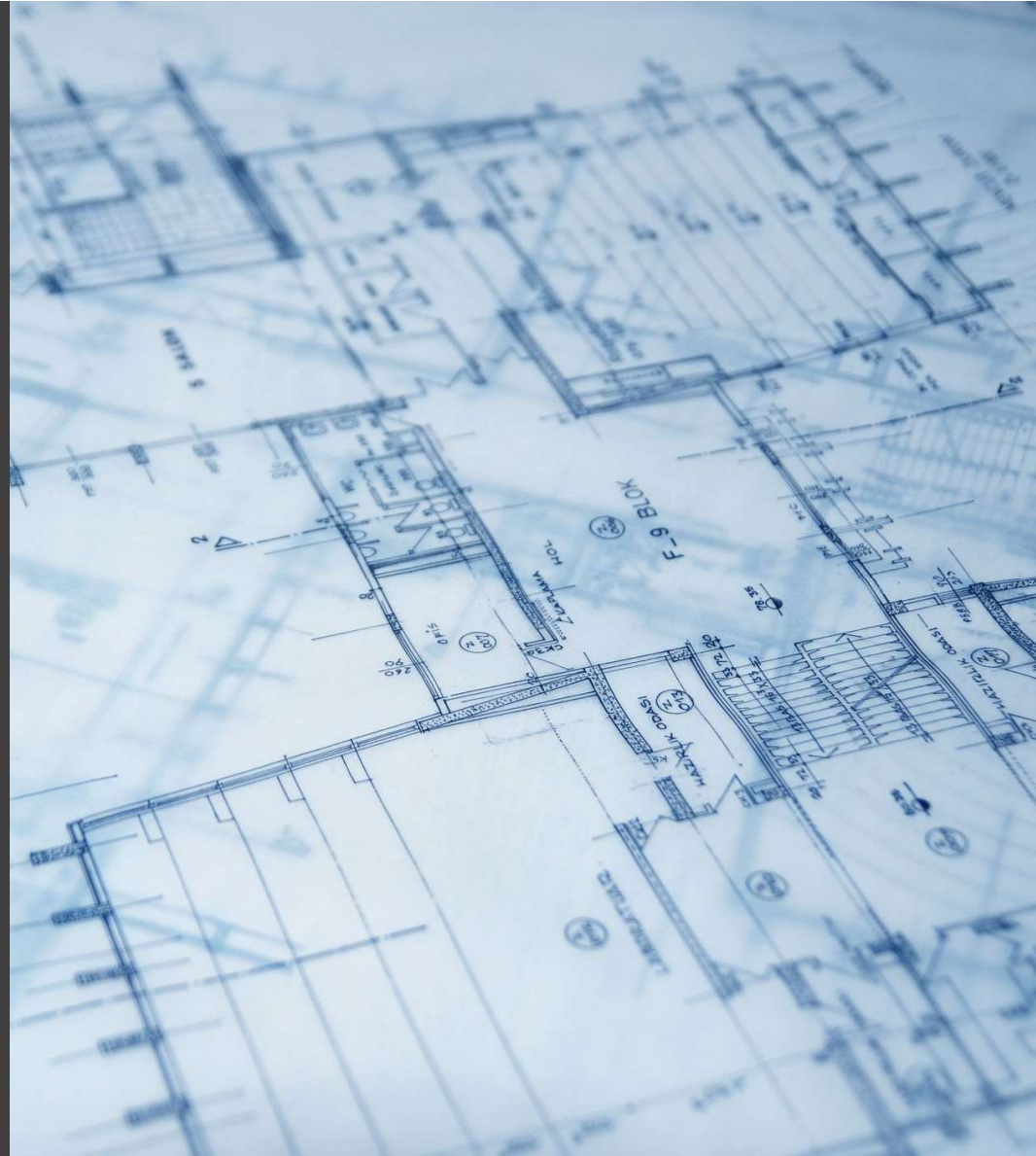


Capital Planning Forum FY24 - 33

September 27, 2022

Laurie Hunter, Superintendent of Schools

Kerry A. Lafleur, Town Manager



Process & Timetable for Tier III Capital Projects

- Development of a 10-year plan including both Town & School projects
 - Annual process involving integrated decision making
 - Use of standard evaluation criteria
 - Debt template, summarizing proposed sequencing & estimated tax impact
 - Interactive Tax Impact Calculator on website
 - <https://www.calconic.com/calculator-widgets/school-cost/619d534499577200212f9598?layouts=true>
- Opportunity for citizen comment on plan
 - **September (9/27)**: Joint Meeting, Select Board & School Committee; draft plan is presented; 45-day public comment period
 - **November (11/10)**: FinCom Forum, revised plan presented; meeting focus on long-range tax impact, smoothing debt curve
 - **December (12/12)**: Joint Meeting, Select Board & School Committee; final plan presented

Concord Public Schools/ CCRSD

- No Tier III projects under consideration for FY24 - 33

Town: Municipal Facilities Assessment & Master Plan, 2020

- TBA Architects commissioned by Town to assess existing condition of municipal buildings on 14 sites
 - Survey each buildings' use & space to improve efficiency
 - Investigate potential to expand existing facilities and to consider new construction scenarios at existing and conceptual new sites
 - In all, 18 buildings across town were reviewed, totaling approximately 240,000 square feet, housing 35 departments and operations with approximately 260 FTE's
 - Drafted as-builts for all 18 buildings which is the basis for our existing facilities database

Town: Municipal Facilities Assessment & Master Plan, 2020

- Scenario Development
 - Scenario A: no relocation
 - Quantify internal maintenance costs (\$7.6M)
 - Estimate cost to make internal modifications to provide 10-year life (\$6.6M)
 - Scenario B: no relocation
 - Estimates to renovate for long-term usage (+10 years) (\$66M)
 - Scenario C: reconfiguration and relocation options
 - Streamlined configuration of departments meeting each department's programmatic needs
 - Identification of conceptual costs
- Agreement that CMS project was highest priority
- Further exploration of Town Capital placed on hold pending decision on CMS
- Presentation:
<https://concordma.gov/DocumentCenter/View/21194/Town-Wide-Facilities-Assessment--Master-Plan?bidId=>

Town Priorities

- **Priority One A:** Public Works Facility
- **Priority One B:** Public Safety Complex
- **Priority Three:** Walden Street Complex Renovations

- **Annually Recurring Need:**
maintenance of public works, \$3.5 – 7.8M per year

Priority One A: Public Works Facility/ Keyes Road Campus

- Current configuration of buildings & site layout is not conducive to program requirements
- Site is not properly secured; lacks fencing
- Existing site has limited growth potential due to floodplain
- Inadequate covered storage for vehicles, equipment & materials
- Inadequate office space; existing structures need repair
- Existing structures built between 1903 – 1950's





Space Needs for Operations

- Estimated Cost (in 2019 \$):
 - At existing location: \$29.9M
 - At new location: \$46.2M
- **Next Step:** complete feasibility study/ master plan
- \$150,000 funded in 2014
- phased redevelopment to move project forward

Space Needs:	Public Works
Building Area	21,689 sq. ft.
Garage	65,040 sq. ft.
Building Footprint	78,054 sq. ft.
Parking Spaces	137
Parking Area	54,935 sq.ft.
Drives/ Access Lanes	21,974 sq. ft.
Open Space Required	442,750 sq. ft.
Estimated Developable Site Area	13.72 acres
Existing Site Area	9.75 acres

Priority One B: Public Safety Complex

- Existing facility is too small by 1/3 in net square footage
- Existing site can accommodate only about 25% of gross space needs
- Significant health & safety issues
- Building constructed in 1961

Space Needs:	Public Safety
Building Area	38,570 sq. ft.
Building Footprint	23,142 sq. ft.
Parking Spaces	129
Parking Area	51,426 sq. ft.
Drives/ Access Lanes	20,570 sq. ft.
Open Space Required	271,823 sq. ft.
Estimated Developable Site Area	8.42 acres
Existing Site Area	1.59 acres

Exterior: Masonry in need of repair



Interior: Bays



Interior: HVAC failures; Inadequate Ventilation



Interior: Inadequate Space



Priority Three: Walden Street Complex Renovations



Estimated cost depends upon reuse



On hold until determination is made about other priorities

Annually Recurring Need: Public Works Infrastructure

- **Includes:** Pavement Management; Parking Lot Rehab; Culvert & Bridge Repairs; Stormwater Management; Traffic/Transportation Improvements; Bike & Pedestrian Improvements
- \$3.5 – 7.8M per year
- Current allocation is about \$2M per year, or about 40% of total existing Tier II CIP (debt financed)
- Options:
 - Allocate more of Tier II spending to Public Works Infrastructure
 - Increase amount available by either:
 - Shifting some Tier II to Tier I
 - Raise Tier II spending total; requires policy change

Summary

While Municipal Facilities Plan was completed in 2020, advancement of all other Town projects was put on hold pending decision on CMS which was determined to be the highest priority project

Town has significant high priority capital needs (\$50 – 100M), but voter appetite for additional spending of this magnitude in FY24 – 33 is unknown

Public Works Feasibility Study must be completed to provide current cost estimates and plan for phased redevelopment

A similar study will need to be undertaken for Public Safety, but will be funded in Tier II CIP

A decision needs to be made on how to adequately fund public works infrastructure

Tax Impact of Existing Commitments

	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Outside the Levy General Fund (Excludable Debt) at Median Household, \$928,100											
February 2022 (existing commitments)											
Town debt	\$ 2,986,504	\$ 2,861,614	\$ 2,730,624	\$ 1,987,494	\$ 1,480,650	\$ 1,425,250	\$ 624,750	\$ -	\$ -	\$ -	\$ -
CC High School share of debt	\$ 3,179,377	\$ 3,084,023	\$ 2,988,668	\$ 2,894,261	\$ 2,818,244	\$ 2,742,228	\$ 2,666,211	\$ 2,585,840	\$ 2,519,058	\$ 2,461,306	\$ 2,399,436
Minuteman Regl HS share of debt	\$ 521,385	\$ 510,251	\$ 523,805	\$ 474,476	\$ 478,261	\$ 484,542	\$ 482,422	\$ 559,894	\$ 552,649	\$ 527,323	\$ 516,891
Town*	\$ 425	\$ 407	\$ 388	\$ 283	\$ 211	\$ 203	\$ 89	\$ -	\$ -	\$ -	\$ -
CCRS	\$ 445	\$ 435	\$ 407	\$ 385	\$ 378	\$ 371	\$ 364	\$ 360	\$ 350	\$ 342	\$ 334
Minuteman	\$ 57	\$ 57	\$ 57	\$ 57	\$ 57	\$ 57	\$ 57	\$ 78	\$ 77	\$ 73	\$ 72
TOTAL	\$ 927	\$ 899	\$ 852	\$ 725	\$ 646	\$ 631	\$ 510	\$ 438	\$ 427	\$ 416	\$ 406
Middle School June 2022 issue	\$ 123	\$ 149	\$ 145	\$ 141	\$ 137	\$ 133	\$ 129	\$ 126	\$ 122	\$ 118	\$ 114
<i>FUTURE: Middle School phase #2</i>	\$ -	\$ 1,163	\$ 1,138	\$ 1,112	\$ 1,086	\$ 1,060	\$ 1,034	\$ 1,008	\$ 982	\$ 957	\$ 931
TOTAL, not including Stabilization Fund Offset	\$ 123	\$ 1,313	\$ 1,283	\$ 1,253	\$ 1,223	\$ 1,193	\$ 1,164	\$ 1,134	\$ 1,104	\$ 1,074	\$ 1,044
TOTAL	\$ 1,050	\$ 2,212	\$ 2,135	\$ 1,978	\$ 1,869	\$ 1,824	\$ 1,674	\$ 1,572	\$ 1,531	\$ 1,490	\$ 1,450

Each additional \$10M of debt authorization has an estimated impact of approximately **\$115/year** at Median Assessed Value

- Assuming 20-year level debt/ level payment
- 5% interest rate