

THE TOWN OF SEYMOUR TEN-YEAR STRATEGIC PLAN



Contents: Ten-Year Strategic Plan

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Mission, Vision, Values and Goals

Mission Statement:

Through collaboration and fiscal responsibility, Seymour is committed to providing a healthy, safe and vibrant community, attractive to both families and businesses, which is supported and maintained by volunteers, employees and public servants who hold themselves, and each other, accountable.

Vision:

We will be an informed and engaged community that melds its history with current technologies and best practices to foster a culture of accountability that respects our town's diverse demographics.

Values:

- WE are **collaborative** working together toward common goals with cooperation and teamwork.
- WE are **accountable** to ourselves, each other and our community with honesty, integrity and respect.
- WE are **cost-conscious** ensuring tax dollars are spent responsibly.
- WE are **fair**, ensuring transparency and equal access to municipal services for all.
- WE are **effective leaders** nurturing responsible decision-making to promote success at all levels.
- WE are **innovative** encouraging continuous improvement through professional development, creativity and open communication with each other and the public
- WE are **committed** to providing customer-oriented municipal services where acknowledged standards are routinely met or exceeded.
- WE are **proud** residents, employees & volunteers contributing to the success and stability of our community.

Goals:

- Create a civic culture that is proactive rather than reactive.
- Create a document to establish continuity of practices between administrations and maintain progress towards long-term goals
- Meet or exceed the expectations of ratings agencies to achieve the highest possible rating

Pillar I: Community
B) Community Services

Objectives:

1. Create ongoing dialogue with residents regarding variety and quality of available programs
2. Ensure all residents have access to available programs

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Improve communication with residents to better publicize offerings	Work with all municipal and community organizations, including school system, to place all information for activities, sports and events onto Community Services website by end of year 2018	1
	Identify and task individual(s) with the effective communication & promotion of events by end of year 2018	1
	Conduct surveys to determine community programming interests by mid-year 2021	3
Develop a system to increase volunteerism by matching volunteers with those who need assistance.	Task individual(s) with creating and maintaining the system by January 2020	2
Improve access to and variety of programming available to residents	Assess feasibility of utilizing senior bus for other groups and develop policies governing usage by beginning of 2018	1
	Work with school system to increase availability of bussing to improve program attendance. Discussions to begin by budget season 2018.	1
	Work with school system to increase utilization of school facilities for use by Town residents. Discussions to begin by budget season 2018.	1
	Benchmark services and atmosphere in neighboring and comparable communities to ensure Seymour remains competitive by mid-year 2019	2

	Investigate working cooperatively with neighboring communities in developing events and programs by the end of 2018.	1
	Annually review fee structure to encourage maximum participation	1

Short-term Challenges:

- 1. Facilities and technology have been neglected and require improvement
- 2. Communication with residents
- 3. Appropriate staffing levels

Pillar I: Community
D) Land Use & Open Space

Objectives:

1. Create a regulatory environment conducive to commercial/industrial development
2. Efficiently manage and develop natural resources to maximize value to community

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Review existing land use ordinance to promote responsible development	Continually review & update zoning ordinances to increase uniformity throughout Town and ensure appropriate development	1
	Investigate feasibility of planned development districts by	3
Create a comprehensive open space management plan to protect and utilize natural resources	Work with local universities to perform archaeological study of Four Mile Brook property by 2025.	3
	Create a forest management plan for municipal open space parcels by 2025	3
	Increase commitment to open space acquisition fund. Review each budget season.	1
Conduct studies on areas of potential development	Evaluate vacant and underutilized land within town to identify areas for potential development	
	Conduct a feasibility study for the Derby Avenue corridor that coincides with the State of Connecticut’s identified emerging employment sectors	

Short-term Challenges:

1. Volunteer committees and limited hours for professional staff
2. Limited resources to preserve and improve open space

Pillar I: Community
E) Public Health/Safety

Objectives:

1. Provide services to maintain and improve public health and safety in a cost-effective manner
2. Invest in training and equipment for emergency services to allow the highest level of service
3. Improve communication between all emergency service providers to increase collaboration

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Update policies to provide more comprehensive public health and safety services	Office of Code Enforcement to establish life safety inspection requirements for rental properties by 2020	2
	Perform a comprehensive audit of all emergency services to determine if equipment, policy and staffing meet industry best practices by 2019	2
	By 2021, conduct community education and outreach including: <ul style="list-style-type: none"> • Citizen’s Academy • CERT recruitment and training • Community policing initiative 	2
Improve emergency infrastructure to ensure that services can more quickly and effectively respond to situations	Work with owners of existing boat ramps on Housatonic River to secure formal use agreements until a permanent solution is found	1
	Find existing ramp on Housatonic River or suitable property and purchase land using Open Space Fund	3
	Work with Insurance Standardization of Organization and local water utilities to make improvements that will positively impact Town’s rating to reduce homeowner insurance rates	2
	Identify location and funding source for emergency vehicle storage by 2023	3
Preserve volunteer status of fire and ambulance service	To maintain volunteer status: <ul style="list-style-type: none"> • Investigate feasibility of pay-per-call and stipend models for volunteers • Investigate hybrid volunteer model with paid 	1

	<p>staff during hard-to-staff hours</p> <ul style="list-style-type: none"> Review and revise existing incentive programs annually to adequately reward existing young members 	
	Investigate alternative recruitment policies aimed at attracting young members	1
	Investigate to partially or totally regionalize all emergency services by 2024	3
Improve communication between all emergency service providers	Beginning 2018, establish a quarterly meeting between emergency service chiefs and emergency management director	1
	Consult emergency services whenever renovating or constructing municipal facilities to ensure their needs are met	1

Short-term Challenges:

1. Aging volunteer base and decreased interest from new recruits
2. Tight budget cycles slowing frequency of capital equipment turnover

Pillar III: Economic Health

A) Financial

Objectives:

1. Responsible use of debt by our Town Government
2. Town services provided in the most cost effective manner
3. Adequate revenues to support defined Town services, programs and facilities
4. Competitive compensation and benefits for Town employees that are also fair to Town taxpayers
5. Reliable delivery of Town services
6. Well planned and well maintained Town facilities and infrastructure

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Continue working towards fund balance guideline meeting long-term Town goals and rating agencies' expectations (Exhibit A)	Annually, the Board of Selectmen will review fund balance guidelines and allocate funds as recommended and able.	1
Continue adhering to debt service goal of 6% or less (Exhibit B)	Annually, the First Selectman and Finance Director, in conjunction with Town's financial advisors, will review projections to ensure goal of 6% or less is met by 2021.	1
Continue building into Annual Town Budget known recurring expenditures impacting Town Infrastructure and Financial Health, or other areas as applicable, so as to not strain taxpayers	Annual budget proposals to include at minimum: <ul style="list-style-type: none"> • Roads - \$100,000/yr. (until total \$750,000) • Revaluation - \$20,000/yr. (adjust as cost changes, potential every 5 yrs.) • Capital Plan - \$300,000 for year-to-year purchases 	1
Human Resources Manager will perform annual healthcare audit	The audit shall be completed annually.	1
	The audit report shall be completed no later than January 30 th each year.	
Town management hire/work with specialized consultant/consulting firm to analyze town duties and their effectiveness to recommend potential cost savings and efficiencies	First Selectman, in conjunction with the Board of Selectmen and Board of Finance, will follow the Town's charter in hiring such consultant/consulting firm during the 2018 – 2019 budget year	3

Prepare a monthly cash flow projection to assist the Town in managing the flow of revenues and expenses	Finance Director to prepare such projection on or before the 20 th of the month prior to the month being projected with findings forwarded to the First Selectman and Board of Finance Chairman	1
Set up committee to review moving to a defined contribution plan for new employees	First Selectman, in conjunction with the Board of Selectmen, will appoint committee by September 1, 2020	2
Create annual letter posted on Town website detailing health costs overall and per employee	Beginning in 2015 First Selectman posts annual letter detailing overall and individual employee costs on the town website during budget process	2
Establish a policy and related Trust Fund to fund the Town's Other Post Employment Benefit (OPEB) liability	Finance Director, in conjunction with the Human Resource Director, will write policy for approval by Town attorney by February 1, 2018	1
Set up committee to review implementation of zero-based budgeting for Town	First Selectman, in conjunction with the Board of Selectmen, will appoint committee by July 1, 2022	3
First Selectman and any Town employee or official deemed appropriate by the First Selectman shall meet semiannually with the Strategic Planning Committee for long-term and capital planning to review fund balance, revenues and projects for more accurate forecasting and measurement.	Semiannual update meeting with Strategic Planning Committee to be held every March and September	1
Implement the use of performance measures for planning, fiscal accountability and budgeting	Departments, in conjunction with Human Resource Manager, develop performance measures by July 2018	1
Produce a Comprehensive Annual Financial Report (CAFR) for submission to the Government Finance Officers Association of the US and Canada to earn their "Certificate of Achievement in Financial Reporting"	The Finance Director will submit a CAFR each budget year under the approval of the First Selectman and Board of Finance	1

Maintain the town's good financial position by employing industry best practices	The Finance Director will take sufficient continuing professional education annually (no less than 16 hours), funded by the Town, in the field of governmental accounting to keep up on generally accepted governmental accounting principles generally. The most recent audit will be taken into consideration as appropriate in the selection of courses	1
	The Finance Director will review all financial practices each year to determine whether they meet industry standards as best practices as determined by the Government Finance Officers Association	1
	Develop & implement universal policy for collection and depositing of revenues by July 2017.	1
Maintain high collection percentage for taxes and other selected revenues due to the Town and collected through the Tax Office. Maintenance of accurate and timely records of revenues collected and amounts outstanding	Maintain a minimum collection rate on property taxes of 98%	1
	Tax Office will ensure that liens on properties with delinquent taxes are filed on April 1 st of each year	1
Maximize Town funds by seeking the best possible price for goods and services by overseeing the Town's purchasing and insurance programs	Work with regional consortiums (NVCOG, CCM, COST, etc.) and neighboring communities to utilize economies of scale in purchasing and provision of services. <ul style="list-style-type: none"> • Regionalize catch basin cleaning to comply with MS4 permit • Find regional solution to police body camera data storage issues 	2
	At a minimum of once every three years all insurance will be put out to bid	3
	Annually pursue grant funding from sources from which the Town regular receives funding.	
	Investigate alternative funding mechanisms as applicable (fundraising, crowdsourcing, etc.)	1
Review non-tax revenue sources	Review fee schedules to ensure parity with comparable municipalities every five years	1

Short-term Challenges:

1. Uncertain economy and its impact on Town revenues

1. Employee expectations for compensation and retirement system
2. Defining and prioritizing the Town's services and responsibilities
3. State revenue funding, grants, state changes to taxes such as car, income, etc.
4. Consultant expenses
5. Employees' understanding of performance measures
6. Taxpayers' understanding of Town finances and revenues
7. Taxpayers' understanding of department roles and responsibilities as required by law or Town Charter

Pillar III: Economic Health
B) Economic Development

Objectives:

1. Attract new businesses to Seymour to diversify tax base and alleviate strain on residential property taxes.
2. Retain existing businesses by involving them in the community
3. Lay groundwork for development and redevelopment of areas with potential

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Explore feasibility of creating an economic development corporation	Create a plan for the establishment of an economic development corporation by July 1, 2022	2
	Allocate funding to facilitate the purchase and development of properties as they become available by July 1, 2025	2
	Commission comprehensive study of Derby Avenue for redevelopment by 2022	
Evaluate underutilized properties for appropriate development	Work with CERC to implement recommendations of upcoming feasibility study by 2025	3
Reevaluate existing zoning regulations to facilitate development	Planning & Zoning to update zoning where applicable to facilitate appropriate development on an ongoing basis.	1
Pursue a Transit-Oriented Development Plan (TOD) to help secure development funds from the State of Connecticut	Create a TOD plan consistent with the State of Connecticut's definition by beginning of 2025	3
	Continue to work with NVCOG and Federal delegation on receiving TIGER grant for a connector road between Routes 67 & 42	1
Continue development of Seymour Greenway Trail and Linear Park	Use construction of Phase I to leverage State, regional and Federal funding to implement future phases	1

Short-term Challenges:

1. Inability to purchase land to facilitate development
2. Limited funding allocated to economic development beyond professional staff salary

Pillar IV: Efficient/Effective Local Government

A) Infrastructure: Technology

Objectives:

1. Bring Town's technology up-to-date
2. Create a formal polices for the use and acquisition of technology

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Develop comprehensive policies to guide purchase, implementation and use of municipal soft- and hardware	Create an acceptable use policy by December 2017	1
	Develop a hardware replacement/upgrade program on a five-year rotation by July 2018	1
	Inventory existing hardware and software and create policy for new acquisitions by December 2018.	1
	Create plan for digitization of files in applicable departments by January 2017	1
Implement technology to facilitate public records access and improve efficiency	Implement Human Resource Management System by January 2017	1
	Transition to electronic record keeping by 2024 for: <ul style="list-style-type: none"> • Mortgages/Deeds of Trust • Field cards 	3
	Create deployment plan for mobile technology for applicable departments by July 2017	1

Short-term Challenges:

1. Systems in place are very outdated
2. No formal policies and procedures currently in place
3. Technical proficiency of employees has been hindered by lack of formal training.

Pillar IV: Efficient/Effective Local Government

A) Infrastructure: Municipal Property

Objectives:

1. Transition to regularly scheduled infrastructure and equipment maintenance
2. Use municipal buildings to their full potential by addressing outstanding issues

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Create inventory and maintenance plan for municipal infrastructure and equipment	Develop a ten-year road and sidewalk program that includes standards for material and procedures by first quarter 2017 and update annually	1
	Create a Tree Management Program by 2022 <ul style="list-style-type: none"> • Obtain the designation for the Town to qualify as a Tree City USA community 	3
	Perform municipal accessibility evaluation and prepare a plan to address deficiencies by December 2020	2
	Work with local water utilities and Insurance Organization for Standardization to expand hydrant coverage to improve property insurance ratings by December 2022	2
	Create a heavy equipment Inventory and replacement plan with a 10-year time frame and update annually by 2017	1
Maintain Permanent Building Committee to inventory conditions and plan maintenance, repairs and expansions as well as associated site improvements	New committees established for construction of municipal facilities must report to Permanent Building Committee	1
	Immediately establish feedback mechanism between Operations & Maintenance and the Permanent Building Committee	1
Increase investment in sustainability projects for Town facilities and services with a focus on cost saving-measures and waste reduction	Permanent Building Committee with to conduct a sustainability audit to identify potential projects and savings sources by 2021.	1
	On an annual basis, define and target sustainability	1

upgrades with less than 5-year return on investment	
Encourage the purchase of energy-efficient equipment when upgrading inventory.	1
Annually pursue State and Federal grants that focus on sustainability upgrades	1
Incorporate sustainable building practices when renovating or constructing Town facilities.	1
Investigate implementing solar energy on Town buildings by end of 2016.	1

Short-term Challenges:

1. Records regarding infrastructure are incomplete
2. Municipal buildings are in need of major repairs
3. Infrastructure and equipment have not previously been regularly maintained or upgraded.

Pillar IV: Efficient/Effective Local Government
B) Regionalization

Objectives:

1. Procure goods and services for the Town at the best possible price
2. Reduce required equipment and services by partnering with other municipalities
3. Improve relationships at State and Federal levels to improve access to funding

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Work with intergovernmental organizations and neighboring municipalities to leverage shared equipment and services	To maximize economies of scale, continue to join with other municipalities to: <ul style="list-style-type: none"> • Purchase supplies and equipment • Enter into contact agreements for services • Pursue grant opportunities • Sustainability upgrades for municipal buildings 	1
Increase influence at the Federal and State level in order to promote and protect the Town's interests	Continue multi-faceted communication initiative to regularly lobby State officials on municipal issues	1
	Continue to work with Federal delegation to improve access to Federal funding opportunities for large-scale infrastructure & development projects	1

Short-term Challenges:

1. Inter-municipal cooperation has not been utilized to its potential
2. Existing structure and entities within town may resist forfeiting responsibility
3. Seymour has not historically cultivated relationships outside the Valley

Pillar IV: Efficient/Effective Local Government
C) Professional Staff

Objectives:

1. Recruit the best candidates and offer development opportunities to ensure a skilled and motivated workforce
2. Provide professional and volunteer staff with the resources and support necessary for success
3. Exploiting efficiencies via restructuring and infrastructure upgrades

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:

Deliverables:

Priority:

Human resources to develop and communicate policies to recruit, develop, support and assess employees	Departments, in conjunction with Human Resource Manager, develop performance measures by July 2018	1
	Empower Town employees to act as leaders in decision-making by identifying and correcting inefficiencies within their department. Report during quarterly meetings.	1
	Encourage Town employees to participate in job-related Connecticut Conference of Municipalities and/or other courses. Review and assign as courses are offered or mandated.	1
	Prior to posting open positions, job descriptions must be reviewed to ensure appropriate degree(s) & certification(s) in accordance with industry standards in conjunction with the union(s).	1
	Human Resources to conduct annual audit of changes in professional requirements for municipal positions. In conjunction with the union(s), offer affected employees opportunity to satisfy new requirements if in the best interest of the Town.	1
	As a part of the annual budget process, Human Resources to review staffing levels and compensation with department heads.	1
	In conjunction with Human Resources, each department to create policy manuals based on industry standards by beginning 2020.	2

	Human Resources to develop, implement and document standardized recruiting practices by beginning 2018.	1
	Improve internal communication and collaboration by clearly defining and documenting roles & responsibilities by beginning 2018.	1
Aid residents in navigating municipal services	Create informational materials to assist residents in navigating municipal services by beginning 2019.	1
Identify efficiencies through restructuring of Town departments and services	Streamline departmental organization and municipal services, including budgets and oversight authorities, within the Town by 2017: <ol style="list-style-type: none"> 1. Technology 2. Community Services 3. Code Enforcement 4. Facilities, Operations & Public Works 	1
	Review possibility of centralized purchasing by July 2017	1

Short-term Challenges:

1. Collective bargaining agreements may impact all Human Resource activities.
2. Limited funding impacts ability to offer career development opportunities.

Pillar IV: Efficient/Effective Local Government
D) Volunteer Government

Objectives:

1. Provide training and resources required for volunteers to perform their duties
2. Increase and improve communication between employees and volunteer

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Professional staff to assist volunteers to understand and effectively execute their roles	Communicate and encourage Town board/committee members to attend function-related Connecticut Conference of Municipalities courses as offered.	1
	Professional staff for each Town board/committee shall develop orientation materials to be provided to the First Selectman’s Office no later than 2020.	3
	Every two years, Board of Selectmen to evaluate the necessity of non-statutory boards and commissions	1
	Improve internal communication & collaboration by clearly defining roles and responsibilities of boards, committees and commissions	1
Ensure Charter and Code of Ordinances are kept up-to-date and in compliance with State statutes	Create Charter revision committee at least every 4 years to coincide with Presidential election	1
	Per Charter, Board of Selectmen to review Code of Ordinances at least every 2 years.	1

Short-term Challenges:

1. Weak support structure and communication currently in place for volunteers
2. Limited availability of volunteer staff

Pillar IV: Efficient/Effective Local Government
E) Communication

Objectives:

1. Provide more opportunities for public input
2. Identify and utilize the most effective means to communicate with residents

Priority Key:		
1	High	1-3 Years
2	Medium	4-6 Years
3	Low	7-10 Years

Goals:	Deliverables:	Priority:
Immediately begin to encourage public input on all community issues through various communication channels	Boards and committees to hold public comment at both the beginning and end of each meeting.	1
	Semiannual Open House at Town Hall to familiarize residents with government services and personnel	1
Develop effective public messaging program to disseminate Town information to residents	Establish a communications committee consisting of members with relevant professional experience in marketing and communications by mid-2017.	1
	Charge committee with: <ul style="list-style-type: none"> • Audit content and vehicles currently utilized • Encourage students and civics groups to assist • Develop and execute a communications plan 	1
	Conduct annual public education campaign to increase public participation in recycling program	1

Short-term Challenges:

1. Lack of universal communication vehicle

Exhibit A
Fund Balance Guideline

The Town of Seymour will strive to maintain an overall fund balance in the General Fund of 12% of budgeted appropriations.

- Until such time that the Town of Seymour is able to attain 12%:
 - Balances falling below 8% will require the Finance Director and Board of Finance, with acceptance from the Board of Selectmen, to adopt a plan to strive to replenish the Contingency Reserve to the minimum level over a period not to exceed 3 years;
 - At the time the General Fund reaches 10%, balances falling below 9% will require the Finance Director and Board of Finance, with acceptance from the Board of Selectmen, to adopt a plan to strive to replenish the Contingency Reserve to the minimum level over a period not to exceed 3 years.
 - Once the General Fund reaches 12%, balances falling below 10% will require the Finance Director and Board of Finance, with acceptance from the Board of Selectmen, to adopt a plan to strive to replenish the Contingency Reserve to the minimum level over a period not to exceed 3 years.
- This designation of contingency reserve funds will be included as assigned fund balance for financial statement purposes
- Annually the Board of Selectman will dictate a minimum of 10% of the prior year's excess revenues over expenditures and assign it for future use for future acquisitions – assigned fund balance.

Exhibit B
Debt Service Goal

The Government Finance Officers' Association of the United States recommends governments define specific debt limits or acceptable ranges for debt. As such, the Town of Seymour will strive to maintain a debt per capita goal of no more than 6%. Depending on the interest rate environment, debt issuance may be advisable where a capital project is:

- A large project with long-term benefits
- Benefiting the community at large
- Growth related
- A major rehabilitation
- Financed by a dedicated revenue stream

Exhibit C
Trust Fund Policy to Fund the Town's OPEB Liability

The Town of Seymour shall make annual appropriations within the General Fund of no less than 1% of the previous June 30th liability as reflected in the Town's Annual Audit. The annual amount appropriated shall be transferred into this Trust Fund no later than July 31st of the following year.

Exhibit D

TOWN OF SEYMOUR MUNICIPAL BUILDING SUMMARY

September 30, 2014

	GROSS SIZE (SF)	YEAR BUILT	CURRENT VALUE
Parks with Structures			
Chatfield	1,800	2001	\$32,400
French	864		\$41,154
	280		\$7,000
	468		\$5,600
	450		\$5,400
	147		\$1,800
	147		\$1,800
Matthies			
Gary	432	2001	\$12,133
	144	2001	\$400
	160	2001	\$533
	585	2001	\$14,600
Sochrin's	1,260	2001	\$22,600
	SUBTOTAL		\$145,420
Emergency Services			
Assembly Hall & Ambulance Association	12,049	1975	\$667,255
Great Hill	11,720	1975	\$701,087
Citizens	4,456		\$482,239
Police	23,364		\$2,105,148
	SUBTOTAL		\$3,955,729
Schools			
High School	176,644	1958 - 2005	\$20,606,019
	192	2001	\$2,400
	484	1974	\$5,800
	300	2001	\$3,600

	300	2001	\$3,600
	3,440	2001	\$79,200
Middle School	155,624	2001	\$20,114,697
Chatfield-LoPresti	89,000	2012	\$32,500,000
Bungay	59,594		\$6,144,154
	SUBTOTAL		485,578
			\$79,459,470
Other Municipal Structures			
Town Hall	11,172		\$914,225
Community Center	48,527	1923	\$5,497,080
Library	22,484		\$1,822,766
98 Bank	15,416		\$1,178,215
Public Works Garage	14,000	1978	\$365,149
Sewer Treatment Plant	3,402	1965	\$710,831
	7,865	1991	\$193,615
	3,936	1991	\$511,365
	1,144	1991	\$250,543
	1,040	1991	\$252,109
Animal Shelter	900	2007	\$10,800
Transfer Station	240	2001	\$2,800
Train Station	198		\$20,866
Pump houses	399	2001	\$10,000
	SUBTOTAL		130,723
			\$11,740,364
	GRAND TOTAL		674,627
			\$95,300,983
		Current Cost =	
(LoPresti)	49,581		\$4,747,200