



# Carlisle Capital Planning

Fiscal Years 2027-2031

November 3, 2025



# Introduction

- Departments submitted ten-year capital plans, focusing on FY27–FY31, reflecting anticipated timing and funding needs.
- The four major building projects — Police Station, Library, Fire Station, and DPW Facility — have been removed from this capital planning model and are now incorporated into the long-term financial forecast to evaluate tax impacts.
- This model compares projected expenses with available and potential funding sources, enabling Town Officials to make informed decisions about spending priorities, borrowing strategies, and reserve management.



# Capital Request Expense Summary

- The chart below compares department requests to alternate funding sources like grants, state aid, borrowing, or CPA funds.

	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>	<b>FY2031</b>
Capital Requests	\$4,262,000	\$3,967,000	\$19,960,000	\$16,952,500	\$1,990,000
Alternate Funding	\$1,850,000	\$1,700,000	\$17,650,000	\$15,400,000	\$400,000
<b><i>Funding Needed</i></b>	<b>\$2,412,000</b>	<b>\$2,267,000</b>	<b>\$2,310,000</b>	<b>\$1,552,500</b>	<b>\$1,590,000</b>



# Ongoing Plan Assumptions

- The plan relies on continued use of the ambulance receipts fund and Chapter 90 funding from the Commonwealth. These sources need to be approved annually.
- Includes cyclical replacement of police cruisers
- Includes ongoing maintenance costs at the WWTP



# FY2027 Notes

- Significant investment in roads and culvert maintenance
- Nearly \$1 million in Town Hall maintenance work
- Three projects are targeted for a Climate Leader Grant
  - Robbins Building HVAC
  - Grant Building HVAC
  - Town Hall RTU
- The plan assumes CPC approval for eligible projects



# FY2028 Notes

- Significant investment in roads and culvert maintenance
- Full upgrade of the communications department radios
- Includes a request to expand the transfer station
- One project is targeted for a grant
  - SCBA pack replacement
- The plan assumes Finance Committee support for an ambulance replacement using the ambulance receipts fund
- The plan assumes CPC approval for eligible projects



# FY2029 Notes

- Significant investment in roads and culvert maintenance
- Full upgrade of Town's fuel pump system that may be considered as part of the DPW renovation project



# Reserve Calculations

## Current Reserve Totals

- Stabilization \$ 1,407,213
- Capital Stabilization \$ 317,765
- Free Cash (Estimate) \$ 4,742,210
- **Total** **\$ 6,467,188**

Assuming the Select Board and Finance Committee maintain the Town's 12% reserve policy, the calculations for available one-time funds in FY27 are as follows:

Projected FY27 Budget	\$ 39,170,266
12% Reserve	\$ 4,700,432

## *Available Resources*

With Capital Stabilization	\$ 1,766,756
Without Capital Stabilization	\$ 1,448,991



# Capital Request Expense Summary

- The chart below illustrates remaining deficits after applying available Free Cash to offset funding needs.

	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>	<b>FY2031</b>
Funding Needed	\$2,412,000	\$2,267,000	\$2,310,000	\$1,552,500	\$1,590,000
Free Cash	\$1,448,991	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
<b><i>Remaining Deficit</i></b>	<b>\$963,009</b>	<b>\$1,267,000</b>	<b>\$1,310,000</b>	<b>\$552,500</b>	<b>\$590,000</b>



# Conclusions

## Capital Outlook and Recommendations

- Capital needs continue to exceed available resources, placing pressure on reserves and potentially impacting the operating budget
- Major cost drivers include deferred building repairs and deferred road maintenance
- Significant borrowing will be required to adequately address long-term infrastructure deficiencies

## Options to Address Projected Deficits

- Reduce or defer spending on lower-priority capital items
- Strategically use reserves while maintaining minimum balance targets
- Defer additional maintenance into later fiscal years where feasible
- Incorporate deferred projects into future borrowing or capital outlay requests to stabilize annual impacts

**Carlisle 10-Year Capital Plan**

Item	Department	Location	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	Notes
SCBA pack replacement	Fire	Fire	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Working on grants
Ambulance replacement	Fire	Fire	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Ambulance account, backup ambulance may allow grace period
Engine 4 Replacement	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	25 yrs=2032
Engine 5 Replacement	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	25 yrs=2042
Engine 6 Replacement	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	25 yrs=2036, add mini-pumper instead and extend E6 life
Engine 7 Replacement	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ -	25 yrs=2015
mini-pumper	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	0
Ladder 9 Replacement	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	30yrs = 2031, 40yrs=2041
C10 Pick Up Replacement	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10 yrs=2022
Chief Vehicle	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	0
Replacement Hose	Fire	Fire	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	0
Radio upgrades (Comm dept)	Fire	Fire	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Year required not known
Equipment for AEMT program	Fire	Fire	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	When staff is trained to AEMT level
General Culvert Maintenance	DPW	DPW	\$ 169,000	\$ 169,000	\$ 169,000	\$ 169,000	\$ 169,000	\$ 169,000	\$ 169,000	\$ 169,000	\$ 169,000	\$ 169,000	To repair and maintain minor culverts
Culvert Repair	DPW	DPW	\$ 261,000	\$ 261,000	\$ 261,000	\$ 261,000	\$ 261,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
Road Maintenance Plan	DPW	DPW	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	Per the five year road maintenance plan
Front End Loader and Backhoe	DPW	DPW	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Current has 15k Miles
Container (for Cardboard)	DPW	TS	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Replace surplus container
Container (for Trash)	DPW	TS	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Replace surplus container
Transfer Station Expansion	DPW	DPW	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Requested by TSAC
Fuel Pumps	DPW	DPW	\$ -	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	DPW building inclusion?
Dump Truck with Sander and Plow	DPW	DPW	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Replace TRK#12
Salt Shed	DPW	DPW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	0
Front End Loader	DPW	DPW	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	Replace 2005 Loader
Police Cruiser	Police	Police	\$ 160,000	\$ 80,000	\$ 165,000	\$ 82,500	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	cyclical replacement
Tasers	Police	Police	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	cyclical replacement
Body Cameras	Police	Police	\$ -	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	quoted this year(expect increase)- 5 year total
Sign Board	Police	Police	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Firearms	Police	Police	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	cyclical replacement
Animat Control Vehicle-Electric	Police	Police	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Motorcycle	Police	Police	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	cyclical replacement
Police Department Sign	Police	Police	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Lower Stairs	Facilities	School Grounds	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	FY26 Priority
HVAC Upgrade	Facilities	Grant	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Climate Leader candidate
Garage Doors	Facilities	Facilities	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Windows Replacement	Facilities	Wilkins	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Windows Replacement	Facilities	Robbins	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Classroom Flooring	Facilities	Grant/Robbins	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
IT Upgrades	Schools	School Grounds	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Parking Lot and Facilities	Facilities	Library	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	For after renovation project
Attic Insulation	Facilities	Town Hall	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Windows and Doors	Facilities	Town Hall	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
PFAS Filter System	Facilities	Town Hall	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Entry Columns	Facilities	Town Hall	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Painting and Fascia	Facilities	Town Hall	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Parking Lot and Drainage	Facilities	Town Hall	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Roof and RTU	Facilities	Town Hall	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Climate Leader candidate
Surge Protection	Facilities	Police/CPS	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
PH Balancers	Facilities	Police/Town/gleason	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
School Radios	Facilities	School Grounds	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
HVAC Server Upgrade	Facilities	CPS	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	FY26 Priority
School Stainway (Main)	Facilities	CPS	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	FY26 Priority
Boiler Pumps	Facilities	CPS	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Cafeteria HVAC	Facilities	Corey	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
WWTP Repairs	Facilities	CPS	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	Per plan
Amentities Building	CCHS	CCHS	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Second vote
Pickleball and Tennis Courts	Recreation	Banta	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Undefined year
Splashpad	Recreation	Banta	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Undefined year
Diment Park	Recreation	Spaulding Field	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Estimate
IT Replacement Plan	Town Hall	Town Hall	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
<b>Total</b>			<b>\$ 4,262,000</b>	<b>\$ 3,967,000</b>	<b>\$ 3,210,000</b>	<b>\$ 1,952,500</b>	<b>\$ 1,990,000</b>	<b>\$ 2,339,000</b>	<b>\$ 1,689,000</b>	<b>\$ 1,439,000</b>	<b>\$ 1,039,000</b>	<b>\$ 1,189,000</b>	

**Total by Department**

Fire	\$ 40,000	\$ 1,300,000	\$ -	\$ -	\$ 120,000	\$ 1,300,000	\$ 650,000	\$ 400,000	\$ -	\$ -
DPW	\$ 1,545,000	\$ 1,644,000	\$ 2,480,000	\$ 1,530,000	\$ 1,430,000	\$ 869,000	\$ 869,000	\$ 869,000	\$ 869,000	\$ 1,019,000
Town Hall	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Police	\$ 210,000	\$ 213,000	\$ 260,000	\$ 102,500	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 1,712,000	\$ 490,000	\$ 450,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Schools	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCHS	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation	\$ 250,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Total** \$ 4,262,000 \$ 3,967,000 \$ 3,210,000 \$ 1,952,500 \$ 1,990,000 \$ 2,339,000 \$ 1,689,000 \$ 1,439,000 \$ 1,039,000 \$ 1,189,000

**Alternate Sources**

Climate Leader Grant	\$ 750,000	\$ -								
Chapter 90	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
CPA	\$ 700,000	\$ 300,000								
Borrowing		\$ 1,250,000	\$ -							
Ambulance Reserve		\$ 500,000								
Other		\$ 500,000	\$ -		\$ 1,300,000					

**Total Alternative Sources** \$ 1,850,000 \$ 1,700,000 \$ 1,650,000 \$ 400,000 \$ 400,000 \$ 1,700,000 \$ 400,000 \$ 400,000 \$ 400,000 \$ 400,000

**Remaining Expenses** \$ 2,412,000 \$ 2,267,000 \$ 1,560,000 \$ 1,552,500 \$ 1,590,000 \$ 639,000 \$ 1,289,000 \$ 1,039,000 \$ 639,000 \$ 789,000