

Town of Westwood, Massachusetts

Five Year Capital Improvement Plan Fiscal Years 2021-2025





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Westwood Town Hall

580 High Street Westwood, MA 02090



Office of the Finance Director

To: Select Board
From: Pam Dukeman, Finance Director
Date: October 31, 2019
Re: FY2021- FY2025 Capital Improvement Plan

I am pleased to submit to the Board the Five-Year Capital Improvement Plan document for the Town for the fiscal years 2021-2025.

This document should serve as the basis for making capital budget decisions, assisting in maintenance of the Town's assets, and identifying the necessary funding to accomplish those tasks.

This report presents a comprehensive look at the capital needs of the school and municipal departments for a five year period. Please note, any costs for future major building projects are estimates only and any costs noted are for general parameters only. Also included are the Town's capital financial policies, asset inventory schedules, long term debt financial policies, debt schedules and history of capital expenditures. Having this information centralized in one annual document provides for broad analysis of the Town's capital needs.

The Town has made great progress in increasing the funding available for capital improvements, with increasing amounts to capital over the last several years. The Town is on track to continue this important reinvestment in the Town's capital assets.

Town of Westwood
Finance Director
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CAPITAL OVERVIEW

The Capital Improvement Plan is a five year projection of capital needs for maintaining and upgrading the Town's physical plant. It provides detailed information concerning those capital requests for the upcoming fiscal year; summary information for the following four fiscal years is provided to identify current projections of what level of capital outlay will be required in future years.

The Select Board are committed to reinvesting in the community's capital infrastructure. The Town's physical resources are a major component of the Town's overall financial assets and represent a significant investment of public funds. As such, the Town must adequately maintain and update its capital assets.

In January, 2004 the Select Board adopted updated Financial Policies, including capital planning and debt management policies. The capital policies require that a Five-Year Capital Improvement Program document be issued annually. In addition, capital funding and debt management policies were developed in order to continue to appropriately balance total debt and capital costs and tax implications with other operating sources.

The Select Board has made tremendous progress over the last few years in increasing the funding available for capital. This has resulted in regular roll over of important equipment in the DPW, Police and Fire Departments, and well maintained municipal and school facilities.

Definition of Capital Projects

Capital items shall be defined as follows:

- Items requiring an expenditure of at least \$10,000 and having a useful life of more than five years.
- Projects consisting of real property acquisitions, construction, capital asset improvements, long-life capital equipment, or major maintenance/repair of an existing capital item, as distinguished from a normal operating expenditure.
- Items obtained under a long term lease.
- Bulk purchases of similar items, such as technology and furniture purchases, shall be aggregated and the total considered a capital item.

Funding of Capital Projects

Capital projects can be financed in a number of ways. An appropriate balance of financing options is important to maintain an ongoing program and limit the community's risk. Westwood has continued to utilize a mix of pay-as-you-go financing, combined with prudent use of debt financing. This mix has provided significant resources for capital over the last several years. The Town has been able to increase the capital budget over the last few years.

Going forward, the Town should continue to shift a portion of its pay-as-you-go financing from free cash to an annual tax revenue appropriation. As new commercial tax revenue becomes available, a portion should be directed to ongoing capital needs.

The following funding sources are used to finance the Town's capital improvements:

Tax Revenue – Annual revenue from the total tax levy can be used to fund capital items.

Free Cash – The Town's "undesignated fund balance"; certified each July 1 by the state and the portion of fund balance available for appropriation. As Free Cash should not be used for operating budgets, it is a very appropriate revenue source for non-recurring capital items.

Borrowing Approved within Proposition 2 ½ - For large construction, infrastructure and land purchase projects, general obligation bonds are issued. Funding for annual debt service comes from annual budget within the tax levy.

Borrowing Approved as Exempt to Proposition 2 ½ - For large construction, infrastructure and land purchase projects, general obligation bonds are issued. Funding for annual debt service is raised through additional tax revenue raised outside the limits of Proposition 2 ½ (exempt debt).

Sewer Enterprise Funds – Sewer Enterprise Fund retained earnings and user fees are used to fund capital items for the sewer operations.

Sewer Enterprise Borrowing – For large sewer infrastructure projects, general obligation bonds are issued. Funding for annual debt service is fully supported by sewer user fees.

Capital Improvement Stabilization Fund – Funding for annual capital expenditures may come from the Capital Improvement Stabilization Fund upon vote of Town Meeting. This fund, established at the 2005 Annual Town Meeting, currently has a \$1.52M balance, and was recently used to fund the replacement of the high school turf field in the summer of 2016.

Other Sources – Other funding sources may include state and federal grants and available funds, such as ambulance receipts, library trust funds or other restricted accounts.

A Look at Recent Capital Project Financing

	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Tax Revenue	\$148,000	\$58,100		\$83,100	\$381,950		
Free Cash	\$800,000	\$1,308,150	\$1,678,000	\$1,742,050	\$1,769,050	\$2,178,900	\$3,163,500
Borrowing Within Proposition 2 ½			\$11,000,000	\$13,205,000	0	\$5,250,000	\$900,000
Exempt Debt							
Sewer Enterprise Funds	\$100,000		\$450,000	\$135,000	\$600,000	\$420,000	\$1,050,000
Sewer Enterprise Borrowing	\$1,570,000			\$234,000			
Other Sources	\$240,000	\$339,000	\$950,000	\$432,000	\$532,000	\$875,760	\$582,500

Process and Presentation to Voters

Annually, municipal and school departments prepare five-year projections of their capital needs. The requests are summarized and presented to the Selectmen for review. The School Committee prioritizes the capital requests for the School Department. Capital funded as debt exemptions require additional approval by the voters at the ballot as Proposition 2 ½ exemptions.

The Select Board prepare a recommended capital budget and present it to the Finance and Warrant Commission for review and recommendation to Town Meeting. Town Meeting votes approval of capital articles; capital articles requesting borrowing are separately voted.

FY21 CAPITAL DISCUSSION AND RECOMMENDATIONS

The Town has continued to emphasize the importance of the capital budget. The capital budget provides for many areas of capital spending including important equipment for public safety and public works departments, renovation and maintenance of Town and School facilities, and important drainage and road repairs to maintain the sewer and road infrastructure.

The Town's assets, including school and municipal buildings, roadways and sewer, vehicles and equipment are valued at over \$260 million. We should properly maintain these assets and not defer maintenance which delays problems for future generations. Economic conditions and difficult budget years can make it challenging to properly fund capital, while balancing operating budget needs.

Capital projects can be financed in a number of ways. An appropriate balance of financing options is important to maintain an ongoing program and limit the community's risk. Westwood has continued to utilize a mix of pay-as-you-go financing, combined with prudent use of debt financing. This mix has provided the resources for capital over the last several years.

Categories of Capital

Major Building Construction/Renovation – Steady Reinvestment

The Town has invested significant capital reserves over the last several years in major building construction and renovation. These projects have been funded through a mix of debt borrowing and grant opportunities. The Town has successfully analyzed debt schedules to take advantage of layering in new debt as older debt is retired. This borrowing, within and outside Proposition 2 ½, has provided for significant investment in the Town's capital. The borrowings have been supplemented by substantial state grant programs, including the MSBA funding for the school projects, state funding for the COA facility, and the state Library Commission grant for the new library. Through the combination of debt and grants, the Town has constructed/renovated the following projects:

- New High School.
- Significant improvements/addition to High School/Middle School fields.
- New Council on Aging facility.
- New Carby Street municipal building.
- Major renovation/expansion to Martha Jones Elementary School.
- Major renovation/expansion to Downey Elementary School.
- Renovation/expansion to Thurston Middle School.
- New Library.
- Deerfield School roof.
- New Islington Fire Station.
- New Police Station

These new facilities have been wonderful improvements for the Town and have been well received by residents. The Town should continue to provide for major facility renovation/additions through the current financing methods.

Upcoming Major Facility Projects

Two areas are currently undergoing major planning for implementation. These are:

School Buildings

School buildings master plan review - The School Committee is currently engaged in moving forward on a comprehensive update to the three elementary schools that were built between 1948 and 1953.

The Schools have been working toward receiving partial funding from the Massachusetts School Building Association (MSBA), a state funded program to help pay for construction, renovations and repairs to elementary schools. The MSBA recently voted to invite Westwood into its eligibility period, during which time specific plans will be formulated with input from the community. At the May 2018 Annual Town Meeting, residents voted to approve \$1.75M to begin the initial process for this important project.

The Schools are now beginning the feasibility portion with the MSBA and an engagement process with the community to move toward defining specific which specific project will go forward. It's expected that this process will occur from Fall 2019 to Spring 2020.

For more information on the elementary schools building project, the Schools have set up a dedicated area on the School's website, which can be found by clicking the yellow button on the district's main web page.

Municipal Buildings

In FY14, a study began to determine the next phase of municipal facility needs. That study concluded that the priority for municipal needs is the public safety facilities.

Changes in public safety challenges as well as new growth (most recently the significant development of University Station), has necessitated that the Town take a serious approach to modernizing the public safety facilities. The Select Board created the Public Safety Facility Task Force in June 2013 to review these facility needs. The Task Force has presented a comprehensive plan to the Select Board for the municipal and schools buildings. The proposal included:

- Construct a new fire substation to be located at the current Islington site. This building to be larger than the current building to accommodate additional staff and equipment needed to service University Station. This project was recently completed, opening in October 2017.
- Construct a new police headquarters located behind the existing facility. This building to accommodate the police operations and needs that have occurred since the current station was built in 1967. This project was recently completed, opening in October 2017.
- Renovate the main fire at its existing site. This project remains under consideration.

Other municipal facilities including Town Hall, a Recreation Community Center and DPW facilities are still under consideration for future work.

The recent, May 2018, Town Meeting approved significant renovation to the Islington Center area. This work will include upgrades, enhancements, and a new facility for the Town's Branch Library, Youth and Family Services department, and a community meeting room. This work is currently ongoing, with the relocation of Wentworth Hall scheduled for late Fall 2019. Construction and renovation will continue through Fall 2020.

Capital Equipment – Increased Allocation in Recent Years

Proper capital equipment is needed by departments to carry out the important work for the community. This is particularly true for public safety and public works departments. These departments rely heavily on vehicles and equipment (such as police and fire vehicles, large dump trucks, street sweepers, etc.) to provide daily services. The School Department also relies heavily on ongoing equipment to provide quality services for the school children. This equipment includes furniture and equipment for the school facilities, copiers, and changing technology needs.

In the area of capital equipment, the Town has primarily funded this through a pay as you go basis. The annual capital spending in this area had been approximately \$820,000 a year for several years, the majority funded by free cash. This level of spending had been approximately half of the recommended level per the Town's financial policies.

From FY14 to Fy18 steady increases have been achieved each year to increase the base capital spending. The School and Municipal capital articles are now well over \$1.7M annually. Efforts will continue to increase this funding.

In addition, as part of the FY13 budget, a significant investment was made in DPW equipment through approval of a \$2M capital bond. This bond allowed for "catch up" on important DPW equipment and will provide for a transition period to incorporate the annual renewal of DPW equipment into the ongoing capital equipment articles. The DPW is now on a regular ongoing rotation of replacement of capital equipment.

Roads, Drainage, Sewer, Infrastructure – Town Bonds Supplement State and Federal Grants

The capital budget provides for major road and drainage throughout the Town. It is important to consistently update the roadways to provide for safe travel throughout Town.

The Town has funded road improvements, drainage and sewer infrastructure needs through a combination of bond financing and state and federal grants. The bond financing has been both within and outside of Proposition 2 ½ and sewer infrastructure borrowings have been funded through sewer user fees. Outside funding includes state Chapter 90 annual funds, state MA Water Resources funds and federal PWED funding. These additional funds have been used to supplement Town approved borrowings. It is important to analyze debt schedules to appropriately layer in new debt as existing debt is retired.

As part of the FY13 capital budget, a major road improvement bond of \$2.4M was approved. This provides for significant repair and maintenance to several areas, as outlined in the Town's road improvement program. These funds, in combination with Chapter 90 funding, addressed important needs in Town. As this debt comes to completion, a bond for the next phase of road and sidewalk will be completed.

In FY14, a major sewer bond of \$1.57M was approved. This allowed the Sewer Commission to continue to maintain and upgrade the sewer infrastructure.

The town is looking to incorporate estimated \$300K annually into the ongoing budget funding, to supplement Chapter 90 on an ongoing basis in order to properly maintain the town's roads.

FY21 Capital Funding

The initial FY21 capital budget as included in the Select Board's preliminary FY21 budget plan:

- Provides for the level funding of the base School and Municipal capital budget at the recent higher level of approximately \$2.3M.
- Will provide for additional capital budget article as done in several past years.
- Continue to support the School MSBA project for elementary school construction.

**Capital Outlay Requests - FY2021
For Approval at the 2020 Annual Town Meeting**

Current Availability for Funding - FY2021

Pay-as-you-go Capital

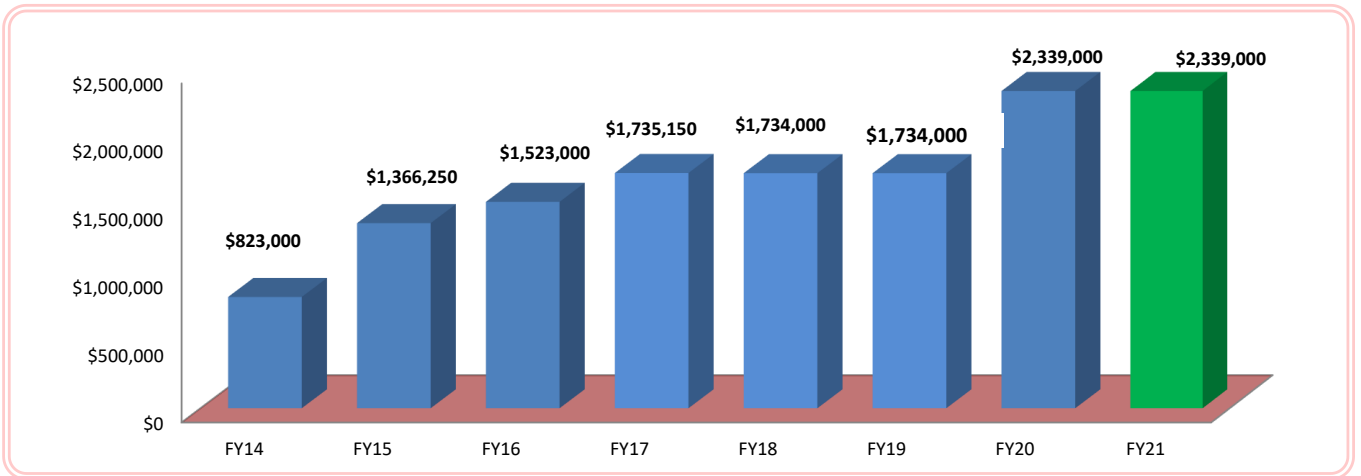
The current funding would provide the following capital level:

	FY16	FY17	FY18	FY19	FY20	Proposed FY21
School Capital	\$756,000	\$885,050	\$867,000	\$886,900	\$1,017,000	\$ 1,017,000
Municipal Capital	\$767,000	\$850,000	\$867,000	\$867,000	\$1,322,000	\$ 1,322,000
Additional Capital	\$400,000	\$650,000	\$949,000	\$1,300,760	\$1,339,500	TBD

- In FY21, consideration can again be given to adding additional one time request capital through use of free cash.
- The School Committee and Board of Selectmen will identify specific recommendations for items to be approved within the capital targets.

Prior years of capital borrowing are listed below.

	FY15	FY16	FY17	FY18	FY19	FY20
Borrowing Within Proposition 2 1/2	\$1,850,000	\$12,040,000	\$13,205,000	\$0	\$5,250,000	\$900,000
Borrowing Outside Proposition 2 1/2			\$0	0	\$0	\$0
Other Sources		\$450,000	\$0	0	\$0	\$0
Sewer			\$234,000	\$0	\$0	\$0



Base Capital Budget

Capital Budget Procedure

The Town of Westwood operates under state statutes and the Town Charter as adopted July 1, 1970 and amended 2010. The Town Charter provides for a Select Board/ Open Town Meeting/ Town Administrator form of town government. The proposed annual budget of the town is assembled by the Town Administrator.

The capital budget is presented in a separate five-year document and is also included as a separate section of the Town's budget document. It provides detail information concerning those capital requests for the upcoming fiscal year; summary information for the following four fiscal years is provided to identify current projections of what level of capital outlay will be required in future years.

All capital requests are categorized into major categories, which are methods of how the items will be voted and funded at town meeting. The categories are:

- Warrant Article Capital Projects/Equipment - requests for major construction, repair projects or large equipment which are over \$10,000 in cost. The items proposed for funding in this category are summarized in either a capital project or capital equipment article for town meeting action.
- Capital Projects to be Funded by Bonds - requests for large construction projects that are to be financed over a period of years. Items to be financed through long term debt must receive Town Meeting approval authorizing the borrowing of funds.

The School Committee reviews and prioritizes School Department capital projects, and the Board of Selectmen reviews and proposes all other capital projects, as well as overall funding, for presentation to the Finance and Warrant Commission and Town Meeting for their respective consideration.

The capital budget process requires flexibility to accommodate changing conditions. Changes in priorities may occur because of:

- Changes due to updated information from original submission.
- Availability of grant funding.
 - For example, request for approval of the new High School was accelerated due to the imminent change(s) to the state funding process which would have resulted in lower state reimbursement.
 - Availability of state library grant funds impacted the timing of the new library.
- Changes due to market opportunities; i.e., facilities for sale.
- Occasionally the investigative work to determine priority for a project reveals an immediate safety concern which changes the priority such as roofing or building safety concerns.

Annual Capital Budget Schedule

September/ October

- All departments are requested to prepare and submit their five-year capital requests with detail provided on each request.
- During this period the Select Board provides the initial budget guidelines, including capital funding, for the upcoming fiscal year.
- Reviews of requested capital items are conducted with municipal departments to understand the requested projects.

- The School administration considers their capital requests which are included in the final capital budget document.

November/December

- Five year comprehensive capital budget document produced.
 - Document includes Town's capital financial policies, asset inventory schedules, long term debt financial policies, debt schedules and history of capital expenditures.
 - Distributed to Town and School officials and Finance and Warrant Commission.
- The Select Board continues the overall budget discussions and determines available funds for capital.
 - Base capital.
 - Debt schedules and ability to borrow.
 - Any additional funding available for capital.
- Reviews of requested capital items are conducted with municipal departments to determine the overall priorities which will be presented for approval.
- The School administration prioritizes their capital requests within allowed funding which will be presented for approval.

January/February

- Capital requests are prioritized per available funding.
- Select Board votes approval of preliminary capital budget articles to be put forth to Finance and Warrant Commission.
- Specific items are subject to change depending on receipt of new information.
- Review of items with Finance and Warrant Commission.

March

- Capital reviewed and approved by the Select Board before the final Finance and Warrant Commission public hearings.
- Finance and Warrant Commission votes on Select Board capital budget articles at their final public hearing.

May

- Town Meeting votes on capital articles.

FY2021 – FY2025 Capital Requests

Summary of Requests FY2021 – FY2025

Summary of Requests Sorted by Department

Detail for Each Request

FY2021 - FY2025
Summary of Capital Budget Requests

	Department	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total Costs
	Municipal Building Maintenance	\$ 885,000	\$ 305,000	\$ 260,000	\$ 225,000	\$ 430,000	\$ 2,105,000
	COA	\$ 90,000	\$ 90,000	\$ 90,000		\$ 90,000	\$ 360,000
	DPW	\$ 495,000	\$ 390,000	\$ 470,000	\$ 490,000	\$ 615,000	\$ 2,460,000
	Library	\$ 38,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 98,000
	Fire	\$ 823,890	\$ 394,945	\$ 506,173	\$ 1,527,028	\$ 183,645	\$ 3,435,681
	Information Technology	\$ 350,000	\$ 85,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 660,000
	Police	\$ 297,500	\$ 304,500	\$ 314,500	\$ 320,500	\$ 323,000	\$ 1,560,000
	Westwood Affordable Housing	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 550,000
	Recreation	\$ 200,000	\$ 75,000				\$ 275,000
	Total Municipal Departments	\$ 3,329,390	\$ 1,759,445	\$ 1,830,673	\$ 2,752,528	\$ 1,831,645	\$ 11,503,681
	School Department	\$ 1,840,000	\$ 1,630,000	\$ 1,590,000	\$ 1,850,000	\$ 1,590,000	\$ 8,500,000
	Municipal/School Infrastructure	\$ 4,000,000	\$ 4,300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 9,200,000
	Community Wide - Municipal/School Infrastructure	\$ 1,925,000	\$ -	\$ -	\$ -	\$ -	\$ 1,925,000
	Total Other Capital	\$ 5,925,000	\$ 4,300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 11,125,000
	Sewer	\$ 1,195,000	\$ 1,070,000	\$ 695,000	\$ 1,070,000	\$ 695,000	\$ 4,725,000
	Total Capital Requests	\$ 12,289,390	\$ 8,759,445	\$ 4,415,673	\$ 5,972,528	\$ 4,416,645	\$ 35,853,681

For detail of Municipal/Schools Major Buildings, please see following schedules.

FY2021 - FY2025 Capital Requests

Ongoing School and Municipal Capital Requests

Capital Project Requests	FY2021 Request	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	Total
Council on Aging						
Wheelchair Accessible Van	\$90,000	\$90,000	\$90,000		\$90,000	\$360,000
COA Department Total	\$90,000	\$90,000	\$90,000	\$0	\$90,000	\$360,000
DPW						
Public Works - Fleet						
1 Heavy Duty Dump Truck with Plow (Truck 19)	\$390,000					\$390,000
One Ton Dump Truck With Plow (Truck 35)	\$70,000					\$70,000
Tractor machine for cemetery	\$35,000					\$35,000
1 Heavy Duty Dump Truck with Plow (Truck 10)		\$200,000				\$200,000
One Ton Dump Truck with Plow (Truck 17)		\$70,000				\$70,000
Roadside brush trimmer/sidewalk machine		\$120,000				\$120,000
1 Heavy Duty Dump Truck with Plow (Truck 8)			\$200,000			\$200,000
1 Heavy Duty Dump Truck with Plow (Truck 20)			\$200,000			\$200,000
One Ton Dump Truck with Plow (Truck 26)			\$70,000			\$70,000
Roadside Sweeper (Truck 4)				\$220,000		\$220,000
One Ton Dump Truck (Truck 30)				\$70,000		\$70,000
Heavy Duty Dump Truck (Truck 23)				\$200,000		\$200,000
One Ton Dump Truck (Truck 13)					\$95,000	\$95,000
Front End Loader (L1)					\$225,000	\$225,000
Heavy Duty Dump Truck (Truck 27)					\$295,000	\$295,000
DPW Department Total	\$495,000	\$390,000	\$470,000	\$490,000	\$615,000	\$2,460,000
Fire						
Replace Engines (2) (Lease Payments)	\$226,400	\$226,400				\$452,800
Turnout Gear Purchase and Replacement	\$44,520	\$39,326	\$40,000	\$40,000	\$40,000	\$203,846
Swap-Body Multi Purpose Vehicle	\$400,000					\$400,000
SCBA Upgrade and Replacement	\$46,000	\$48,500	\$50,925	\$53,471	\$56,145	\$255,041
Rescue Upgrade and Replacement	\$25,750	\$26,250	\$12,500	\$12,500	\$12,500	\$89,500
Radio Upgrade and Replacement	\$18,720	\$19,469	\$20,248	\$21,057	\$22,500	\$101,994
Replace Ambulance A-3			\$382,500			\$382,500
Shift Command Vehicle	\$62,500					\$62,500
Replacement of Fire Alarm Vehicle		\$35,000				\$35,000
Replacement of Fire Prevention SUV					\$52,500	\$52,500
Replace Ladder 1				\$1,400,000		\$1,400,000
Fire Department Total	\$823,890	\$394,945	\$506,173	\$1,527,028	\$183,645	\$3,435,681
Information Technology						
End User Technology	\$75,000	\$85,000	\$75,000	\$75,000	\$75,000	\$385,000
Fund Accounting Software (2nd of 2)	\$275,000					\$275,000
IT Department Total	\$350,000	\$85,000	\$75,000	\$75,000	\$75,000	\$660,000
Library						
Patron/Staff End User Technology	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	\$70,000
Self Check Circulation Terminals	\$28,000					\$28,000
Library Department Total	\$38,000	\$15,000	\$15,000	\$15,000	\$15,000	\$98,000
Police						
Replacement of Police Vehicles	\$190,000	\$196,000	\$205,000	\$210,000	\$211,000	\$1,012,000
Police Equipment	\$32,500	\$33,500	\$34,500	\$35,500	\$37,000	\$173,000
Police, Fire & EMS Radio Infrastructure	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Police Department Total	\$297,500	\$304,500	\$314,500	\$320,500	\$323,000	\$1,560,000

FY2021 - FY2025 Capital Requests

Ongoing School and Municipal Capital Requests Continued

Capital Project Requests	FY2021 Request	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	Total
Municipal Buildings Maintenance						
CSMOB Paint and Floor	\$40,000					\$40,000
Town Hall Improvements	\$300,000					\$300,000
Wentworth Hall - F,F, & E	\$170,000					\$170,000
Security Upgrades	\$75,000					\$75,000
Fire Station 1 Renovation - 2nd Phase	\$150,000					\$150,000
COA kitchen		\$75,000				\$75,000
CSMOB mechanical upgrades		\$45,000				\$45,000
Cemetery Garage		\$35,000				\$35,000
DPW Garage			\$50,000			\$50,000
Municipal Parking Lots			\$30,000		\$30,000	\$60,000
COA Doors			\$30,000			\$30,000
Library Painting				\$75,000		\$75,000
CSMOB Renovation					\$250,000	\$250,000
Facility Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Energy Efficiency	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Building Maintenance Category Total	\$885,000	\$305,000	\$260,000	\$225,000	\$430,000	\$2,105,000
Westwood Affordable Housing Associates						
Building Maintenance and Improvement	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$550,000
WAHA Department Total	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$550,000
Recreation Capital						
Recreation Storage	\$125,000					\$125,000
Pool - Drainage and Refurbishment	\$75,000					\$75,000
Pool - Acoustic Panels		\$75,000				\$75,000
Recreation Department Total	\$200,000	\$75,000	\$0	\$0	\$0	\$275,000
Total Ongoing Municipal Capital Requests	\$3,329,390	\$1,759,445	\$1,830,673	\$2,752,528	\$1,831,645	\$11,503,681
School						
Technology	\$520,000	\$360,000	\$280,000	\$580,000	\$280,000	\$2,020,000
Furniture, Fixtures, and Equipment	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
HVAC and Controls	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Roofing	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Repair Items	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Copiers / Duplicators	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$475,000
Vehicles	\$50,000	\$0	\$40,000	\$0	\$40,000	\$130,000
Schools Total	\$1,840,000	\$1,630,000	\$1,590,000	\$1,850,000	\$1,590,000	\$8,500,000
Sewer Capital Requests						
Inflow & Infiltration Program		\$500,000		\$500,000		\$1,000,000
Inflow & Infiltration Assessment	\$125,000		\$125,000		\$125,000	\$375,000
Pump Station Facility Program	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Sewer Vac Truck Replacement	\$500,000					\$500,000
Stormwater MS-4 Requirement	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
Sewer Total	\$1,195,000	\$1,070,000	\$695,000	\$1,070,000	\$695,000	\$4,725,000

FY2021 - FY2025 Capital Requests

Major School and Municipal Infrastructure Projects

Capital Project Requests	FY2021 Request	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	Total
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Community Wide - Municipal/School Infrastructure

Turf Field Replacement (Practice Field)	\$750,000					\$750,000
Recreation - Field Lighting Project (Thurston Site)	\$725,000					\$725,000
Recreation - Tennis Court Repurposing (Sheehan Site)	\$250,000					\$250,000
Pool - Deck Surfacing Replacement	\$200,000					\$200,000

Municipal/School Infrastructure Total	\$1,925,000	\$0	\$0	\$0	\$0	\$1,925,000
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Municipal Infrastructure

Route 109 Corridor Project	\$1,100,000					\$1,100,000
Crosswalk Safety Improvements Town Wide	\$500,000					\$500,000
Sidewalk and Pavement Enhancements Town Wide	\$1,500,000					\$1,500,000
Pavement Preservation Program Town Wide	\$900,000					\$900,000
Gay Street Sidewalk Construction		\$4,000,000				\$4,000,000
Road/Sidewalk Improvement		\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000

Municipal Infrastructure Total	\$4,000,000	\$4,300,000	\$300,000	\$300,000	\$300,000	\$9,200,000
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Overall Summary of Capital Requests

Summary of Requests:	FY2021 Request	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	Total
Ongoing Projects:						
Municipal	\$3,329,390	\$1,759,445	\$1,830,673	\$2,752,528	\$1,831,645	\$11,503,681
Sewer	\$1,195,000	\$1,070,000	\$695,000	\$1,070,000	\$695,000	\$4,725,000
Schools	\$1,840,000	\$1,630,000	\$1,590,000	\$1,850,000	\$1,590,000	\$8,500,000
Total Ongoing Projects	\$6,364,390	\$4,459,445	\$4,115,673	\$5,672,528	\$4,116,645	\$24,728,681
Community Wide Municipal/School Infrastructure	\$1,925,000	\$0	\$0	\$0	\$0	\$1,925,000
Municipal Infrastructure	\$4,000,000	\$4,300,000	\$300,000	\$300,000	\$300,000	\$9,200,000
Total Capital Requests	\$12,289,390	\$8,759,445	\$4,415,673	\$5,972,528	\$4,416,645	\$35,853,681

The Town and Schools remain committed to ongoing investment in major facilities. The following identifies current projects under consideration. The amounts listed are estimates only, given to provide general parameters.

Major Building Projects

The Costs for these future building proposals are currently estimates only.

Projects/Amounts listed for informational purposes only

Summary of Requests:	FY2021 Request	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request
Schools Elementary Building Project		est \$50M - \$85M			
Town Hall Renovation	\$150,000		\$10,500,000		
Senior Center Expansion				\$40,000	\$6,000,000
Fire Station 1 Site Analysis and Design		\$1,250,000			
Fire Station 1 - New Build - Estimate Only			\$15,000,000		
DPW Facility	\$18,000,000				
Sewer Maintenance Facility Design & Construction	\$60,000	\$3,000,000			
Community/Recreation Center Construction		\$100,000	\$3,000,000		

FY2021 - FY2025
Summary of Future Major Building Capital Budget Requests
Estimates of Future Project Costs

The Town and Schools remain committed to ongoing investment in major facilities. The following identifies current projects under consideration. The amounts listed are estimates only, given to provide general parameters.

Project	Expenditures per Fiscal Year				
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Major Building Projects - Estimates Only					
Schools Elementary Building Project		\$50M - \$85M			
Town Hall Renovation	\$ 150,000		\$ 10,500,000		
Senior Center Expansion				\$ 40,000	\$ 6,000,000
Station 1 Renovation/Rebuild		\$ 1,250,000	\$ 15,000,000		
DPW Facility	\$ 18,000,000				
Sewer Maintenance Facility Design and Construction	\$ 60,000	\$ 3,000,000			
Community Recreation Center		\$ 100,000	\$ 3,000,000		

**The Costs for these future building proposals are currently estimates only.
Projects/Amounts listed for informational purposes only**

FY2021 - FY2025
Summary of Municipal Infrastructure Capital Budget Requests

Project	Expenditures per Fiscal Year					Total Costs
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Municipal Infrastructure						
Turf Field Replacement (Practice Field)	\$ 750,000					\$ 750,000
Thurston Field Lighting	\$ 725,000					\$ 725,000
Sheehan Tennis Court Repurposing	\$ 250,000					\$ 250,000
Pool - Deck Surfacing Replacment	\$ 200,000					\$ 200,000
Road/Sidewalk Construction	\$ 4,000,000					\$ 4,000,000
Gay Street Sidewalk Construction		\$ 4,000,000				\$ 4,000,000
Road/Sidewalk Improvement		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
Total Capital Requests	\$ 5,925,000	\$ 4,300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 11,125,000

FY2021 - FY2025
Summary of Municipal Building Maintenance Capital Budget Requests

Project	Expenditures per Fiscal Year					Total Costs
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Municipal Building Maintenance						
CSMOB Paint and Floor	\$40,000					\$40,000
Town Hall Improvements	\$300,000					\$300,000
Wentworth Hall - F,F, & E	\$170,000					\$170,000
Security Upgrades	\$75,000					\$75,000
Fire Station 1 Repairs	\$150,000					\$150,000
COA kitchen		\$75,000				\$75,000
CSMOB mechanical upgrades		\$45,000				\$45,000
Cemetery Garage		\$35,000				\$35,000
DPW Garage			\$50,000			\$50,000
Municipal Parking Lots			\$30,000		\$30,000	\$60,000
COA Doors			\$30,000			\$30,000
Library Painting				\$75,000		\$75,000
CSMOB Renovation					\$250,000	\$250,000
Facility Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Energy Efficiency	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total Capital Requests	\$885,000	\$305,000	\$260,000	\$225,000	\$430,000	\$2,105,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

WESTWOOD COUNCIL ON AGING

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
	New Vans	\$90,000	\$90,000	\$90,000	\$40,000	\$90,000	\$360,000
	Consultant for Center Expansion						\$40,000
	Expansion of Senior Center					\$6,000,000	\$6,000,000
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
	TOTALS	\$90,000	\$90,000	\$90,000	\$40,000	\$6,090,000	\$6,400,000

* For the five-year budget and program period only. Does not include interest cost unless indicated.

** Please only use one line item for recurring projects

Prepared by : _____
Name

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Council on Aging	4.	Project Cost	90,000 each year
2.	Prepared By	Lina Arena-DeRosa	5.	Project Reference No.	
3.	Project Title	Wheelchair Van	6.	FY21 Priority # 1 out of 2 Requests	

7. Capital Request Description and Justification

Every three years the Westwood Council on Aging needs to replace one of its vans due to excessive usage, mileage and as suggested by State guidelines.

We transport anyone 60 or older (or disabled adults) to their medical appointments (every day) errands (twice a week), grocery shopping (once a week) Monday through Thursday 8-3 and Friday 8-1.

The Center presently owns three vans that are regularly on the road; wear and tear of stopping and going becomes evident after a few years; moreover our transportation initiative continues to grow as Westwood continues to age.

Presently, over the course of a year, we provide over 3,000 individual rides to over 125 individuals.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Council on Aging	4.	Project Cost	40,000
2.	Prepared By	Lina Arena-DeRosa	5.	Project Reference No.	
3.	Project Title	Consultant for Ctr Expan	6.	FY23 Priority # 1 out of 1 Requests	

7. Capital Request Description and Justification

Discussion continues on the need for a larger center (see write up for new Center).

Presently there is \$40,000 encumbered for a study and we believe we will need an additional \$40, 000 for architectural designs.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Is this an annual, recurring expense?
If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Council on Aging	4.	Project Cost	6,000,000
2.	Prepared By	Lina Arena-DeRosa	5.	Project Reference No.	
3.	Project Title	Expansion of Senior Center in 2024	6.	FY24 Priority # 2 out of 2 Requests	

7. The Center hosts over 18 regular programs, travels near and far, offers a five-day transportation initiative as well as outreach services that assist Westwood seniors with food security, fuel assistance, housing information and referral services. The Council on Aging’s mission has expanded and now states its goal as “to help anyone 60 or older stay healthy, stay connected and age well.” Our monthly luncheons have grown in popularity so a larger dining room is needed (one that can accommodate over 150 seniors to meet anticipated growth) and a larger commercial kitchen for adequate food preparation and storage is necessary. This space could also be used for more classroom space. Additional exercise space is necessary to meet the growing demands for exercise classes. The Center also needs additional storage space to allow for easy storage and retrieval of chairs, tables, office supplies, yoga and exercise equipment. Storage is also needed for medical equipment (walkers, tub seats, canes etc.). With added space, provisions and parking, the Westwood COA will be poised to meet the challenges and needs of our expanding senior and community population. With Westwood’s population aging, the COA is requesting that an expansion of the Center be considered since the current space is simply not adequate.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Is this an annual, recurring expense?
If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

SUMMARY CAPITAL OUTLAY SCHEDULE

Department of Public Works Fleet Summary

DEPARTMENT/AUTHORITY

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
21-Fleet-01	Heavy Duty Dump Truck (Truck 19)	\$390,000					\$390,000
21-Fleet-02	One Ton Dump Truck with Plow (Truck 35)	\$70,000					\$70,000
21-Fleet-03	Tractor machine for cemetery	\$35,000					\$35,000
22-Fleet-01	Heavy Duty Dump Truck (Truck 10)		\$200,000				\$200,000
22-Fleet-02	One Ton Dump Truck with Plow (Truck 17)		\$70,000				\$70,000
22-Fleet-03	Roadside Brush/sidewalk tractor		\$120,000				\$120,000
23-Fleet-01	Heavy Duty Dump Truck (Truck 8)			\$200,000			\$200,000
23-Fleet-02	Heavy Duty Dump Truck (Truck 20)			\$200,000			\$200,000
23-Fleet-03	One Ton Dump Truck with Plow (Truck 26)			\$70,000			\$70,000
24-Fleet-01	Roadside Sweeper (Truck 4)				\$220,000		\$220,000
24-Fleet-02	Heavy Duty Dump Truck (Truck 23)				\$200,000		\$200,000
24-Fleet-03	One Ton Dump Truck with Plow (Truck 30)				\$70,000		\$70,000
25-Fleet-01	One Ton Dump Truck (Truck 13)					\$95,000	\$95,000
25-Fleet-02	Front End Loader (L1)					\$225,000	\$225,000
25-Fleet-03	Heavy Duty Dump Truck (Truck 27)					\$295,000	\$295,000
	TOTALS	\$495,000	\$390,000	\$470,000	\$490,000	\$615,000	\$2,460,000

* For the five-year budget and program period only. Does not include interest cost unless indicated.

** Please only use one line item for recurring projects

Prepared by : Todd Korchin
Name

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$390,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	21-Fleet-01
3. Date	August 2, 2019	7. FY21 Priority #	1 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 19)		

9. Capital Request Description and Justification

Heavy Duty Dump Truck, Sander and Plow. Used during the winter for plowing and sanding operations. Used throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. The current vehicle is a 2009 Model and is no longer reliable, safe, efficient, or cost effective. The body and cab area are developing rot and rust and the repair costs are increasing while the residual value is rapidly decreasing. This truck is overdue for replacement and will be scheduled into our 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2009 Truck & Plow – Truck 19

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	\$390,000.00					\$390,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$390,000	\$0	\$0		\$0	\$390,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$70,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	21 Fleet-02
3. Date	August 2, 2019	7. FY21 Priority #	1 out of 3 Requests
4. Project Title	(1) One Ton Dump Truck (Truck 35)	8.	

9. Capital Request Description and Justification

One Ton Dump Truck. Used during the winter season for plowing and throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. The current vehicle is a 2008 Model that is overdue for replacement and will now be scheduled into our 10-11 year capital replacement program.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade One ton Dump Truck – Truck #35

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	70,000					\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$70,000	\$0	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW-Highway/Grounds/Fleet	5. Project Cost	\$35,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	21Fleet-03
3. Date	August 2, 2019	7. FY21 Priority #	1 out of 3 Requests
4. Project Title	Tractor Machine for the Westwood Cemetery Department		

9. Capital Request Description and Justification

The Westwood Cemetery Department has been functioning with 2007 Kubota tractor to serve in assisting with burial setup/breakdown along with aiding in day-day maintenance activity. There is a need to replace the existing unit with a new unit that will also provide an enclosure during the winter months.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Capital

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	\$35,000.00					\$35,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$35,000	\$0	\$0	\$0	\$0	\$35,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$200,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	22-Fleet-01
3. Date	August 2, 2019	7. FY22 Priority #	1 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 10)		

9. Capital Request Description and Justification

Heavy Duty Dump Truck, Sander and Plow. Used during the winter for plowing and sanding operations. Used throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. The current vehicle is a 2009 Model and is no longer reliable, safe, efficient, or cost effective. The body and cab area are developing rot and rust and the repair costs are increasing while the residual value is rapidly decreasing. This truck is overdue for replacement and will be scheduled into our 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2009 Truck & Plow – Truck 10

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		#####				\$200,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$200,000	\$0		\$0	\$200,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$70,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	22Fleet-02
3. Date	August 2, 2019	7. FY22 Priority #	2 out of 3 Requests
4. Project Title	(1) One Ton Dump Truck (Truck 17)		

9. Capital Request Description and Justification

One Ton Dump Truck. Used during the winter season for plowing and throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. This vehicle is a 2008 model and is part of the departments 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade Truck 17

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		70000				\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$70,000	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW-Highway/Grounds/Fleet	5. Project Cost	\$120,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	22Fleet-03
3. Date	August 2, 2019	7. FY22 Priority #	3 out of 3 Requests
4. Project Title	One Roadside Trackless Machine		

9. Capital Request Description and Justification

This request would replace a 2004 Holder with a more modern and efficient trackless vehicle. This vehicle's priority would be cutting roadside brush, sidewalk sweeping, and easement maintenance. The trackless vehicle could also assist with sidewalk clearing and snow removal during the winter months. It is getting increasingly difficult and expensive to find replacement parts for the current vehicle.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2004 Holder

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment		120000				\$120,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$120,000	\$0	\$0	\$0	\$120,000

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$200,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23-Fleet-01
3. Date	August 7, 2019	7. FY23 Priority #	1 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 8)		

9. Capital Request Description and Justification

Heavy Duty Dump Truck, Sander and Plow. Used during the winter for plowing and sanding operations. Used throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. The current vehicle is a 2010 Model and is no longer reliable, safe, efficient, or cost effective. The body and cab area are developing rot and rust and the repair costs are increasing while the residual value is rapidly decreasing. This truck is overdue for replacement and will be scheduled into our 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2009 Truck & Plow – Truck 8

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			200000			\$200,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$200,000		\$0	\$200,000

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$200,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23-Fleet-02
3. Date	August 7, 2019	7. FY23 Priority #	2 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 20)		

9. Capital Request Description and Justification

Heavy Duty Dump Truck, Sander and Plow. Used during the winter for plowing and sanding operations. Used throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. The current vehicle is a 2010 Model and is no longer reliable, safe, efficient, or cost effective. The body and cab area are developing rot and rust and the repair costs are increasing while the residual value is rapidly decreasing. This truck is overdue for replacement and will be scheduled into our 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2009 Truck & Plow – Truck 20

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			200000			\$200,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$200,000		\$0	\$200,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$70,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23Fleet-03
3. Date	August 5, 2019	7. FY23 Priority #	3 out of 3 Requests
4. Project Title	(1) One Ton Dump Truck (Truck 26)		

9. Capital Request Description and Justification

One Ton Dump Truck. Used during the winter season for plowing and throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. This vehicle is a 2008 model and is part of the departments 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade Truck 17

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			70,000			\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$70,000	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1. Department	DPW-Highway/Grounds/Fleet	5. Project Cost	\$220,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	24Fleet-01
3. Date	August 5, 2019	7. FY24 Priority #	1 out of 3 Requests
4. Project Title	Street Sweeper(Truck 4)		

9. Capital Request Description and Justification

One Town Street Sweeper used to keep the public way clear of debris, catch basins clear, and as part of the Town's Storm Water Management Program. The current vehicle is a 2007 Model (10 year old) and is not reliable or cost effective to keep in our current fleet. This vehicle is overdue for replacement.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2007 Elgin Sweeper – Truck 4

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				220000		\$220,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals		\$0	\$0	\$220,000	\$0	\$220,000

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$200,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	24-Fleet-02
3. Date	August 7, 2019	7. FY24 Priority #	2 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 23)		

9. Capital Request Description and Justification

Heavy Duty Dump Truck, Sander and Plow. Used during the winter for plowing and sanding operations. Used throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. The current vehicle is a 2010 Model and is no longer reliable, safe, efficient, or cost effective. The body and cab area are developing rot and rust and the repair costs are increasing while the residual value is rapidly decreasing. This truck is overdue for replacement and will be scheduled into our 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2009 Truck & Plow – Truck 23

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				200,000		\$200,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$200,000	\$0	\$200,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$70,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	24Fleet-03
3. Date	August 5, 2019	7. FY24 Priority #	3 out of 3 Requests
4. Project Title	(1) One Ton Dump Truck (Truck 30)		

9. Capital Request Description and Justification

One Ton Dump Truck. Used during the winter season for plowing and throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. This vehicle is a 2008 model and is part of the departments 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade Truck 17

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				70,000		\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$70,000	\$0	\$70,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$95,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	25Fleet-01
3. Date	August 5, 2019	7. FY25 Priority #	1 out of 3 Requests
4. Project Title	One Heavy Duty Asphalt Dump (Truck 13)		

9. Capital Request Description and Justification

One Heavy Duty Dump Truck used throughout the year asphalt and paving work, This vehicle could also be utilized for hauling material on a day to day basis as well as plowing and sanding operations. The current vehicle is a 2012 Ford 750 and is not reliable or cost effective to keep in our current fleet. This truck is overdue for replacement.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2012 Ford Dump Truck – truck 13

11. Impact on Annual Operating Budget

Reduce maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles					\$95,000	\$95,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$95,000	\$95,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$225,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	25Fleet-02
3. Date	August 5, 2019	7. FY25 Priority #	2 out of 3 Requests
4. Project Title	1-3 Yard Loader (L1)		

9. Capital Request Description and Justification

Replacement of a 3 Yard Loader used in all functions of Public Works. The current loader is a 2012 Model that is not cost effective with repair costs rising and the residual value decreasing. This vehicle is overdue for replacement.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2012 John Deere 624 Loader

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles					225,000	\$225,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$225,000	\$225,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$295,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	25-Fleet-03
3. Date	August 5, 2019	7. FY25 Priority #	3 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 27)		

9. Capital Request Description and Justification

Heavy Duty Dump Truck, Sander and Plow. Used during the winter for plowing and sanding operations. Used throughout the year as part of the day to day operations for hauling sand, sweepings, loam, stone, gravel, etc. The current vehicle is a 2012 Model and is no longer reliable, safe, efficient, or cost effective. The body and cab area are developing rot and rust and the repair costs are increasing while the residual value is rapidly decreasing. This truck is overdue for replacement and will be scheduled into our 10-11 year capital replacement schedule.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Trade 2012 Truck & Plow – Truck 27

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles					\$295,000	\$295,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0		\$295,000	\$295,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Fire

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Fire-1	Replace Engines (2)	\$226,400	\$226,400	\$40,000	\$40,000	\$40,000	\$452,800
Fire-2	Turnout Gear Purchase & Replacement	\$44,520	\$39,326	\$40,000	\$40,000	\$40,000	\$203,846
Fire-3	Station 1 Renovations & Replacement	\$150,000	\$1,250,000				\$1,400,000
Fire-4	New - Swap-Body Multi-purpose vehicle	\$400,000					\$400,000
Fire-5	SCBA Upgrade and Replacement	\$46,000	\$48,500	\$50,925	\$53,471	\$56,145	\$255,041
Fire-6	Rescue Upgrade and Replacement	\$18,720	\$19,469	\$20,248	\$21,057	\$22,500	\$101,994
Fire-7	Radio Upgrade and Replacement	\$25,750	\$26,250	\$12,500	\$12,500	\$12,500	\$89,500
Fire-8	Replace Command Vehicle	\$62,500		\$382,500			\$62,500
Fire-9	Replace Ambulance 3				\$1,400,000		\$382,500
Fire-10	Replace Ladder 1 (*estimate)		\$35,000				\$1,400,000
Fire-11	Replacement of Fire Alarm Vehicle					\$52,500	\$35,000
Fire-12	Replacement of Fire Prevention SUV						\$52,500
							\$0
							\$0
							\$0
							\$0
	TOTALS	\$973,890	\$1,644,945	\$506,173	\$1,527,029	\$183,645	\$4,835,681

* For the five-year budget and program period only. Does not include interest cost unless indicated.

** Please only use one line item for recurring projects

Prepared by : John Deckers
Name

**Town of Westwood
Fiscal Years 2021-2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$226,400
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-01
3.	Project Title	Replace Engines (2)	6.	FY21 Priority #	1 out of 12 Requests

7. Capital Request Description and Justification

In 2017, Town Meeting approved the replacement of the town's two, front-line engines as they had reached the end of their programmed service lives. This is an ongoing lease payment.

Engine 5, now identified as E1 will be retained as a reserve/backup engine and will be viable in that capacity for a number of years.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Lease/Purchase arrangement

9. Impact on Annual Operating Budget

Reduces costly major repairs, increases reliability of front-line apparatus and provides a modern and dependable reserve engine. Brings department in compliance with industry standards for fire apparatus.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles	226,400	226,400				\$452,800
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$226,400	\$226,400	\$0	\$0	\$0	\$452,800

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$44,520
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-02
3.	Project Title	Turnout Gear Replacement	6.	FY21 Priority #	2 out of 12 Requests

7. Capital Request Description and Justification

Compliance with OSHA and NFPA regulations requires constant upgrading of equipment. Recent changes to the standards now requires that turnout gear more than 10 years old must be removed from service. Standards also require that each firefighter must have 2 sets of turnout gear – this allows a firefighter to have a spare set when the primary set is contaminated, wet, or out of service for cleaning or repair.

The more senior firefighters are now in the position of having turnout gear in excess of 10 years old, and some newer members have spare gear in excess of the age limit. There are currently 6 existing members without spare gear and with the hiring of 5 new firefighters we will have 11 members that do not have a second set.

At full staffing, there will be a need for 88 sets of turnout gear. By replacing a portion of the gear annually, a staggering of future replacements can be instituted, a large one-time capital purchase can be avoided and the Department can maintain compliance with national standards.

The proposal is to purchase 12 new units at the cost of \$3710/set.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Eliminates large one time capital outlays and staggers replacement dates.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	44,520	39,326	40,000	40,000	40,000	\$203,846
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$44,520	\$39,326	\$40,000	\$40,000	\$40,000	\$203,846

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$1,400,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-03
3.	Project Title	Station 1 Temporary Repairs & Replacement	6.	FY21 Priority #	3 out of 12 Requests

7. Capital Request Description and Justification

The FY21 request is the second part of a two year project to renovate/upgrade Station 1 to increase operational efficiency and reallocate space for administration and firefighter living quarters until a building facilities study and replacement plan can be created.

Project includes:

1. Repair heating/AC system controls
2. Develop a plan to comply with accessibility requirements
3. Ongoing maintenance of the deteriorating site & building
4. Study space allocation/future requirements to comply with OSHA, NFPA, and DPH requirements

In addition, the apparatus floor is awaiting permanent repairs. However; the recent Weston & Sampson Fire Station Evaluation Report identifies that the bay either needs additional bracing installed in the basement (which will greatly reduce apparatus and functionality of that space) or a complete tear down and new building erected. The floor is currently supported by temporary shoring. The floor continues to flex under the weight of the apparatus. The Chief has made changes in apparatus storage locations to reduce the live load stress on the floor and buy more time until a permanent solution is found. FY2022 has \$1,250,000 assigned to initiate a full site analysis and to begin the design phase of the project.

In the future, and based on Weston & Sampson evaluation the building will need to be substantially renovated or replaced – 2 yr. project is only a stop gap measure.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Upgrades to HVAC systems will reduce utilities and interior repairs will help maintain a healthier work environment and reduce sick leave.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements	150,000	1,250,000				\$1,400,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$150,000	\$1,250,000	\$0	\$0	\$0	\$1,400,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$400,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-04
3.	Project Title	New - Swap-Body Multi-purpose vehicle	6.	FY21 Priority #	4 out of 12 Requests

7. Capital Request Description and Justification

This will be a new piece of apparatus that will take the place of Squad 1 & Squad 2 (currently out of service for major repairs) and both units will be decommissioned and sold. By utilizing a swap-body or roll-off fire apparatus the department will use one vehicle chassis that can deploy any number of PODs (platform on demand) depending upon the emergency response resource needs. PODs offer fire departments several benefits:

- A cost effective, flexible solution that requires only one dedicated chassis.
- The ability to have custom configurations and flexible deployment options/layouts.
- The capability for easily placing POD at the best possible location (not always feasible with trailers). POD will be self-sufficient and can operate without the chassis
- Less maintenance and service required as PODs are only used when required.
- Increased operational efficiency due to deploying multiple resource with limited personnel.

8. Funding Source (i.e., grants, state programs, trade-in, etc.) – We will be applying to the Assistance to Firefighters Grant Program to hopefully offset the cost of PODs that can be used as regional assets

9. Impact on Annual Operating Budget

Reduction in cost of maintaining 2 apparatus chassis and water pumps. The utility truck under normal operations will not require min. staffing that the Squads require unless set up to be a fire apparatus. Reduced staffing cost can be achieved.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles	400,000					\$400,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$400,000	\$0	\$0	\$0	\$0	\$400,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$46,000
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-05
3. Project Title	SCBA Upgrade and Replacement	6. FY21 Priority #	5 out of 12 Requests

7. Capital Request Description and Justification

In addition to turnout gear, S.C.B.A (Self Contained Breathing Apparatus) is the most important piece of safety equipment for a firefighter.

Compliance with OSHA and NFPA regulations requires constant upgrading of S.C.B.A. This regular replacement program is enabling the Fire Department to spread the cost over a number of years with a total end dollar cost less than a required one-time purchase. It also allows the purchase of upgrades as technology improves. Due to a new standard effective 7/1/13, the technological upgrades have significantly increased per unit cost.

The Department has completed the upgrade of the SCBA units that are able to be upgraded, it is now appropriate to begin the replacement of the units that are more than 25 years old and cannot be upgraded to current technology. The new units have added features including the ability to be electronically tracked and located inside structures, compatibility with the requirements for Chemical, Biological, Radiological, and Etiological hazards, and Rapid Intervention connectors to facilitate firefighter rescue.

Additionally, we need to replace 39 SCBA cylinders that will reached their end of service life and must be replaced in order to provide extra cylinders during emergency incidents.

Current purchase costs:

- SCBA \$7,500 / unit
- SCBA Cylinder \$1,275/unit.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Ambulance

9. Impact on Annual Operating Budget

Reduces maintenance costs and eliminates large one time capital outlays

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	46,000	48,500	50,925	53,471	56,145	\$255,041
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$46,000	\$48,500	\$50,925	\$53,471	\$56,145	\$255,041

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$18,720
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-06
3. Project Title	Rescue Equipment	6. FY21 Priority #	6 out of 12 Requests

7. Capital Request Description and Justification

This request is to purchase specialized rescue equipment as part of an ongoing program for the department to be properly equipped to safely and efficiently rescue entrapped or endangered persons from vehicles, confined spaces, trenches, high angle, ice or water. This is normally an annual request to maintain and expand the Department's specialized equipment.

The department will be strengthening our ability to response to technical rescue events which requires the replacement of life safety rope, harnesses, and other necessary equipment

Most important in this request are the funds requested to address a new law passed on March 9, 2018 that govern Firefighter safety. The law enacted was Chapter 44 of the Acts of 2018, An Act Relative to Standards of Employee Safety. The law amends G.L. c. 149, § 6 ½, updates and clarifies employee safety requirements in public sector workplaces, and will be enforced by the Department of Labor Standards (DLS). The law will take effect on February 1, 2019

Funds requested will be used to develop safety practices and training, along with upgrading equipment to meet the new standards

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Ambulance account

9. Impact on Annual Operating Budget

Reduce potential for workplace injuries and provides safer equipment for firefighters to use

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	18,720	19,469	20,248	21,057	22,500	\$101,994
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$18,720	\$19,469	\$20,248	\$21,057	\$22,500	\$101,994

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$25,750
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-07
3.	Project Title	Radio Upgrade and Replacement	6.	FY21 Priority # 7 out of 12 Requests	

7. Capital Request Description and Justification

In FY21 we will continue to work a 3 year plan to completely upgrade all the front line portable radios in the department to current technology. Industry best practice calls for replacing portables every 5 to 10 years. Of the 30 front line radios that need to be replaced, 26 of them are 12 years or older. In FY19, the Chief adjusted radio accountability by assigning a portable radio to every person as part of their Personal Protective Equipment (PPE). The intent is to have better accountability and adding Bluetooth technology so that the firefighter's personal SCBA mask can directly communicate with the portable allowing for clearer fire ground communications. Now that technology is capable of this integration this advancement will enhance firefighter safety.

Funds are also requested to purchase replacement batteries, additional collar microphones, and configuration equipment.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Will reduce future costs by adding a layer of accountability that will control loss and damage.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	25750	26250	12500	12500	12500	\$89,500
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$25,750	\$26,250	\$12,500	\$12,500	\$12,500	\$89,500

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$62,500
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-08
3.	Project Title	Shift Command Vehicle	6.	FY21 Priority 8 out of 12 requests	

7. Capital Request Description and Justification

Funds will be requested for the regular replacement of the Shift Commanders Vehicle. This vehicle is a full size SUV that is used by the on-duty Captain for emergency response, inspections and all other daily duties. It is also used as a mobile command post and to transport manpower to incidents scenes. A large amount of equipment for emergency response and incident command is carried in the vehicle. This vehicle is normally cycled out after 5 years of use. The current vehicle is a 2016 model year placed in service in 2015. The funds requested include warning lights, radio transfers and other required equipment.

An increase in emergency responses and inspections are creating additional wear and tear on vehicles. The 4-wheel drive capabilities of the vehicle are necessary for responses to construction sites, limited access areas, and during inclement weather.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget
Will reduce future costs.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles	62500					\$62,500
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$62,500	\$0	\$0	\$0	\$0	\$62,500

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$382,500
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-09
3. Project Title	Replace Ambulance 3	6. FY21 Priority #	9 out of 12 requests

7. Capital Request Description and Justification

Funding for the regularly scheduled replacement of the front line ambulance. The current front line ambulance will have reached its five year mark, and will be moved back to secondary status. The ambulance in the second position will move to the third and the third position will have reached the 12 year service life and will be decommissioned.

Newly enacted safety regulations will require the installation of a patient load-assist device and powered stretcher in this ambulance. This device is designed to ensure patient safety during lifting and in the event the ambulance is involved in a crash. In addition, the device will significantly reduce the incidence of back injuries from lifting patients in and out of the ambulance.

Ambulance Replacement Schedule

Position/Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
1st	A1	A2	A2	A2	A2	A3	A3	A3	A3	A1
2nd	A3	A1	A1	A1	A1	A2	A2	A2	A2	A3
3rd	A2	A3	A3	A3	A3	A1	A1	A1	A1	A2

**All ambulances will rotate through 3 positions prior to being replaced - 12 yr cycle

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Ambulance Account

9. Impact on Annual Operating Budget

Reduces maintenance costs and down time

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles			382,500			\$382,500
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$382,500	\$0	\$0	\$382,500

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$1,400,000 (Estimated)
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-10
3. Project Title	Ladder Truck	6. FY21 Priority #	10 out of 12

7. Capital Request Description and Justification

Ladder 1 is a front-line piece of fire apparatus placed in service in 2004 and will reach the end of its service life in 2023. With an increase in call volume, Ladder 1 is receiving more wear and tear. NFPA 1901, Standard for Automotive Fire Apparatus recommends the retirement of apparatus that is greater than 15 years old. NFPA 1911, Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles, recommends that vehicles that must remain in service beyond 15 years undergo extensive upgrades to comply with the latest safety standards.

The replacement of Ladder 1 ensures that a 100' aerial ladder will be in service for the safety of the community.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

**9. Impact on Annual Operating Budget
Reduction in costly repairs.**

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles				1,400,000		\$1,400,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$1,400,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$35,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-11
3.	Project Title	Replacement of Fire Alarm Vehicle	6.	FY21 Priority 11 out of 12 requests	

7. Capital Request Description and Justification

Funds will be requested for the replacement of the vehicle assigned to the Fire Alarm Division. This vehicle is a 2000 Chevy 2500 with a service truck body and insulated boom. The truck is used in the installation and maintenance of our hard-wired Gamewell system that monitors fire alarms systems for business, Town owned buildings, Places of Worship, and other structures as required by the Massachusetts Fire Code. The vehicle was purchased used in 2014 and is in need of a major overhaul which will include a new transmission.

The FD is requesting the funds for FY22 due to the fact that the Chief is working on a proposal to phase out all hard-wired systems and convert existing boxes to radio controlled units. This will require a commitment from the Select Board to authorize a Town ordinance. The vehicle will need to be replaced if we cannot secure the ordinance.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget
Will reduce future costs.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles		35000				\$35,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$35,000	\$0	\$0	\$0	\$35,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$52,500
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-12
3.	Project Title	Fire Prevention Vehicle	6.	FY21 Priority 12 out of 12 requests	

7. Capital Request Description and Justification

Funds will be requested for the replacement of the vehicle assigned to the Captain of Fire Prevention. This vehicle is a full size SUV that is used as part of that positions daily administrative duties and also for emergency response. This vehicle is assigned to the individual as a take home resource and is used to respond back to the community during the employees off time for large scale incident where there is a need or request for an incident safety officer. The current vehicle is a 2012 model year Ford Explorer which was placed into service in 2011. The funds requested include warning lights, radio transfers and other required equipment.

An increase in emergency responses and inspections are creating additional wear and tear on vehicles. The 4-wheel drive capabilities of the vehicle are necessary for responses to construction sites, limited access areas, and during inclement weather.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget
Will reduce future costs.

10. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles					\$52,500	\$52,500
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$52,500	\$52,500

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Information Technology	4.	Project Cost	\$237,500
2.	Prepared By	Donna McClellan	5.	Project Reference No.	IT-1
3.	Project Title	Fund Account Software Replacement	6.	FY21 Priority # 1 out of 3 Requests	

7. Capital Request Description and Justification

A request was made for FY 20 to provide funding for a replacement to the town's fund accounting software. The request was partially funded in FY 20 and we are now requesting the remainder of that funding so that the project can proceed. The following is background:

The Town of Westwood has several critical pieces of software and services that provide a backbone to the smooth operation of the town. One of these applications is our fund accounting program provided by Softright which includes modules for Accounting, Collections, Utility Billing, Treasury Management, and Fixed Assets. This software is used wide by all departments including all municipal and school departments. Softright was purchased by Accela in 2015, and has continued to provide maintenance on the product, but eliminated any enhancement upgrades. There are limitations to the Softright product that were promised in future upgrades, but have not materialized. One of these limitations for example, is the inability to upload or link documents. We now feel that it is necessary to migrate to a platform that is using the latest technology, will continue to keep pace with technology, and provide enhancements to improve functionality on a regular schedule. Additionally Massachusetts has some very unique accounting requirements which limits the field of eligible Fund Accounting services. The following is an estimated cost based on a quote received for budgeting purposes only:

Product Description	One Time Implementation	Data Conversion	Annual Fee
Financial	\$80,000	\$21,000	\$125,000
Revenue	\$50,000	\$29,000	\$35,000
Utility Billing	\$15,000	\$12,000	\$5,000
Productivity(forms, Procurement, etc	\$27,000	\$0	\$35,000
Other Services including 3 rd party hardware, software, services	\$42,000		
Total Costs	\$214,000	\$61,000	\$200,000

The total costs are estimated to be $\$214,000 + \$61,000 + \$200,000 = \$475,000$

Half of the estimated total costs to support this project, \$237,500, was provided in FY 20 Capital funding. We are now asking for the remaining \$237,500 in FY 21.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

There will be an increase of ~\$200,000 in the operating budget. There will be a decrease to ~\$160,000 once the maintenance fee for Softright is eliminated. However it is expected that we will keep Softright maintenance for at least the first year of the new software operation.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
						\$0
						\$0
						\$0
						\$0
	275000					\$275,000
Totals	\$275,000	\$0	\$0	\$0	\$0	\$275,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Information Technology	4.	Project Cost	\$75000
2.	Prepared By	Donna McClellan	5.	Project Reference No.	IT-2
3.	Project Title	End User Technology	6.	FY21 Priority # 2 out of 2 Requests	

7. Capital Request Description and Justification

This is a recurring capital request which includes the replacement of existing computer equipment, the purchase of new equipment, and the introduction of new technological resources for end users. The IT department currently supports over 300 users with over 220 computers, 26 servers (18 in a virtualized environment) and over 100 networked and local printers. The following is a justification for the request including descriptions of new and/or upgrades to technology:

- The IT Department replaces approximately 25% of the computer inventory each year. We will target the 50 oldest and most vulnerable hardware devices for replacement. We have found this replacement schedule to be appropriate so that the equipment is replaced before a failure occurs. The cost for these replacements are estimated to be \$45,000.
- We anticipate the need for 10 new computers each year not including the inventory replacement identified in the item above. This has been an increase experienced in the last 10 years. The cost for each new computer including hardware and software purchases and additional maintenance agreements is \$1,500. Therefore a total of \$15,000 is required for this purchase.
- The advances in software and hardware functionality and the increased use of technology have created a continuous need for improved hardware and software. This increased need as well as equipment failures require the unscheduled replacement of hardware. We anticipate that \$15,000 is required for unknown technology enhancements.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
						\$0
						\$0
						\$0
						\$0
	75000	75000	75000	75000	75000	\$375,000
Totals	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY _____

Library

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
1	Self-Check Circulation Terminals Bibliotheca 500	\$28,000					\$28,000
2	Patron - End User Technology	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	\$70,000
	TOTALS	\$38,000	\$15,000	\$15,000	\$15,000	\$15,000	\$98,000

* For the five-year budget and program period only. Does not include interest cost unless indicated.

** Please only use one line item for recurring projects

Prepared by : _____
 Patricia Malone Perry, Library Director
 Name

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$28,000
2.	Prepared By	Tricia Perry	5.	Project Reference No.	1
3.	Project Title	Self-Check Circulation Terminals – Bibliotheca 500	6.	FY21 Priority # 1 out of 2 Requests	

7. Capital Request Description and Justification

Several years ago, the Westwood Public Library made a significant modification to the way in which circulation of items was done, and implemented RFID (Radio Frequency Identification) technology as a way to increase staff productivity and provide better service to users. RFID tags are now used on the majority of library materials in both the Main Library and in the branch as well.

In September 2019, the library also invested in self-check kiosks which allows patrons to the option for self-check out using RFID technology, and the kiosks also provides options for titles or authors based on the materials that are checked out at the self-check kiosks. This ease of use and individualized readers' advisory tool has been well received by all library users. In 2021, we are seeking funding to add two additional self-check kiosks.

One of the kiosks would be equipped with a credit card payment option for lost materials and fines. Both would include the readers' advisory personalization that suggests reading options that correlate with the specific items checked out by an individual user.

The cost for these two units is estimated to be \$28,000.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

None

**9. Impact on Annual Operating Budget
Service/Support/Maintenance**

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Li10,000brary	4.	Project Cost	10,000
2.	Prepared By	Tricia Perry, Director	5.	Project Reference No.	2
3.	Project Title	Patron-End User Technology	6.	FY21 Priority # 2 out of 2 Requests	

7. Capital Request Description and Justification

For FY21, the Library hopes to replace and upgrade three network printers (accessed via the public pcs) and complete the upgrade for remaining public and staff pcs. For the past several years we have been working on a rolling upgrade to keep staff and patron end user equipment updated sequentially. These efforts will continue as technology improvements and enhancements are driven by patron use.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)none

9. Impact on Annual Operating Budget none

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Police	4.	Project Cost	190,000
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	Police-1
3.	Project Title	Police Vehicles	6.	FY21 Priority #	1 out of 3 Requests

7. Capital Request Description and Justification

Police vehicles are necessary for the operation of the department. The Police Department implemented a rotational police cruiser replacement program many years ago as a safety and cost saving measure. The 24 hours a day, 7 days a week, 365 days a year operation of the police cruisers under emergency and rapid response situations affect their useable life cycle in comparison to typical vehicles. This program has reduced maintenance costs and enhanced safety by operating safer vehicles.

Police rated vehicles represent a specialty market that escalates in cost (especially in model change years) at a higher rate than the consumer market where there is more competition to keep costs lower. Hybrid vehicles are purchased whenever feasible, however their upfront cost is higher than only gas-powered vehicles, but fuel economy and environmental benefits offset this cost. Three to four vehicles per year are scheduled for rotation depending on availability staggering between marked and unmarked vehicles.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

There are no governmental funding sources for police vehicles. Vehicles are traded or sold to other government agencies to partially offset cost.

9. Impact on Annual Operating Budget

Recurring saving to operating budget as typical uniform line item cannot and was not designed to address such needs. Reduced fuel and maintenance costs.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Police Vehicles	190000	196000	205000	210000	216000	\$1,017,000
						\$0
						\$0
						\$0
						\$0
Totals	\$190,000	\$196,000	\$205,000	\$210,000	\$216,000	\$1,017,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Police	4.	Project Cost	\$32,500
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	Police 2
3.	Project Title	Police Equipment	6.	FY21 Priority # 2 out of 3 Requests	

7. Capital Request Description and Justification

The Police Department has a contractual obligation to provide bulletproof vests and certain equipment to officers. Every officer is required by policy to wear a bulletproof vest and have certain equipment. According to the governing body on ballistic protective wear (National Institute of Justice/Dept of Justice) bulletproof vests are certified only for 5 years. Many years ago, a one-time state and federal matching grant provided for the purchase of multiple vests. Such funding is no longer available, so the Police Department is implementing a rotational replacement plan (like police cruisers). Additionally, certain required equipment is also only certified for 5 years. Funding is required to continue said necessary rotational replacement.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Federal Bulletproof Vest Program provides for varying partial reimbursement (no more than 50% of the amount expended) available for use in the subsequent fiscal year. Other equipment is not subject to any state and/or federal reimbursement.

9. Impact on Annual Operating Budget

Recurring savings to operating budget as typical uniform line item cannot and was not designed to address such needs.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Police Equipment	32500	33500	34500	35500	37000	\$173,000
						\$0
						\$0
						\$0
						\$0
Totals	\$32,500	\$33,500	\$34,500	\$35,500	\$37,000	\$173,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Police	4.	Project Cost	\$75,000
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	Police 3
3.	Project Title	Police, Fire & EMS Radio Equipment Infrastructure	6.	FY21 Priority # 3 out of 3 Requests	

7. Capital Request Description and Justification

The radio infrastructure utilized equally by police, fire and EMS has surpassed end of useable life. The main components of the system are no longer produced and parts for repair are available only through what dealers have stockpiled, which diminishes daily. In addition, the radio system, designed some 50+ years ago was designed when the town population and service demands did not include University Avenue and some fringe areas. There is limited to no radio coverage in some of these areas and they cannot be included within the current design. This causes a dangerous situation for public safety responders who cannot communicate via radio when responding to what is now the busiest areas of town.

One component of the radio system was enhanced with microwave technology in the University Avenue area. This helped, however radio system infrastructure is only as strong as its weakest link, and 2/3 of our link is antiquated. With the majority of police and fire operations taking place in the University Avenue and Islington section of town, it is mission critical to replace the end of life infrastructure and accompanying radio equipment (portable radios, etc.).

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

There are no government/grant funding sources for all of these items, although information has been furnished to our Economic and Community Development team to attempt to negotiate for maintenance offset funds for future development.

9. Impact on Annual Operating Budget

The cost of the anticipated project could not be funded through operational budgets. The necessary infrastructure improvements require a one-time initial investment, but that could be phased over a few year period. It would be preferable to implement the improvement all at once, but given the cost, equipment purchases could be made over a period of years and then connected once all the needed infrastructure pieces had been purchased. The benefit to this approach is spreading the cost over a period of a few years. The downside to this approach is that the dangerous condition will continue to exist until the entire system can be connected and implemented.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Police, fire & EMS Radio Infrastruc	75000	75000	75000	75000	75000	\$375,000
						\$0
						\$0
						\$0
						\$0
Totals	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Department of Public Works-Facilities

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year				Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	
21-FAC-01	Facilities Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
21-FAC-02	Energy Efficiency	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
21-FAC-03	CSMOB painting and flooring	\$40,000				\$40,000
21-FAC-04	Wentworth Hall FF&E	\$170,000				\$170,000
21-FAC-05	Building security	\$75,000				\$75,000
21-FAC-06	DPW facility	\$18,000,000				\$18,000,000
21-FAC-08	Town Hall renovation	\$300,000				\$300,000
22-FAC-03	CSMOB mechanical		\$45,000			\$45,000
22-FAC-04	Cemetery garage		\$35,000			\$35,000
22-FAC-05	COA kitchen		\$75,000			\$75,000
23-FAC-03	DPW garages			\$50,000		\$50,000
23-FAC-04	Municipal parking lots			\$30,000	\$30,000	\$60,000
23-FAC-05	COA doors			\$30,000		\$30,000
24-FAC-03	Library painting				\$75,000	\$75,000
25-FAC-04	CSMOB renovation				\$250,000	\$250,000
	TOTALS	\$18,735,000	\$305,000	\$260,000	\$430,000	\$19,955,000

* For the five-year budget and program period only. Does not include interest cost unless indicated.

** Please use only one line item for recurring projects

Prepared by : James McCarthy
Name

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$100,000 Annually
2.	Prepared By	James McCarthy	5.	Project Reference No.	21-FAC-01
3.	Project Title	Facilities Maintenance	6.	FY21 Priority # 1 out of 8 Requests	

7. Capital Request Description and Justification

The Facilities Maintenance division needs to have a separate funding source to allow flexibility in order to address facility issues throughout the year. This annual \$100,000 allotment would allow for this and would provide the department with adequate funding for the necessary repairs.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital

9. Impact on Annual Operating Budget
Allow for the continued maintenance of the towns municipal infrastructure.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Facilities maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$50,000 Annually
2.	Prepared By	James McCarthy	5.	Project Reference No.	21-FAC-02
3.	Project Title	Energy Efficiency	6.	FY21 Priority #	2 out of 8 Requests

7. Capital Request Description and Justification

The town of Westwood owns and operates town buildings. The Department of Public Works Facilities Department is evaluating options to make the town's facilities more energy efficient. There are many technologies available that will save long-term energy cost. The Public Works is requesting \$50,000 annually for the implementation of projects and practices.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Grants and incentives

9. Impact on Annual Operating Budget
Reduction in energy cost

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Facilities maintenance energy	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$40,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	21-FAC-03
3.	Project Title	Carby St painting and flooring	6.	FY21 Priority # 3 out of 8 Requests	

7. Capital Request Description and Justification

The Carby St Municipal Office Building was constructed in 2004. The flooring has exceeded its 15 year useful service life with visible age related issues. Interior painted surfaces have also exceeded the 15 year life expectancy.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Capital funding

9. Impact on Annual Operating Budget

Continue to maintain and improve the town's municipal infrastructure.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
CSMOB flooring and painting	\$40,000					\$40,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$150,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	21-FAC-04
3.	Project Title	Wentworth Hall FF&E	6.	FY21 Priority # 4 out of 8 Requests	

7. Capital Request Description and Justification

This \$150,000 request will provide funding to fit out the Youth and Family services office space, Library and multipurpose space.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Wentworth Hall FF&E	\$150,000					\$150,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	21-FAC-05
3.	Project Title	Building security	6.	FY21 Priority # 5 out of 8 Requests	

7. Capital Request Description and Justification

The current building access system on many of the town's buildings is over 15 years old. The Facilities department is requesting funding to begin integrating existing town buildings with the system installed at the new police and fire station.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget
Improved building security

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building security	\$75,000					\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$18,000,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	21-FAC-06
3.	Project Title	DPW/Sewer Facility	6.	FY21 Priority #	6 out of 8 Requests

7. Capital Request Description and Justification

Public works department staff currently works in buildings constructed in 1950-1970. The mechanics garage was built for a fleet half the size both in number of equipment and size. The current buildings are not capable of storing the equipment necessary to maintain the town's roads, fields and facilities; including 10 sewer pump stations.

The sewer division of the Public Works is in need of office space for their critical SCADA operations system and operators, as well as garage space.

The project request of \$18,000,000 would allow for construction of a new DPW facility.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Possible cost sharing between DPW and sewer

9. Impact on Annual Operating Budget

Reduction in vehicle repairs, increase in residual value. Energy efficient savings along with staff efficiency savings.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
DPW facility	\$18,000,000					\$18,000,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

Fiscal Years 2021 - 2025
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$300,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	21-FAC-08
3.	Project Title	Town Hall improvements	6.	FY21 Priority #	8 out of 8 Requests

7. Capital Request Description and Justification

The Facilities department completed a capital needs assessment of the town hall. We are requesting \$300,000 to begin making the needed improvements.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget

Is this an annual, recurring expense?
If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Town hall improvements	\$300,000					\$300,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

**Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$45,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-03
3.	Project Title	CSMOB mechanical	6.	FY21 Priority # 3 out of 5 Requests	

7. Capital Request Description and Justification

The Carby Street Municipal Office Building was constructed in 2004. There are several mechanical components that are past there 15 year expected service life. This \$45,000 allotment would allow for these components to be replaced.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget
Reduced energy cost.

Is this an annual, recurring expense?
If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
CSMOB mechanical		\$45,000				\$45,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

Fiscal Years 2021 - 2025
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$35,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-04
3.	Project Title	Cemetery garage	6.	FY21 Priority #	4 out of 5 Requests

7. Capital Request Description and Justification

The cemetery garage was constructed in 2009 and is in need of exterior work including replacement of rotten wood and painting. This work is needed in order to prevent any further deterioration of the building.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget
Continue to maintain and improve the town's municipal infrastructure.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

10. Capital Cost Summary
(For this project only)

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Cemetery garage		\$35,000				\$35,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

**Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-05
3.	Project Title	Senior center kitchen	6.	FY21 Priority # 5 out of 6 Requests	

7. Capital Request Description and Justification

The Westwood senior center was constructed in 1998. The kitchen is used on a daily basis, the cabinetry and appliances are in need of replacement.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Capital funding

9. Impact on Annual Operating Budget

Continue to maintain and improve the towns municipal assets.

Is this an annual, recurring expense?
If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Senior center kitchen		\$75,000				\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

**Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$50,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-03
3.	Project Title	DPW garages	6.	FY21 Priority # 3 out of 5 Requests	

7. Capital Request Description and Justification

The DPW garages are over 50 years old. There are several components that have far exceeded their life expectancy and are long overdue for replacement.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget
Continue to maintain and improve the town's municipal assets.

Is this an annual, recurring expense?
If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
DPW garages			\$50,000			\$50,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

**Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$30,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-04
3.	Project Title	Municipal parking lots	6.	FY21 Priority # 4 out of 5 Requests	

7. Capital Request Description and Justification

In order to extend the life of the pavement in the municipal parking lots maintenance is required. Sealcoating of the parking lots will extend the life expectancy of the paved surfaces. This request of \$30,000 every other year will allow the facilities department to maintain the municipal parking lots.

**8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding**

**9. Impact on Annual Operating Budget
Continue to maintain and improve the town's municipal assets.**

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Municipal parking lots			\$30,000		\$30,000	\$60,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

**Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$30,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-05
3.	Project Title	COA doors	6.	FY21 Priority # 5 out of 5 Requests	

7. Capital Request Description and Justification

The main entrance doors at the senior center are over 20 years old and have far exceeded their life expectancy and need to be replaced.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget
Continue to maintain and improve the town's municipal assets.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

								\$0
								\$0
								\$0
								\$0
								\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Town of Westwood

**Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	24-FAC-03
3.	Project Title	Library painting	6.	FY21 Priority #	3 out of 3 Requests

7. Capital Request Description and Justification

The main library was constructed in 2013. The interior walls will have reached their expected useful service lives and need to be repainted. There are also wood areas on the exterior of the building that are in need of painting. This \$75,000 allotment will allow for the needed painting.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital funding

9. Impact on Annual Operating Budget
Continue to maintain and improve the town's municipal assets.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Library painting				\$75,000		\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

Fiscal Years 2021 - 2025
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$250,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	25-FAC-04
3.	Project Title	CSMOB office renovation	6.	FY21 Priority #	4 out of 4 Requests

7. Capital Request Description and Justification

The Carby Street Municipal Office Building was constructed in 2004. Since that time the way that departments operate has changed. This \$250,000 request would provide funding to allow for the reconfiguration of interior office space within the building.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Capital funding

9. Impact on Annual Operating Budget
Increased office space.

Is this an annual, recurring expense?
If so, complete the annual amount for each year here, no need for subsequent request sheets.

10. Capital Cost Summary
(For this project only)

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
CSMOB renovation					\$250,000	\$250,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	WHA/WAHA	4.	Project Cost - \$150,000	
2.	Prepared By	Jane O'Donnell	5.	Project Reference No. WAHA-3 1007H	
3.	Project Title	WAHA Property Renovations	6.	FY21 Priority # 1 out of 1 Requests	

7. Capital Request Description and Justification

For FY21, WHA is requesting \$150,000 to renovate and landscape the property at 1007 High Street. Estimates have come in at \$40,000 for the exterior work that is needed to be completed and around \$100,000 for interior work needed at this duplex owned by the WAHA. The combined boards would like to embark on this opportunity to complete this much needed work to this property as a part of the long term plan to renovate all WAHA properties, which includes 4 two-family homes and 3 single family properties in their current inventory. WHA/WAHA is hoping to honor the memory of Jill Onderdonk, the long-time Chair of WHA/WAHA as part of this 1007 High renovation project. The hope is to call this property "Jill's House."

For FY22-FY25, WHA/WAHA is requesting \$100,000 per year to continue the work of renovating each property owned by WAHA.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

We will also continue to use MASS SAVE and apply for grants whenever possible.

9. Impact on Annual Operating Budget

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
WAHA Renovations	150000	100000	100000	100000	100000	\$550,000
						\$0
						\$0
						\$0
						\$0
Totals	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$550,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$725,000
2.	Prepared By	Nicole Banks	5.	Project Reference No.	REC 3
3.	Project Title	Thurston Middle School Field Lighting	6.	FY21 Priority # 5 out of 5 Requests	

7. Capital Request Description and Justification

This project proposes installation of light towers at the Thurston Middle School fields. The Town of Westwood utilizes school fields as our primary recreation sport venues for youth sports. Sport participation is heavily concentrated in the fall and spring season and takes place after school. As youth sports utilize the school athletic fields, the fields are not released until after school sports teams have finished their practices/games. The availability is usually just before dusk. The school athletic department would like to schedule more home games and practices without reducing field availability for youth sport groups who need space after school but before dusk.

The design study and cost estimate is currently being performed by Environmental Partners. At least one light pole will need to be placed within the wetlands surrounding the field. We will be attending the next Conservation Committee meeting on October 23 2019 to present the preliminary plans and to identify steps necessary to mitigate environmental concerns. We are expecting the study to be completed in November 2019.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town appropriation

9. Impact on Annual Operating Budget

No Impact

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
	725000					\$725,000
						\$0
						\$0
						\$0
						\$0
Totals	\$725,000	\$0	\$0	\$0	\$0	\$725,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$250,000
2.	Prepared By	Nicole Banks	5.	Project Reference No.	REC 2
3.	Project Title	Sheehan Tennis Court Repurposing to Pickleball	6.	FY21 Priority # 4 out of 5 Requests	

7. Capital Request Description and Justification

The Tennis Courts located next to the Sheehan school are beyond the point of refurbishment and repair. This site was identified by the town as being high priority in identifying and implementing a new recreation project.

The Recreation Department hosted several meetings to discuss tennis court projects and options for repurposing Sheehan tennis courts. As the town currently meets the level of tennis courts recommended for the community population, the project was proposed as a repurposing of this space. Given the trends in population aging, coupled with the popularity and growth of pickleball, the proposed project will consist of 4 to 6 pickleball courts on a single post-tensioned concrete slab. Perimeter fencing will be replaced.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town appropriation

9. Impact on Annual Operating Budget

No Impact

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
	250000					\$250,000
						\$0
						\$0
						\$0
						\$0
Totals	\$250,000	\$0	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$725,000
2.	Prepared By	Nicole Banks	5.	Project Reference No.	REC 3
3.	Project Title	Thurston Middle School Field Lighting	6.	FY21 Priority # 5 out of 5 Requests	

7. Capital Request Description and Justification

This project proposes installation of light towers at the Thurston Middle School fields. The Town of Westwood utilizes school fields as our primary recreation sport venues for youth sports. Sport participation is heavily concentrated in the fall and spring season and takes place after school. As youth sports utilize the school athletic fields, the fields are not released until after school sports teams have finished their practices/games. The availability is usually just before dusk. The school athletic department would like to schedule more home games and practices without reducing field availability for youth sport groups who need space after school but before dusk.

The design study and cost estimate is currently being performed by Environmental Partners. At least one light pole will need to be placed within the wetlands surrounding the field. We will be attending the next Conservation Committee meeting on October 23 2019 to present the preliminary plans and to identify steps necessary to mitigate environmental concerns. We are expecting the study to be completed in November 2019.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town appropriation

9. Impact on Annual Operating Budget

No Impact

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
	725000					\$725,000
						\$0
						\$0
						\$0
						\$0
Totals	\$725,000	\$0	\$0	\$0	\$0	\$725,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$3,100,000
2.	Prepared By	Nicole Banks/Rich Adams	5.	Project Reference No.	REC 4
3.	Project Title	Community/ Recreation Center	6.	FY22 Priority # 2 out of 2 Requests FY23 Priority # 1 out of 1 Requests	

7. Capital Request Description and Justification

The Recreation Department does not have any space of its own to program for community recreation, cultural, and similar programs. The Town and the Recreation Department have an extraordinarily good relationship with the School Department, and the School Department is very gracious in allowing use of many of its facilities, however school functions take priority. There are many times, however, when the School facilities are not available to the Recreation Department, and therefore programs are not able to be offered.

A Community/Recreation Center consisting of Recreation offices, a regulation size gymnasium, kitchen, and multipurpose classroom facilities would address these needs, and would allow the Recreation Department to offer a fuller menu of recreation, cultural and adult education activities.

There may be a number of options for addressing these needs including:

- Adding space adjacent to the Westwood Pool, so that all recreation activities and administrative functions can be together in a single location;
- Adding space to the Senior Center in order for there to be a sharing of facilities by residents of all ages, and making the best use of administrative staff and expenses across Department lines.
- Building a stand-alone facility on property adjacent to High School or other location.

Repurposing a current facility in Town.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town Appropriation; Municipal debt. (Cost is an estimate and is high variable, dependent on solution chosen.)

9. Impact on Annual Operating Budget

Increase for operating cost of the center – with potential offsets from increased program revenues and facilities rentals

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
		100000	3000000			\$3,100,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$100,000	\$3,000,000	\$0	\$0	\$3,100,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$200,000
2.	Prepared By	Susan M. Perry	5.	Project Reference No.	AQUA 1
3.	Project Title	Pool Deck Surfacing Replacement	6.	FY21 Priority # 2 out of 5 Requests	

7. Capital Request Description and Justification

The Westwood pool deck was installed prior to its opening in 1972. The deck is tile. Over the course of 47 years the tile has lifted from the subflooring which is concrete. More specifically the thinset, the adhesive used to attach tile to concrete, has failed and numerous areas on the deck have lifted, cracked. Most recently, a large area (roughly 112 square feet) of deck lifted, buckled, and cracked. This resulted in an emergency closing, an unexpected expenditure, and program cancelations. Upon close inspection (primarily a tap test) the tile deck is failing in many areas, but has not yet lifted. The entire deck needs to be replaced. The lifting and cracking of the tile is a result of the following: the failed thinset, the temperature variations, the moisture, and the lack of expansion seams. This deterioration will continue.

The recommendation for the refurbishment of the deck is a tile replacement. Other decking materials are available; stamped concrete, and epoxy finish; but are inferior when considering maintenance upkeep, longevity, health and safety. As a matter of health and safety; (435.13) public health law/permitting criteria require the pool walkways and decks to: be slip resistant, non-abrasive, and free of tripping hazards; have ¼ inch per foot toward adequate drains or point at which the water will have a free and unobstructed flow away from the pool to approved points of disposal. Additionally the deck is to be substantially impervious, easily cleaned so as not to create a public health hazard. Tile meets these requirements and provides for the longest life.

In summary, the Westwood pool deck is failing. The recommendation is to replace the pool deck tile. Replacement of the tile is inevitable whether it is spontaneously patched over time, or it is a scheduled replacement plan. Patching is unpredictable, unattractive and causes unforeseen shutdowns, and program cancelations. A planned replacement is the most prudent plan of action. The scheduling of this project is best placed when the pool will be shut down for Pool Drainage and Refurbishment to minimize overall down time, FY2021.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town appropriation

9. Impact on Annual Operating Budget

No Impact

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
	200,000					\$200,000
						\$0
						\$0
						\$0
						\$0
Totals	\$200,000	\$0	\$0	\$0	\$0	\$200,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Recreation - Aquatics	4.	Project Cost	\$75,000
2.	Prepared By	Susan M. Perry	5.	Project Reference No.	AQUA 2
3.	Project Title	Pool Drainage and Refurbishment	6.	FY21 Priority # 3 out of 5 Requests	

7. Capital Request Description and Justification

The Westwood Swimming Pool was filled with 160,000 gallons of water in the fall of 2006. History has shown that the annual drainage and refilling of the pool, which occurred in Westwood back in the 70's, 80's and even 90's is unnecessary and significantly costly. That being said, there will come, in time, a need to drain the Westwood Pool to perform repairs, maintenance, and inspection. Examples of such are: Repair - washed out grout; Maintenance - acid wash of tile; Inspection - drain covers (required by Virginia Graeme Baker Act)

When the Westwood Pool is emptied, there is a cost associated to refill, and also a cost associated to neutralize and dispose of the existing water. The current cost, September, 2019, to refill the Westwood Pool with trucked-in swimming pool water (Dalton) is \$465 for 9,000 gallons, or a total of \$8,370. Additionally, when the pool is emptied, preventative maintenance, as specified by the manufacturer of the equipment will occur: Sand filters – rake and replace; Laterals – inspect and replace, as needed; Balance tank float valve – replace; Priority valve – replace; Main pumps and motor – inspect and repair/replace, as needed. The recommended time for the previously stated maintenance is every 10 years.

In summary, at such time, when it becomes necessary to empty the pool, the items listed above will be refurbished. The Westwood Pool has been up and running for 15 years. It is in my opinion that the pool is in good standing and the above referenced work, ideally, will be performed in FY2021, the 15 year mark. Unforeseen issues may accelerate this schedule.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town appropriation

9. Impact on Annual Operating Budget

No impact

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
	75,000					\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$75,000	\$0	\$0	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Recreation - Aquatics	4.	Project Cost	\$75,000
2.	Prepared By	Susan M. Perry	5.	Project Reference No.	AQUA 3
3.	Project Title	Acoustic Panels for Pool Area	6.	FY22 Priority # 1 out of 2 Requests	

7. Capital Request Description and Justification

Upon completion of the pool renovation in November, 2006, the dropped ceiling had been removed and the roof deck and steel beams were exposed to accommodate the new ventilation system. As a result, the pool and the four cinder block walls create a drum-like affect. Hard surfaces give no place for sound waves to dissipate. The acoustics are very poor in the pool area. Beyond three feet, most vocal communication is unintelligible and most staff relies upon lip reading or hand signals. When teaching or coaching voice strain is quite common. In an emergency, voice communication is lost due to the addition of the alarm. This may result in slower patron response and hinder communication between rescuers. Upon review of other local pools, some type of acoustical equipment: baffles, clouds, banners, panels, are in place. The acoustical equipment reduces the reverberation of sounds, thus providing a more tolerable and safe environment.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town appropriation and Recreation Revolving

9. Impact on Annual Operating Budget

No impact

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
		75,000				\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$75,000	\$0	\$0	\$0	\$75,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY _____

Town Administrator _____

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year				Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	
122-0121	Renovation of Town Hall	\$150,000		\$10,500,000		\$10,650,000
TOTALS		\$150,000	\$0	\$10,500,000	\$0	\$10,650,000

* For the five-year budget and program period only. Does not include interest cost unless indicated.

Prepared by : Michael Jaillet
Name

**Town of Westwood
Fiscal Years 2021 – 2025
Capital Budget Request**

1. Department	Town Administrator	5. Project Cost	\$ 10,650,000
2. Prepared By	Michael Jaillet	6. Project Reference No.	
3. Date	9/21/2019	7. FY20 Priority #	1 out of 4 Requests
4. Project Title	Renovation of Town Hall		

8. Capital Request Description and Justification

The renovations of Town Hall were projected to be completed once the Municipal office building was constructed on Carby Street and the land use staff was moved from town hall. The purpose of the renovations were to use this opportunity to reconfigure the way services are provided, by relocating all the public service centers (Town Clerk, Collection, Assessing, Treasurer, and Purchasing) to the first floor and all of the support services to the second floor (administration) and basement (information systems). The additional floor space requirement is estimated to be about 5,000 square feet.

Given that the heating, electrical, handicapped access and air conditioning systems have not been addressed comprehensively in many years and fail periodically, the proposal is to use the renovation project as an opportunity to address these important issues. For instance, the chairlifts to provide handicapped access to the second floor and basement floors is inadequate in the central municipal building, so an elevator would need to be installed.

The capital projects submitted are for more critical improvements: handicap access – elevator (\$300,000), bathroom renovations (\$100,000) and renovation to the basement (\$125,000) taken separately. The better option is to initiate a total renovation study and plans encompassing all improvements, including these and an addition of office space, which could cost up to \$10,000,000 or more.

Town Hall landscaping improvements have been contemplated for a number of years. The projects have been put on hold until the road reconstruction project is completed, so the plan can be fit into the larger redesign of the town center. With the High Street reconstruction now complete, the intention is to proceed with a design, landscaping

9. Funding Source (i.e., grants, state programs, trade-in, etc.)

The town will continue to pursue state and federal historic restoration and/or handicap access grants to reimburse the town for any appropriation and/or consider a funding plan using the Community Preservation Act that would secure some addition state and municipal funds to apply toward some of the annual debt service payments.

10. Impact on Annual Operating Budget

The investment should reduce the annual appropriation required for the building. Improvements to the heating, electrical and air conditioning systems should increase their efficiency and reduce the annual expense of the buildings utilities.

**11. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design and Plans	150,000					\$100,000
Building and Improvements			9,000,000			\$9,000,000
Landscaping			100,000			\$100,000
Machinery and Equipment			800,000			\$800,000
Furniture and Fixtures			300,000			\$300,000
Infrastructure/Land			300,000			\$300,000
Totals	\$0	\$10,500,000	\$10,500,000	\$0	\$0	\$10,600,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Department of Public Works Infrastructure

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
21-DPW-01	Roadway/Sidewalk Construction	\$4,000,000					\$4,000,000
21-DPW-02	Turf Field Replacement	\$750,000					\$750,000
22-DPW-01	Roadway/Sidewalk Improvement		\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
22-DPW-02	Gay Street Sidewalk Construction		\$4,000,000				\$4,000,000
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
				\$0	\$0	\$0	\$0
	TOTALS	\$4,750,000	\$4,300,000	\$300,000	\$300,000	\$300,000	\$9,950,000

* For the five-year budget and program period only. Does not include interest cost unless indicated.

** Please only use one line item for recurring projects

Prepared by : Todd Korchin
Name

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$4,000,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-DPW-01
3.	Date	August 5, 2019	7.	FY21 Priority # 1 out of 2 Requests	
4.	Project Title	Roadway/Sidewalk Improvements	8.		

9. Capital Request Description and Justification

The Department of Public Works funds their paving projects through Chapter 90 allotments issued by the state annually. The Chapter 90 funding is not enough to fund any additional projects that should be addressed. The Town has put together a package consisting of sidewalk enhancements, crosswalk improvements, and pavement preservation techniques recommended by the pavement management program that have totaled \$4,000,000.00

The first component of the Road Bond consists of the paving of Route 109. The cost estimate for this project is \$1,100,000.00 with the limits of work extending from Nahatan Street to the Walpole Town line. The limits could be expanded upon if the bid pricing allows.

The second component of the bond would allow for crosswalks safety improvements throughout Town. There is a current study in draft format that has depicted a cost estimate of \$500,000.00 to address safety and ADA compliancy issue throughout many of our 202 crosswalk locations.

The third component of the bond addresses sidewalk and pavement preservation issues. This portion of the bond is estimated at \$1,500,000.00 and will address sidewalk improvements along High Rock, Hartford Street, and Pond Street, along with paving improvements after.

The fourth and final component of the bond encompasses pavement preservation techniques that will allow for the Public Works to utilize measures such as crack sealing, micro-surfacing, and several other cost effective measures to ensure the longevity of the existing asphalt. This portion of the bond is estimated at \$900,000.00.

The projects could be scheduled in conjunction with the Towns annual Chapter 90 program and would result in a vast improvement within the existing infrastructure.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Town Capital appropriation

11. Impact on Annual Operating Budget

Annual operating budget would remain constant and allow maintenance to be differed to other responsibilities.

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	4,000,000					\$4,000,000
Totals	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$750,000
2. Prepared By	Todd Korchin	6. Project Reference No.	21-DPW-02
3. Date	August 5, 2019	7. FY21 Priority # 2 out of 2 Requests	
4. Project Title	Turf Field - Replacement	8. Previously Requested? Yes X No If so, what year? 2017, 2018	

9. Capital Request Description and Justification

The synthetic practice field located at the Westwood High school is nearing the end of its life expectancy and should be replaced in 2020. The DPW estimates \$750,000 for the practice turf field replacement.

**10. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital improvement funding**

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	750,000					\$750,000
Totals	\$750,000	\$0		\$0	\$0	\$750,000

Fiscal Years 2021 - 2025
Capital Budget Request

1.	Department	Public Works	4.	Project Cost	\$300,000
2.	Prepared By	Todd Korchin	5.	Project Reference No.	22-DPW-01
3.	Project Title	Roadway/Sidewalk Improvement	6.	FY21 Priority # 1 out of 2 Requests	

7. Capital Request Description and Justification

The Department of Public Works funds their annual paving projects primarily through Chapter 90 appropriations from the State. The Town receives approximately \$540,000 each year and works to maintain the existing pavement index with that sum of money. Our most recent pavement management study showed a Town-wide rating of 86.5 (one of the best in the State).

In order to maintain our current index the Town would need a total of \$825,000 annually to put into preventative and proactive measures. This additional funding would also provide more flexibility with our planning and address several of our sidewalks that need repair and upgrades to meet ADA compliance.

The DPW estimates \$300,000 per year in funds for maintenance and repair of roadways and sidewalks throughout Town.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

Capital

9. Impact on Annual Operating Budget

Improving Roadway Infrastructure and allow for more cost effective preventative measures to be implemented.

Is this an annual, recurring expense?

If so, complete the annual amount for each year here, no need for subsequent request sheets.

**10. Capital Cost Summary
(For this project only)**

Project	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Roadway Improvement		\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$4,000,000
2. Prepared By	Todd Korchin	6. Project Reference No.	22-DPW-02
3. Date	August 5, 2019	7. FY22 Priority # 2 out of 2 Requests	
4. Project Title	Gay Street Sidewalk construction	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2017, 2018

9. Capital Request Description and Justification

This project will focus on the installation of a new sidewalk along Gay Street from Deerfield Avenue to Buckboard Lane and will provide 100% connectivity, via walking, for residents to access either route 109 or Washington Street using sidewalks as the primary means.

**10. Funding Source (i.e., grants, state programs, trade-in, etc.)
Capital Improvement funding**

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design/Permitting						\$0
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		4,000,000				\$4,000,000
Totals			\$0			\$2,500,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$50-85M
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-1
3.	Project Title	Elementary Building Project	6.	FY21 Priority # 1 out of 8 Requests	

7. Capital Request Description and Justification

Based on the age and condition of our buildings at the elementary level as laid out in the Westwood Public Schools Capital Needs Study Master Plan, the School Department will require capital funding to move forward with a construction project. There are several options that were put forth by our architects for consideration. These options were expected to cost from \$50M - \$85M at the time of study. The broad range is due to the fact that the School Building Committee is studying three different enrollment scenarios ranging from 315 students to 685 students. More information on the preferred project will be known in June 2020. The MSBA reimbursement rate is determined by design and construction factors. As we move through the process with the MSBA this estimated cost of construction will be updated.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

A possible source of funding is MSBA for a percentage of the approved project.

9. Impact on Annual Operating Budget

The three oldest buildings at the elementary level include the Hanlon, Sheehan and Deerfield. Currently there is significant work that needs to be completed at these buildings including but not limited to roofs, plumbing, and HVAC.

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project		\$50M - \$85M	0	0	0	\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$280-580K annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-2
3.	Project Title	Technology - Districtwide	6.	FY21 Priority #	2 out of 8 Requests

7. Capital Request Description and Justification

Capital funds for technology in the Westwood Public Schools are used to sustain our 1-1 Chromebook program, teacher devices, infrastructure improvements, and to fund other special projects.

We are fully 1-1 in grades 3 - 12. For the most part, our Chromebooks are on a 3.5-year refresh cycle. Teacher laptops are on a 5-year refresh cycle. In FY2021 we will need to refresh Chromebooks for four grades at a cost of \$240,000. In addition, in FY2021, all elementary teachers will be due for a laptop refresh at a cost of \$120,000. In FY2022, the middle school teachers will be due for a laptop refresh.

A significant update to our wired and wireless infrastructure occurs approximately once every 6 years. The last one, in FY2017, cost approximately \$550,000 and the town funded \$377,000 through an additional capital article. We anticipate an upgrade in FY2024 at a cost of about \$630,000. The schools propose to set aside \$100,000 in capital annually to defray a portion of this expense.

Finally, annual special projects account for approximately \$60,000 in yearly expenses. Examples of special projects include the upgrade of computers in the high school project lab or the installation of A/V equipment in our schools.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Our investment in technology, in combination with investment in online curriculum resources via the operating budget, reduces printing needs and allows for stronger instruction.

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project						\$0
Technology	\$520,000	\$360,000	\$280,000	\$580,000	\$280,000	\$2,020,000
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$520,000	\$360,000	\$280,000	\$580,000	\$280,000	\$2,020,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$400,000 annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-3
3.	Project Title	Roofing	6.	FY21 Priority # 3 out of 8 Requests	

7. Capital Request Description and Justification

Funds for roof repair and/or replacement are based on School Department's prioritizing of the results of annually updated roof condition assessment. At Sheehan 5 out of the 9 roofs need to be replaced, representing 18,000 sq ft., at a cost of \$360,000. Both roofs at the Hanlon need to be replaced at a cost of \$890,000 (2018 pricing). The average life expectancy for a roof is 20 years. Since there are approximately 400,000 square feet of roofing for all seven school buildings, at a replacement cost of \$20 per sq ft, we would need to fund \$400,000 per year to keep up with roof replacements. While there were no roof replacements done in FY2019, we are reserving funds and monitoring closely due to the age of the roofs at several of our buildings.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Failure to maintain roofs impacts monies available for annual maintenance. In addition, poorly maintained roofs waste energy. In the past year, roof leaks were addressed promptly to prevent interior structural damage, furniture loss, mold, and indoor air quality issues. However, even when repairs are executed promptly, there are ripple effects on operating funds set aside for building maintenance and cleaning.

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project						\$0
Technology						\$0
Roofing	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$100,000 annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-4
3.	Project Title	HVAC and Controls	6.	FY21 Priority #	4 out of 8 Requests

7. Capital Request Description and Justification

Funds for the School Department Capital Plan under the category of HVAC equipment upgrades and/or replacements and controls. The School Department was fortunate to have strong town support for the Middle School HVAC project in FY2020.

There are multiple projects that need to be completed throughout the elementary schools. The older buildings, Deerfield, Hanlon and the Sheehan need the most attention. Univents that need to be replaced and heating pipes that periodically leak and have to be replaced all impact the building environment. Experience with recent upgrades has shown that the cost of a single Univent replacement, impacting one classroom, is nearly \$10,000.

Equipment failures cause us to rely on emergency repairs from our maintenance budget which therefore negatively impacts ordinary maintenance and our preventative maintenance programs.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Annual maintenance costs rise significantly when trying to maintain the older equipment. Even with preventative maintenance, units fail and have to be replaced out of the maintenance budget which impacts the funding for preventative maintenance on other equipment.

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$350,000 annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-5
3.	Project Title	Repair and Maintenance	6.	FY21 Priority # 5 out of 8 Requests	

7. Capital Request Description and Justification

Interior and exterior painting and masonry, floor covering replacement, electrical and plumbing upgrades, door and hardware replacements, toilet partitions and fixture replacement, paving, minor building interior modifications, energy efficiency upgrades, windows, fencing, and security.

This line item allows the School Department to address problems that arise in the buildings and to ensure the safety of our students by addressing key maintenance and repair needs.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$325,000 annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-6
3.	Project Title	Furniture, Fixtures, and Equipment	6.	FY21 Priority # 6 out of 8 Requests	

7. Capital Request Description and Justification

Funds are required for the replacement of furnishings or for additional furnishings and equipment which result from enrollment changes by grade level, additional classroom set-ups, damage, or obsolescence. The value of these non-fixed assets is estimated at \$6.5 million. Given a twenty-year life cycle, this would require \$325,000 per year for replacement.

Should Westwood not begin the process of properly funding this item annually, extraordinary funding will be required to insure we have the FF&E to appropriately support the educational process.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
Vehicles						\$0
Copiers						\$0
Totals	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$130,000 over 5 years
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-7
3.	Project Title	Vehicles	6.	FY21 Priority #	7 out of 8 Requests

7. Capital Request Description and Justification

Custodial and maintenance vehicles are required to efficiently support staff in their efforts to maintain and prolong the useful life of our educational facilities. One of our maintenance vehicles is nearly 14 years old. This vehicle will need to be replaced within the next 5 years in addition to our pickup truck and plow.

The priority vehicles for replacement, based on current condition, are:

2006 Ford E350 van used by Maintenance

2009 Chevy Silverado truck used by Grounds for supplemental plowing and salting

In addition to these vehicles, there are four other vehicles or tractors in the Westwood Public Schools fleet that are currently over 7-10 years old. While we prioritize school technology over vehicles in our rankings because of our core mission, it is important to start to replace old vehicles so that breakdowns do not become a frequent occurrence and the replacement expense does not hit us all at once.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

Newer vehicles get better gas mileage and have lower repair costs.

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles	\$50,000	\$0	\$40,000		\$40,000	\$130,000
Copiers						\$0
Totals	\$50,000	\$0	\$40,000	\$0	\$40,000	\$130,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$95,000 annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-8
3.	Project Title	Copiers	6.	FY21 Priority #	8 out of 8 Requests

7. Capital Request Description and Justification

Replacement of copiers and/or leases for copier equipment. The Westwood Public Schools utilize copiers across all classes in lieu of workbooks and the like. We have also used multifunction copier / scanner / printers to reduce the number of devices we maintain. In our classrooms, this equipment insures not only customized materials but also timely materials. We determined our needs based on current inventory, age of equipment, breakdown data, and four-year useful life for copiers.

8. Funding Source (i.e., grants, state programs, trade-in, etc.)

9. Impact on Annual Operating Budget

**10. Capital Cost Summary
(For this project only)**

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$475,000
Totals	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$475,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Department of Public Works Sewer

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
21-Sewer-01	Sewer Maintenance Facility Design	\$60,000		\$125,000			\$60,000
21-Sewer-02	Inflow and Infiltration Assessment	\$125,000				\$125,000	\$375,000
21-Sewer-03	Sewer Vac Truck Replacement	\$500,000					\$500,000
21-Sewer-04	Stormwater MS-4 Requirement	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
21-Sewer-05	Sewer Pump Station Program	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
22-Sewer-01	Sewer Maintenance Facility Construction		\$3,000,000				\$3,000,000
22-Sewer-02	Inflow and Infiltration Program		\$500,000		\$500,000		\$1,000,000
22-Sewer-03							\$0
22-Sewer-04							\$0
23-Sewer-01							\$0
23-Sewer-02							\$0
23-Sewer-03							\$0
24-Sewer-01							\$0
24-Sewer-02							\$0
24-Sewer-03							\$0
25-Sewer-01							\$0
25-Sewer-02							\$0
25-Sewer-03							\$0
TOTALS		\$1,255,000	\$4,070,000	\$695,000	\$1,070,000	\$695,000	\$7,785,000

* For the five-year budget and program period only. Does not include interest cost unless indicated.

** Please only use one line item for recurring projects

Prepared by : Todd Korchin
Name

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$60,000
2. Prepared By	Todd Korchin	6. Project Reference No.	21SEW-01
3. Date	August 5, 2019	7. FY21 Priority #	1 out of 4 Requests
4. Project Title	Sewer maintenance facility design		

9. Capital Request Description and Justification

Sewer Department does not have a centralized location for equipment and equipment maintenance/repair. Sewer vehicles, generators, pumps and equipment are kept at various locations. Design of a facility that could house both the DPW and sewer division would benefit from economy of scale.

For the design of this facility the sewer division is requesting \$60,000

10. Funding Source (i.e., grants, state programs, trade-in, etc.)
Retained earnings

11. Impact on Annual Operating Budget

Allows for routine maintenance to be done in-house and consistently. This would help reduce maintenance cost and ensure reliability of equipment when needed thereby minimizing the use of emergency call in or use of vendors

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements	60,000					\$60,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$60,000	\$0	\$0	\$0	\$0	\$60,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$125,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-SEW-02
3.	Date	August 5, 2019	7.	FY21 Priority #	2 out of 4 Requests
4.	Project Title	Infiltration and Inflow Reduction			

9. Capital Request Description and Justification

The Town's Existing Sewer infrastructure of pipes and manholes constructed over the past 50 years has reached a point where degradation of some of those original facilities are physically failing. One of the results of failing pipes and manholes is that groundwater infiltrates through cracks and separated joints. This increases sewage flow from Westwood's collection system into the MWRA's treatment system, increasing treatment costs and Westwood sewer rates.

The DPW Sewer Division continues to investigate the Town's sewer system with regards to Inflow/Infiltration Reduction and recommend improvements. Our consultant is working to continue to prioritize projects with regards to reducing the highest levels of inflow/infiltration. The project costs presented could change as investigation is continued.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

MWRA grant & retained earnings

11. Impact on Annual Operating Budget

The reduction in flow to pump stations could help reduce the DPW Sewer Division's annual operating budget. The reduction in infiltration and inflow during rain events will help decrease Westwood sewer treatment costs.

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	125,000		125,000		125,000	\$375,000
Totals	\$125,000	\$0	\$125,000	\$0	\$125,000	\$375,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	21-SEW-03
3. Date	8/6/2019	7. FY21 Priority #	3 out of 4 Requests
4. Project Title	Sewer jet/vac truck (truck #24)		

9. Capital Request Description and Justification

Sewer jet/vac truck. Used by sewer division personnel during day to day operations for sewer mains and pump station maintenance. Used to clean and remove debris from sewer mains and drain lines. Used during emergency situations to remove sewer flow blockages that could result in surcharges to the environment. The current vehicle is a 2009 Model and due to its critical nature reliability is of prime concern. The vehicle is reaching the recommended replacement age for it's age/use.. Each year the repair costs are rising while the residual value is decreasing.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Retained earnings
Trade sewer truck – Truck #24

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	500000					\$500,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$500,000	\$0	\$0	\$0	\$0	\$500,000

**Town of Westwood
Fiscal Years 2021- 2025
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$70,000
2. Prepared By	Todd Korchin	6. Project Reference No.	21-SEW-04
3. Date	August 5, 2019	7. FY21 Priority # 4	out of 4 Requests
4. Project Title	Federal Storm Water Quality Regulation Compliance		

9. Capital Request Description and Justification

Due to the potential requirements under the EPA's National Pollutant Discharge Elimination System (NPDES) Phase II general permit to improve water quality and protect our watersheds, the Town will be required by federally mandated permit to investigate and repair drainage infrastructure that is found to be non-compliant or non-functioning. The DPW will initiate projects to investigate and repair drainage infrastructure on a yearly basis.

The DPW estimates \$70,000 per year in funds for repair & replacement of drainage infrastructure.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

Grant requests for public education and other requirements are underway. If possible to establish a utility with a vote of residents Unfunded Federal mandates.

11. Impact on Annual Operating Budget

Additional operating budget funds will be required for testing and cleaning of drainage pipes, manholes, and outfalls. The establishment and implementation of new programs, policies for businesses, development, and policies

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	70,000	70,000	70,000	70,000	70,000	\$350,000
Totals	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000
2. Prepared By	Todd Korchin	6. Project Reference No.	21-SEW-05
3. Date	August 5, 2019	7. FY21 Priority #	5 out of 5 Requests
4. Project Title	Pump Station Upgrades		

9. Capital Request Description and Justification

Upon assessment of the Towns owned sewer pumping stations, major items that required replacement in the 0 to 5 year (2017-2022) timeframe included pump, pump motors, check valves, gate valves, electrical controls, generator enclosure and HVAC equipment.

Pumping facility failure could lead to sanitary sewer overflows that can pollute the environment, cause detrimental health issues, and expose the Town of Westwood to significant fines.

The DPW Sewer Division is requesting \$500,000 to perform the necessary work for the upcoming fiscal year..

10. Funding Source (i.e., grants, state programs, trade-in, etc.)
Retained earnings

11. Impact on Annual Operating Budget
Safety and reliability upgrades will prevent emergency expenditures

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	500,000	500,000	500,000	500,000	500,000	2,500,000
Totals	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$3,000,000
2. Prepared By	Todd Korchin	6. Project Reference No.	22SEW-01
3. Date	August 6, 2019	7. FY22 Priority #	1 out of 4 Requests
4. Project Title	Sewer maintenance garage facility		

9. Capital Request Description and Justification

Sewer Department does not have a centralized location for equipment and equipment maintenance/repair. Sewer vehicles, generators, pumps and equipment are kept at various locations. Construction of a facility that could house both the DPW and sewer division would benefit from economy of scale.

For this facility the sewer division is requesting \$3,000,000

10. Funding Source (i.e., grants, state programs, trade-in, etc.)
Retained earnings

11. Impact on Annual Operating Budget

Allows for routine maintenance to be done in-house and consistently. This would help reduce maintenance cost and ensure reliability of equipment when needed thereby minimizing the use of emergency call in or use of vendors

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						\$0.00
Building and Improvements		3000000				\$3,000,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000

**Town of Westwood
Fiscal Years 2021 - 2025
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000
2. Prepared By	Todd Korchin	6. Project Reference No.	22-SEW-02
3. Date	August 5, 2019	7. FY22 Priority #	2 out of 4 Requests
4. Project Title	Infiltration and Inflow Reduction		

9. Capital Request Description and Justification

The Town's Existing Sewer infrastructure of pipes and manholes constructed over the past 50 years has reached a point where degradation of some of those original facilities are physically failing. One of the results of failing pipes and manholes is that groundwater infiltrates through cracks and separated joints. This increases sewage flow from Westwood's collection system into the MWRA's treatment system, increasing treatment costs and Westwood sewer rates.

The DPW Sewer Division continues to investigate the Town's sewer system with regards to Inflow/Infiltration Reduction and recommend improvements. Our consultant is working to continue to prioritize projects with regards to reducing the highest levels of inflow/infiltration. The project costs presented could change as investigation is continued.

The DPW Sewer Division is requesting \$500,000. This request will rehabilitate a portion of the Town's sewer infrastructure to a like-new condition decreasing infiltration and inflow and decreasing Westwood's sewer treatment costs. Annual treatment costs are approximately \$2.3M.

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

MWRA grant & retained earnings.

11. Impact on Annual Operating Budget

The reduction in flow to pump stations could help reduce the DPW Sewer Division's annual operating budget. The reduction in infiltration and inflow during rain events will help decrease Westwood sewer treatment costs.

12. Capital Cost Summary

Category	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		\$500,000		500000		\$1,000,000
Totals		\$500,000	\$0	\$500,000		\$1,000,000

Prior Approved Capital

**Projects Approved for Borrowing Within Proposition 2 1/2
Fiscal Years 2000 - 2018**

Item/Project	Cost	Date Approved
Municipal Office Building/DPW Facility	\$2,600,000	ATM 2001
Municipal Office Space Relocation/Construction	\$240,700	ATM 2001
High Street Land Purchase	\$300,000	STM 2000
Purchase of Lowell Property	\$1,700,000	ATM 2000
Sewer Construction	1,500,000	ATM 2000
Elementary School Expansion Design (Martha Jones)	\$400,000	ATM 1999
Sewer Design	\$100,000	ATM 1999
Sewer Engineering & Construction	\$750,000	ATM 2004
Purchase of Islington Community Church	\$600,000	ATM 2004
High Street Road Improvement	\$1,000,000	ATM 2005
High Street Lights	\$195,000	ATM 2006
High School - Supplemental	\$1,950,000	ATM 2006
High School Fields	\$475,000	STM 2007
Purchase & Construct Thurston School Modular Addition	\$3,500,000	ATM 2008
Construction of Cemetery Barn	\$150,000	ATM 2009
DPW Equipment	\$460,000	ATM 2011
Brook Street Culvert Flood Prevention Project	\$240,000	ATM 2011
Road Improvement	\$2,400,000	ATM 2012
DPW Capital Equipment	\$2,000,000	ATM 2012
Deerfield School Roof	\$935,000	ATM 2012
Sewer Repair and Renovation	\$1,570,000	ATM 2013
Design New Islington Fire Station	\$850,000	FTM 2014
Design New Police Station	\$1,000,000	FTM 2014
Construct New Islington Fire Station	\$8,650,000	ATM 2015
Town-wide LED Streetlight Upgrade	\$500,000	ATM 2015
Cemetery Expansion	\$450,000	ATM 2015
Land Purchase	\$890,000	FTM 2015
Roadway and Parking Area Construction	\$2,000,000	FTM 2015
Police Station Construction	\$13,205,000	ATM 2016
Islington Library and Community Center	\$3,500,000	ATM 2018
Elementary School MSBA Feasability Study	\$1,750,000	ATM 2018

Capital Approved Outside Proposition 2 1/2

Item/Project	Currently Being Financed Cost	Date Approved
New Library Construction	\$9,300,000	2010
New High School/Add'l Appropriation	\$44,295,640	2000/2002

Debt/Capital Exemption Overrides Completed		
Item/Project	Cost	Date Completed
Capital Equipment 1989 Annual Town Election	\$298,000	FY1990
Vote to Exempt Sewer Construction Bonds 1982 Annual Town Election	\$4,000,000	FY1993
Road Improvement Program 1990 Special Town Election	\$1,703,000	FY2001
Reconstruction of Middle School 1990 Special Town Election	\$2,282,000	FY2002
Road Improvement Program 1994 Annual Town Election	\$2,200,000	FY2005
Middle School/Fields 1997 Annual Town Election	\$2,373,430	FY2009
Middle School/Gymnasium 1997 Annual Town Election	\$550,000	FY2009
Downey School Expansion 1999 Annual Town Election	\$6,500,000	FY2012
Martha Jones Expansion 2000 Special Town Election	\$7,200,000	FY2012

Capital Outlay Requests - FY2020
Approved at 2019 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Municipal Capital			
One Ton Dump Truck with Plow	DPW	\$ 70,000	Free Cash
Backhoe Loader Replacement	DPW	\$ 125,000	Free Cash
Utility Maintenance Van	DPW	\$ 70,000	Free Cash
Bombadier Sidewalk Plow (B1)	DPW	\$ 125,000	Free Cash
Fire Turnout Gear Purchase and Replacement	Fire	\$ 35,000	Free Cash
Fire Engines (2) Lease Payments Year 3 of 5	Fire	\$ 226,400	Free Cash
Fire Deputy's Vehicle	Fire	\$ 42,500	Free Cash
Fire - Radio Upgrade and Replacement	Fire	\$ 23,850	Free Cash
Police - Safety Equipment	Police	\$ 31,000	Free Cash
Police - Replacement of Vehicles	Police	\$ 179,500	Free Cash
Police - Radio Infrastructure	Police	\$ 75,000	Free Cash
End User Technology - all departments	Information Technology	\$ 50,000	Free Cash
Library - Patron/Staff End User Technology	Library	\$ 18,750	Free Cash
Housing Authority Associates - Building Maintenance and Improvement	Housing	\$ 100,000	Free Cash
Municipal Buildings - Facilities Maintenance/Energy Efficiency	DPW	\$ 150,000	Free Cash
	Total	<u>\$1,322,000</u>	
Schools Capital			
Technology	School	\$ 150,000	Free Cash
Roofing	School	\$ 100,000	Free Cash
Repair and Maintenance	School	\$ 402,803	Free Cash
Furniture, Fixtures and Equipment	School	\$ 111,797	Free Cash
HVAC	School	\$ 192,400	Free Cash
Copiers	School	\$ 60,000	Free Cash
	Total	<u>\$1,017,000</u>	
Additional Capital			
Design Recreation Field Lighting Project	Recreation	\$ 65,000	Meals/Hotels Fund
Thurston Middle School HVAC	Schools	\$ 300,000	Meals/Hotels Fund
Council on Aging HVAC System	COA	\$ 150,000	Meals/Hotels Fund
Morrison Basketball Court Refurbishment	Recreation	\$ 35,000	Free Cash
Carby Street Retaining Wall	DPW	\$ 250,000	Free Cash
Town/School Financial Enterprise Software	Information Technology	\$ 237,500	Free Cash
Fire Station 1 Repair and Maintenance	DPW	\$ 250,000	Free Cash
Perry Crouse Pond Maintenance	Conservation	\$ 32,000	Free Cash
Design New Turf Fields on land behind High School tennis courts	Recreation	\$ 20,000	Free Cash
	Total	<u>\$1,339,500</u>	
Ambulance Capital			
Self Contained Breathing Apparatus Upgrade and Replacement	Fire	\$ 44,000	Ambulance Receipts
Upgrade and Replacement Rescue Equipment	Fire	\$ 23,500	Ambulance Receipts
	Total	<u>\$67,500</u>	
Sewer Capital			
Infiltration & Inflow Reduction Program	Sewer	\$500,000	Sewer Retained Earnings
Stormwater Compliance	Sewer	\$50,000	Sewer Retained Earnings
Pump Station Facility Program	Sewer	\$500,000	Sewer Retained Earnings
	Total	<u>\$1,050,000</u>	
Road Improvement Bond - Sidewalk Improvements Route 109	DPW	\$900,000	Borrowing

Capital Outlay Requests - FY2019
Approved at 2018 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Municipal Capital			
Three (3) One Ton Dump Trucks With Plow	DPW	\$210,000	Free Cash
Engine 1 Half Life Major Repairs	Fire	\$25,000	Free Cash
Safety Equipment - Radio Upgrade & Turnout Gear	Fire	\$30,000	Free Cash
Replace Engines (2) Lease payments 2 of 5	Fire	\$226,400	Free Cash
Safety Equipment - Vests, Traffic cameras, Electronic Control Devices	Police	\$30,000	Free Cash
End User Technology - All Departments	IT	\$50,000	Free Cash
Patron/Staff End User Technology	Library	\$21,500	Free Cash
Self-Check Circulation Terminals	Library	\$22,000	Free Cash
Replacement of Police Vehicles	Police	\$172,000	Free Cash
Municipal Facility Maintenance	DPW	\$100,000	Free Cash
	Total	<u>\$886,900</u>	
Schools Capital			
Technology	School	\$225,000	Free Cash
Furniture, Fixtures, and Equipment	School	\$129,500	Free Cash
HVAC	School	\$96,000	Free Cash
Repairs & Maintenance	School	\$256,500	Free Cash
Copiers	School	\$60,000	Free Cash
Roofing	School	\$100,000	Free Cash
	Total	<u>\$867,000</u>	
Additional Capital			
Town Hall Reconfiguration/Renovation	Board of Selectmen	\$50,000	Free Cash
Repair/Replace Middle School Elevator	School	\$175,000	Free Cash
Traffic Signal Improvements High Street	DPW	\$100,000	Free Cash
Affordable Housing Building Maintenance	WAHA	\$100,000	Free Cash
Pool HVAC/Dehumidification System	Recreation	\$125,000	Meals Tax
High School Tennis Courts/Lighting	Recreation	\$307,000	Meals Tax
	Total	<u>\$857,000</u>	
Ambulance Capital			
Rescue Equipment	Fire	\$41,865	Ambulance Receipts
Self Contained Breathing Apparatus upgrade and replacement	Fire	\$41,895	Ambulance Receipts
Ambulance	Fire	\$360,000	Ambulance Receipts
	Total	<u>\$443,760</u>	
Sewer Capital			
Easement Access Project	Sewer	\$150,000	Sewer Retained Earnings
Infiltration & Inflow Reduction	Sewer	\$125,000	Sewer Retained Earnings
Sewer Truck	Sewer	\$95,000	Sewer Retained Earnings
Stormwater Compliance	Sewer	\$50,000	Sewer Retained Earnings
	Total	<u>\$420,000</u>	
School Feasability Study	Schools	\$1,750,000	Borrowing
Islington Library and Community Center (cost to be reduced by sale proceeds)	Board of Selectmen	\$3,500,000	Borrowing

Capital Outlay Requests - FY2018
Approved at 2017 Annual Town Meeting and 2017 Fall Town Meeting

Item/Project	Department	Cost	Funding Source
Ladder Truck - Lease Payment - 5th of 5	Fire	\$151,050	Free Cash
Vehicle	Fire	\$48,000	Free Cash
Vehicle	Fire	\$38,500	Free Cash
End User Technology - All Departments	IT	\$60,000	Free Cash
Vehicles	Police	\$163,200	Free Cash
Traffic Safety Cameras	Police	\$12,500	Free Cash
Booking/Fingerprint Equipment	Police	\$21,500	Free Cash
Heavy Duty Truck/Pickup Truck	DPW	\$230,000	Free Cash (\$39,025) Taxation (\$190,975)
Municipal Facility Maintenance	DPW	\$50,000	Free Cash
Energy Efficiency	DPW	\$50,000	Free Cash
Patron/Staff End User Technology	Library	\$21,750	Free Cash
"Maker Space" Station	Library	\$20,500	Free Cash
Total		\$867,000	
Technology	School	\$225,000	Free Cash
Furniture, Fixtures, and Equipment	School	\$129,500	Free Cash
HVAC	School	\$96,000	Free Cash
Repairs & Maintenance	School	\$321,950	Free Cash (\$130,975) Taxation (\$190,975)
Copiers	School	\$60,000	Free Cash
Vehicles	School	\$34,550	Free Cash
Total		\$867,000	
Additional Capital Articles:			
Council on Aging Building Improvements	COA	\$300,000	Payment in Lieu of Tax (PILOT)
Council on Aging Building Expansion Design	COA	\$40,000	Free Cash
School IT Network	School	\$377,000	Free Cash
Replace Engines (2) - Lease Payment - 1st of 5	Fire	\$232,000	Ambulance Funds
Total		\$949,000	
Road Work - Wilson Way	DPW	\$140,000	Free Cash
Road Work - Clapboardtree and Washington Intersection	DPW	\$400,000	Free Cash
Sidewalk Improvements	DPW	\$65,000	Free Cash
Gay Street Sidewalk Design	DPW	\$225,000	Free Cash

Capital Outlay Requests - FY2017
Approved at 2016 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Wheelchair accessible van	Council on Aging	\$80,000	Free Cash
One ton dump truck with plow	DPW	\$65,000	Free Cash
Three yard front end loader	DPW	\$200,000	Free Cash
Municipal building maintenance	DPW	\$40,000	Free Cash
Ladder truck (3rd of 5 lease/purchase payments)	Fire	\$151,050	Free Cash (\$67,950) Taxation (\$83,100)
Fire Equipment	Fire	\$45,000	Free Cash
Vehicle	Board of Health	\$35,000	Free Cash
Library branch boiler replacement	Library	\$20,000	Free Cash
End user technology	Information Technology	\$60,000	Free Cash
Police vehicles	Police	\$154,050	Free Cash
Total		\$850,100	
Turf Field Replacement	Town Wide	\$650,000	Capital Stabilization Fund
Replacement of two trucks	Fire	\$105,000	Ambulance Funds
Technology	School	\$225,000	Free Cash
Roofing	School	\$100,000	Free Cash
Repairs and maintenance	School	\$275,000	Free Cash
Copiers	School	\$60,000	Free Cash
Furniture, Fixtures, Equipment	School	\$129,050	Free Cash
HVAC	School	\$96,000	Free Cash
Total		\$885,050	
Additional Capital Borrowing Articles:			
Sidewalk Design Gay/High Streets	DPW	\$90,000	Free Cash
Construct New Police Station	Police	\$13,205,000	Borrowing
Total		\$13,295,000	

Capital Outlay Requests - FY2016
Approved at 2015 Fall Town Meeting and 2015 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Wheelchair accessible van	Council on Aging	\$75,000	Free Cash
One ton pickup truck	DPW	\$55,000	Free Cash
Heavy duty dump truck	DPW	\$165,000	Free Cash
Asphalt hot box trailer	DPW	\$40,000	Free Cash
Municipal building maintenance	DPW	\$45,000	Free Cash
Ladder truck (3rd of 5 lease/purchase payments)	Fire	\$151,050	Free Cash
Shift command vehicle	Fire	\$45,000	Free Cash
End user technology	Information Technology	\$45,000	Free Cash
Police vehicles	Police	\$145,950	Free Cash
	Total	\$767,000	

Technology	School	\$140,000	Free Cash
Roofing	School	\$170,000	Free Cash
Repairs and maintenance	School	\$270,000	Free Cash
Copiers	School	\$60,000	Free Cash
Vehicles	School	\$116,000	Free Cash
	Total	\$756,000	

Additional Capital Borrowing Articles:

Design and Construct New Islington Fire Station	Fire	\$8,650,000	Borrowing
Town-wide LED Streetlight Upgrade	DPW	\$500,000	
Deerfield Ave Roadway/Paving	DPW	\$2,000,000	
Cemetery Expansion	DPW	\$450,000	
	Total	\$11,600,000	

Capital Outlay Requests - FY2015
Approved at 2014 Annual Town Meeting and Fall Town Meeting 2014

Item/Project	Department	Cost	Funding Source
Municipal Building Maintenance	DPW	\$100,000	\$29,050 Taxation/\$70,950 Free Cash
Carby Street Generator	DPW	\$75,000	Free Cash
One Ton Dump Truck w/Plow	DPW	\$65,000	Free Cash
Tree Chipper	DPW	\$70,000	Free Cash
Ladder Truck (2nd lease/purchase payment)	Fire	\$145,000	Free Cash
Vehicle Lifts	Fire	\$52,000	Free Cash
Information Technology Dept. - End User Technology	IT	\$50,000	Free Cash
Replacement of Police Vehicles	Police	\$140,750	Free Cash
Electronic Control Devices	Police	\$42,500	Free Cash
Automated License Plate Reader	Police	\$20,000	\$61,500 Taxation/\$38,500 Free Cash
	Total	\$760,250	
Technology	School	\$100,000	\$29,050 Taxation/\$70,950 Free Cash
Roofing	School	\$306,000	Free Cash
Repairs and Maintenance	School	\$200,000	Free Cash
	Total	\$606,000	
Ambulance and Rescue Equipment	Fire	\$339,000	Ambulance Receipts
	Total	\$339,000	
Design New Police Station	Police	\$1,000,000	Borrowing
Design New Islington Fire Station	Fire	\$850,000	Borrowing

Capital Outlay Requests - FY2014
Approved at 2013 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Municipal Building Maintenance/Energy Upgrade	DPW	\$60,000	Free Cash
Information Systems Dept. - End User Technology	IS	\$50,000	Free Cash
Replacement of Police Vehicles	Police	\$132,000	Free Cash
Police Speed Trailers	Police	\$40,000	Free Cash
Fire Station 1 Renovations	Fire	\$100,000	\$61,500 Taxation/\$38,500 Free Cash
Fire Alarm Truck	Fire	\$35,000	Free Cash
	Total	\$417,000	
Pool Family/Handicapped Accessible Changing Area	Recreation	\$125,000	\$25,000 Taxation/\$100,000 Free Cash
Cemetery Expansion - Design	DPW	\$70,000	Cemetery Lot Sales
Fire Ladder Truck (\$750,000 Total)	Fire	\$170,000	2010 ATM, Article 2 Fire Capital
	Total	\$365,000	
Generators	Sewer	\$100,000	Sewer Retained Earnings
	Total	\$100,000	
Technology	School	\$242,000	\$61,500 Taxation/\$180,500 Free Cash
HVAC	School	\$41,000	Free Cash
Repairs and Maintenance	School	\$93,000	Free Cash
Copiers	School	\$30,000	Free Cash
	Total	\$406,000	
Ambulance and Rescue Equipment	Fire	\$131,950	Ambulance Receipts
	Total	\$131,950	
Additional Capital Borrowing Articles:			
Sewer Design	Sewer	\$1,750,000	Borrowing

Capital Outlay Requests - FY2013
Approved at 2012 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Replacement of Police Vehicles	Police	\$135,000	\$61,500 Taxation/\$73,500 Free Cash
Information Technology Dept. - End User Technology	IT	\$50,000	Free Cash
IT Office Renovations	Municipal Buildings	\$49,000	Free Cash
Municipal Building Maintenance/Energy Upgrades/Fire Station	Municipal Buildings	\$100,000	Free Cash
Fire Turnout Gear	Fire	\$18,000	Free Cash
Municipal Building Facilities Study	Municipal Buildings	\$65,000	Free Cash
	Total	\$417,000	
Sedan	Sewer	\$35,000	Sewer User Fees
Pump Station Generator Replacement	Sewer	\$80,000	Sewer User Fees
Infiltration and Inflow Reduction Design/Bid	Sewer	\$300,000	Sewer User Fees
	Total	\$415,000	
Technology	School	\$100,000	\$61,500 Taxation/\$38,500 Free Cash
Repairs and Maintenance	School	\$274,000	Free Cash
Copiers	School	\$32,000	Free Cash
	Total	\$406,000	
Storm Water Compliance Regulation	DPW	\$30,000	Free Cash
	Total	\$30,000	
Additional Capital Borrowing Articles:			
Road Improvement	DPW	\$2,400,000	Borrowing
DPW Capital Equipment	DPW	\$2,000,000	
Deerfield School Roof	School	\$935,000	
	Total	\$5,335,000	

Debt Information

Summary
Debt Schedules
Rating Reviews

Debt Management

Major construction projects and land purchases are usually funded through the issuance of debt. The Town of Westwood is authorized to issue debt pursuant to Massachusetts General Law, Chapter 44. A two-thirds vote of Town Meeting is required for passage of a borrowing article.

All debt is issued as general obligation debt. That means the full faith and credit of the Town is pledged to the bondholder. Bonding of funds occurs through the sale of a long term bond, typically for a ten to twenty year term. A longer term may be considered depending on the project being financed. The annual principal and interest is included in the annual operating budget until the bond is paid.

Debt payments are funded by three categories:

- General Fund Tax Revenue – Bonds issued within the limits of Proposition 2 ½ are funded from general fund tax revenue.
- Exempt Tax Revenue – Bonds for projects approved as Proposition 2 ½ debt exemptions are funded through additional tax revenue raised outside the limits of Proposition 2 ½ (exempt debt).
- Sewer Enterprise Revenue – Debt issued on behalf of the Town's sewer enterprise operation is fully supported by sewer user revenue.

The Town may also issue Bond Anticipation Notes as a means of temporary financing prior to the permanent issuance of bonds.

Debt Limits

Massachusetts General Law limits the authorized indebtedness of the Town to 5% of the Town's equalized value. The most recent debt limit is calculated as follows:

Computation of Legal Debt Margin June 30, 2019	
Fiscal Year 2019 equalized valuation	\$4,713,941,600
Debt Limit – 5% of equalized valuation	\$235,697,080
Less:	
Total debt applicable to limitation	\$40,988,600
Authorized and unissued debt	\$6,600,000
Legal debt margin	\$188,108,480

Credit Rating

In conjunction with the August, 2016 sale of a \$17.095M bond for new police station design and construction, a land purchase, and the improvements to Deerfield Road and parking, the Town underwent an updated credit rating review with Standard & Poor's. The resulting rating of AAA reaffirmed the previous rating. In July, 2013 the Town underwent a surveillance credit review with Moody's. The resulting rating of Aa1 was an upgrade from a previous Aa1, negative outlook.

The Town's current credit ratings:

- Standard & Poor's – AAA /Stable (August, 2016).
- Moody's – Aa1 (July, 2013).

The rating agencies cited positives about the Town management, its financial condition, and the increase in value from the University Station commercial development. The agencies also expressed support for the improvement in financial reserves and addressing of the OPEB liability.

These are excellent credit ratings for a small community. As with a personal credit rating, the Town's credit rating is a statement of its overall fiscal health as a government and as a community. The benefit of a strong credit rating is realized in lower interest costs on the Town's long-term debt issues.

Debt Policies

Prudent use of debt financing is an important part of the Town's overall fiscal planning. The primary objective of any debt management approach is to borrow at the least cost over the term of repayment of the debt. Attainment of this objective requires clear positions regarding for what purposes to borrow, when to schedule debt-financed projects and how long to extend the repayment (generally, debt issued for longer periods bears a higher interest rate).

The Town has adopted specific debt management policies to ensure this goal. Briefly summarized, those policies include:

- Issuing debt only for capital projects or assets having a long useful life.
- Striving for a rapid repayment schedule of debt to limit costs and avoiding strapping future generations with debt.
- Issuing debt only after a specific revenue source is identified and an impact analysis is performed.
- Benchmarking specific debt to revenue ratios so as to balance debt with other ongoing services.
- Current analysis of future debt payments, including opportunity for debt replacement, is included on the following pages.

Debt Management

Prudent use of debt financing is an important part of the Town’s overall fiscal planning. The primary objective of any debt management approach is to borrow at the least cost over the term of repayment of the debt. Attainment of this objective requires clear positions regarding for what purposes to borrow, when to schedule debt-financed projects and how long to extend the repayment (generally, debt issued for longer periods bears a higher interest rate).

The Town Treasurer and Selectmen support a rapid repayment schedule of ten years or less whenever possible. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt loads. The High School, Library and Fire Station were bonded for 20 years and the Police Station for 30 years to mitigate the effect of the annual tax burden and to match the long term nature of the project.

All debt is issued as general obligation debt. This means that the full faith and credit of the Town is pledged to the bondholder. Debt issued on behalf of the Town’s enterprise operation (sewer) is, however, supported by sewer user revenues when authorized by vote of Town Meeting.

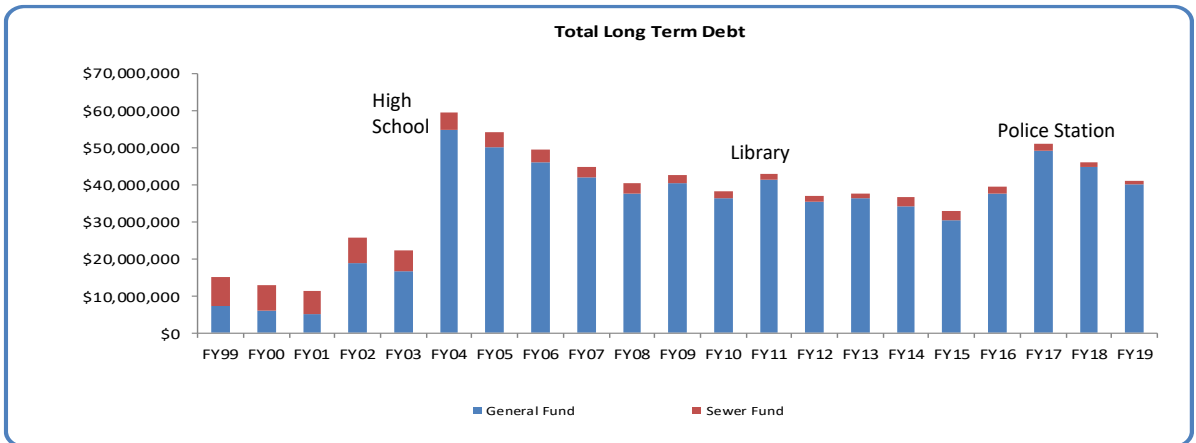
Credit Rating

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The Town underwent an updated credit review in August 2016, in conjunction with the sale of a \$16.64M bond. Current Credit Ratings:

AAA Standard & Poor’s (2016)
Aa1 Moody’s (2013).

These ratings are excellent ratings for a small community. The ratings reflect the Town’s commitment to both fiscal discipline as well as quality services.



Total Long Term Debt Issued and Outstanding	FY14	FY15	FY16	FY17	FY18	FY19
General Fund	34,100,000	30,545,000	37,525,000	49,355,000	44,710,000	40,120,000
Sewer Fund	2,661,680	2,277,620	2,122,060	1,680,000	1,274,700	868,600
Total	36,761,680	32,822,620	39,647,060	51,035,000	45,984,700	40,988,600

Debt Management

Town Debt – Utilized Favorable Borrowing Climate

Favorable Borrowing Climate

- Very strong credit ratings.
 - Standard & Poor’s AAA.
- Excellent interest rate environment.
- Old debt retirement.

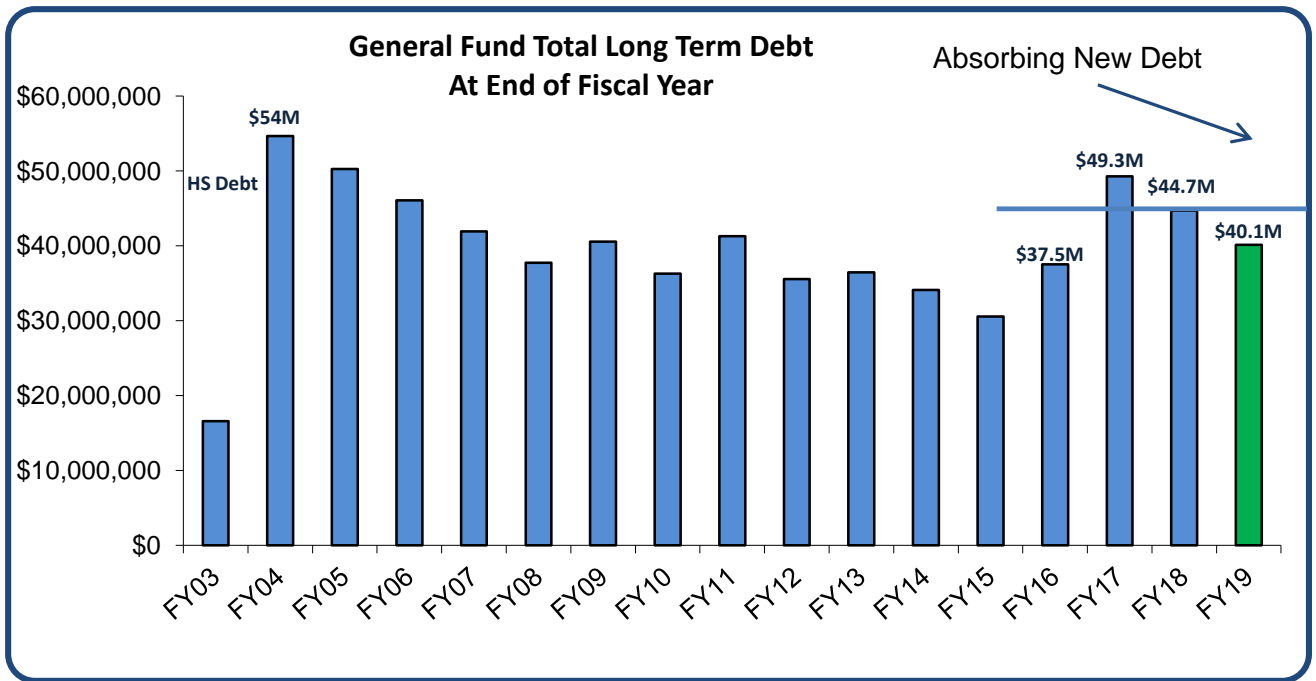
- Portion of recent bond sales replaced debt dropping off
 - Next debt drop off 2023.

Recent Bond Sales - \$30M since 2014

- Bond sold August, 2016:
 - \$16.64M, 10-30 year term, 2.4%.
- Bond sold August, 2015:
 - \$10.45M, 5-20 year term, 2.6%.
- Bond sold May, 2014:
 - \$2.97M, 10 year term, 1.6%.

Debt authorized, not yet issued:

▪ School MSBA <u>Initial</u> Phase	ATM 2018	\$1,750,000
▪ Redev. Islington/Wentworth Lib.	ATM 2018	\$3,500,000
▪ Sidewalk Improvements Rt 109	ATM 2019	<u>\$900,000</u>
		\$6,150,000



Long Term Debt Outstanding

General Fund						Total
Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Outstanding	30-Jun-19
Outside of Prop 2 ½						
High School Project	1.63	5/2012	06/01/2023	\$39,262,300	\$7,195,000	
Library Construction	3.37	3/10/11	03/10/2031	\$9,300,000	\$5,580,000	
Within Prop 2 1/2						
High School Completion	3.48	8/01/08	02/01/2023	\$1,950,000	\$520,000	
Middle Sch Modular Construction	3.79	6/15/09	06/15/2029	\$3,500,000	\$1,750,000	
School Roof	1.43	12/20/12	06/01/2022	\$935,000	\$277,000	
DPW Roads/Equipment	1.43	12/20/12	06/01/2022	\$3,700,000	\$1,103,000	
DPW Roads/Equipment	1.62	05/15/14	05/15/2024	\$1,400,000	\$700,000	
Design Fire Station	2.66	9/1/2015	09/01/2035	\$850,000	\$722,500	
Construct Fire Station	2.66	9/1/2015	09/01/2035	\$8,650,000	\$7,352,500	
LED Lights Upgrade	2.66	9/1/2015	09/01/2025	\$500,000	\$350,000	
Cemetery Expansion	2.66	9/1/2015	09/01/2020	\$450,000	\$180,000	
Deerfield Rd/Parking Imprvments	2.42	9/1/2016	06/30/2026	\$2,000,000	\$1,400,000	
Land Purchase	2.42	9/1/2016	06/30/2026	\$890,000	\$620,000	
Police Station Design	2.42	9/1/2016	06/30/2045	\$1,000,000	\$895,000	
Police Station Construction	2.42	9/1/2016	06/30/2046	\$12,755,000	\$11,475,000	
Total General Fund					\$40,120,000	

- Debt authorized but unissued.

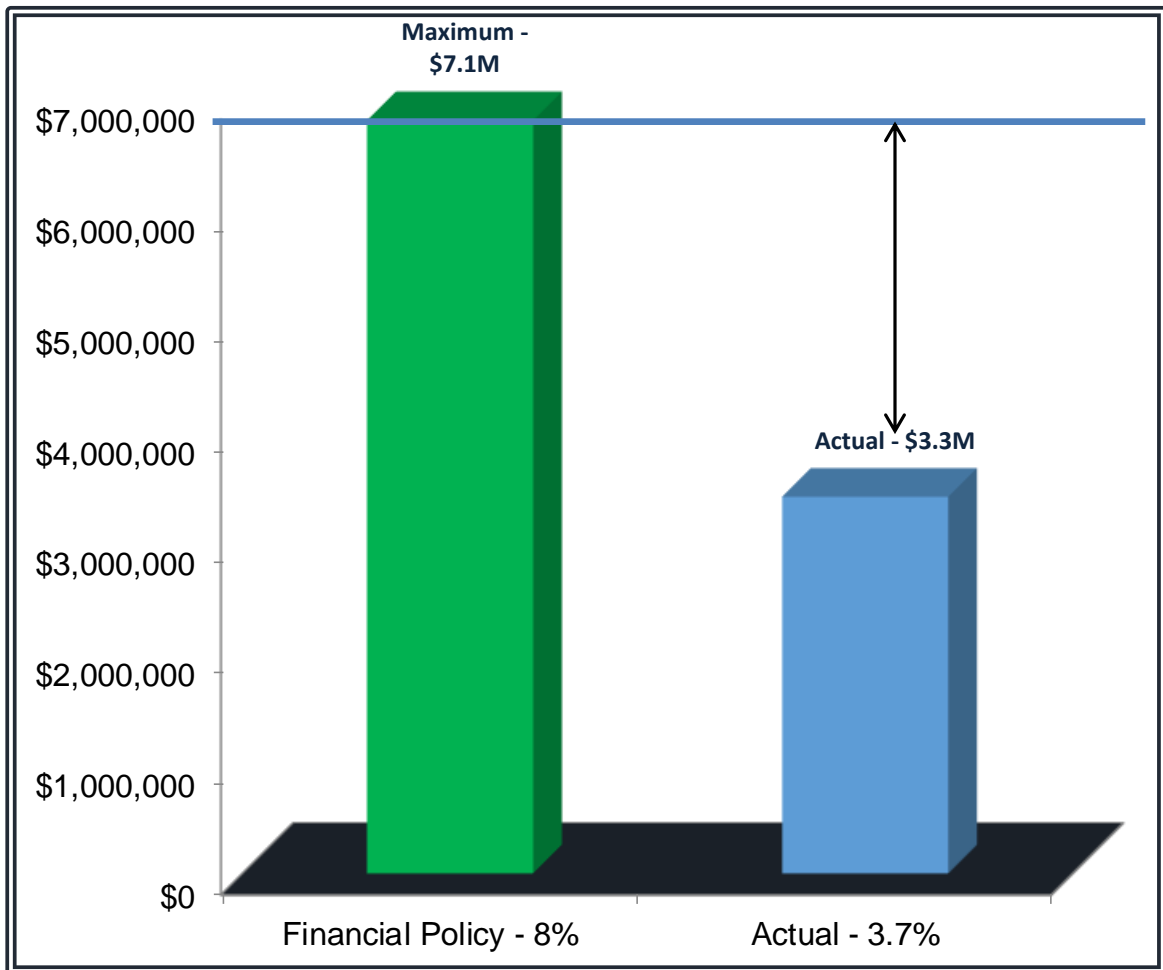
School MSBA Eligibility Phase	ATM 2018	\$1,750,000
Redevelopment Islington/Wentworth Library	ATM 2018	\$3,500,000
Sidewalk Improvement Route 109	ATM 2019	<u>\$900,000</u>
		\$6,150,000
- There is no short term debt outstanding.

Sewer Fund					
Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Outstanding
Sewer Abatement Trust	3.88	11/1998	6/1/2019	\$3,220,700	\$0
MWRA - no interest loan	0.00	6/1/2016	6/2021	\$234,000	\$93,600
Sewer Bond	2.50	5/1/2014	6/2024	\$1,570,000	\$775,000
Total General Fund					\$868,600

Debt Level

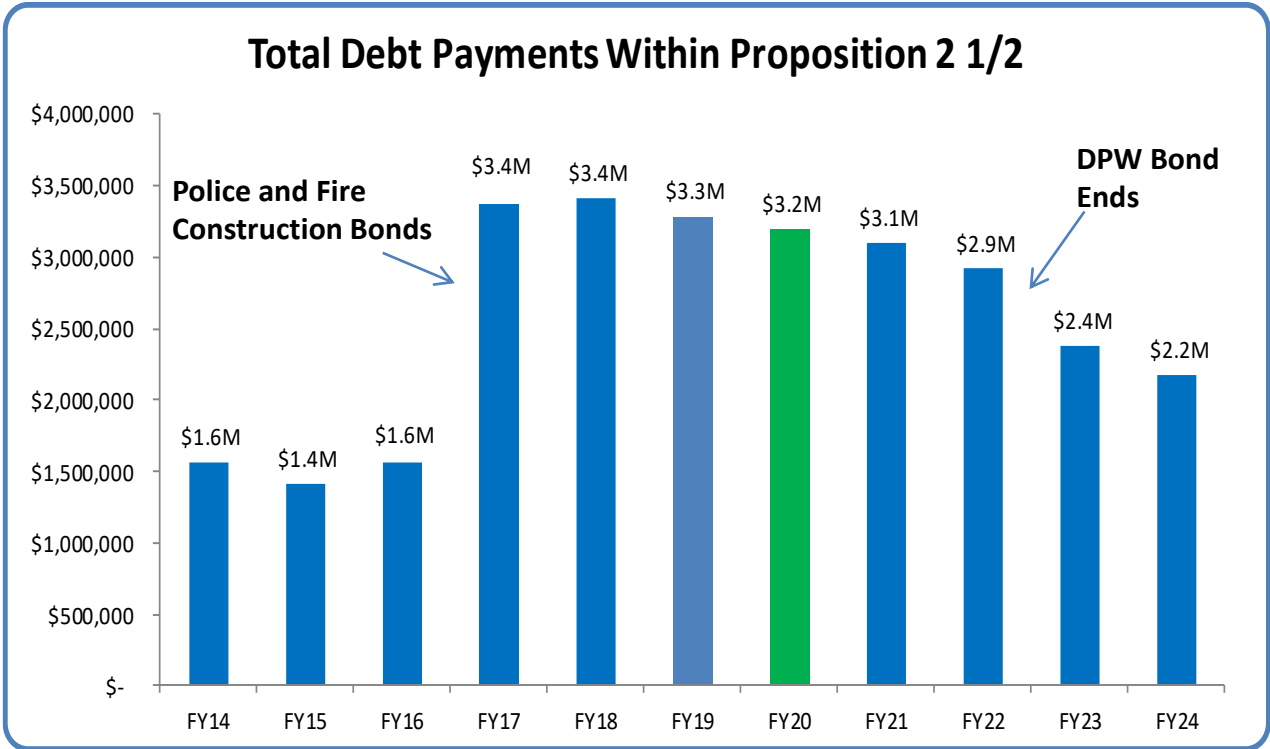
Debt Level – Well Within Guidelines

- Financial Policies – annual debt payments should not exceed 8% of net general fund revenue.
- Debt levels are an important component of credit ratings. The Town holds a AAA rating.

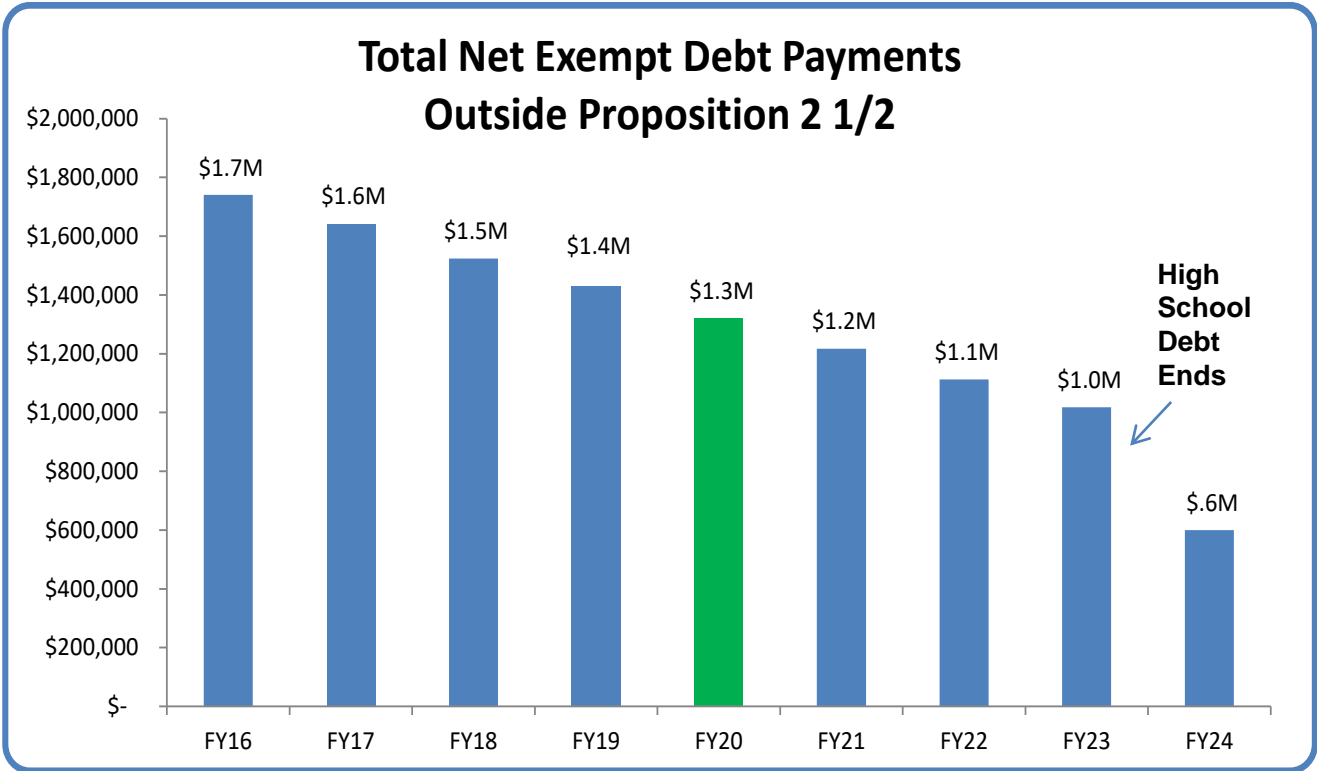


Debt is well within guidelines

Non-Exempt Debt



- Debt drop off FY23:
 - \$4.6M, 10 year DPW bond for Roads, Equipment, and School Roofs, issued in 2012, is completed in 2022.



- Principal and interest payments for projects approved outside Proposition 2 ½.
- Exact amount of debt cost, net of state school reimbursement, is raised in taxes.
- When bond ends, exempt taxes end.
- FY20: High School \$659K, Library \$661K
- High School bond ends FY2023, Library FY2031
- Payments decline approximately \$100K each year
- FY2023 – High School \$406K.

Total Principal and Interest Payments

	Outstanding as of 30-Jun-19	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-46	Total FY20-FY46
Principal and Interest for Current Long term Debt Outstanding													
HS Construct (Exempt)-Refi 3/12	7,195,000	2,530,500	2,436,000	2,353,400	2,242,600	2,158,200	2,069,200	1,980,800	1,891,200	1,807,650	0	0	\$7,748,850
Library Construct (Exempt) 3/11	5,580,000	760,275	741,675	723,075	711,450	698,663	675,413	656,813	638,213	624,263	609,150	3,772,313	\$6,976,163
Municipal Building	0	0	0	0	0	0	0	0	0	0	0	0	\$0
Obed Baker	0	0	0	0	0	0	0	0	0	0	0	0	\$0
Eminent domain 8/08	0	31,125	0	0	0	0	0	0	0	0	0	0	\$0
High Street Lights 8/08	0	22,350	21,600	20,800	0	0	0	0	0	0	0	0	\$0
High Street Construction 8/08	0	122,925	118,800	114,400	0	0	0	0	0	0	0	0	\$0
High School Field 8/08	0	52,088	50,400	48,600	46,800	0	0	0	0	0	0	0	\$0
High School Completion 8/08	520,000	176,865	171,990	166,790	161,590	156,390	151,190	145,990	140,660	135,330	0	0	\$573,170
Middle School Modulares 6/09	1,750,000	279,431	274,400	269,150	263,463	257,338	248,588	239,838	232,838	225,838	218,838	987,131	\$2,153,069
DPW Roadway 12/12	450,000	180,000	177,000	174,000	169,500	166,500	162,000	159,000	154,500	0	0	0	\$475,500
School Roof 12/12	277,000	112,650	110,770	108,890	106,070	104,190	101,370	99,490	91,670	0	0	0	\$292,530
DPW Equipment 12/12	138,000	55,200	54,280	53,360	51,980	51,060	49,680	48,760	47,380	0	0	0	\$145,820
DPW Drainage 12/12	65,000	29,700	29,200	28,700	27,950	27,450	26,700	21,200	20,600	0	0	0	\$68,500
DPW Equipment 12/12	450,000	180,000	177,000	174,000	169,500	166,500	162,000	159,000	154,500	0	0	0	\$475,500
DPW Roads 5/14	150,000	36,075	35,475	34,875	34,275	33,675	33,075	32,475	31,875	31,275	30,675	0	\$159,375
DPW Drainage 5/14	300,000	72,150	70,950	69,750	68,550	67,350	66,150	64,950	63,750	62,550	61,350	0	\$318,750
DPW Equipment 5/14	250,000	60,125	59,125	58,125	57,125	56,125	55,125	54,125	53,125	52,125	51,125	0	\$265,625
Fire Station Design 8/15	722,500	0	16,841	75,119	72,994	70,869	68,744	66,619	64,494	62,369	60,244	603,394	\$925,863
Fire Station Construction 8/15	7,352,500	0	171,378	764,444	742,819	721,194	699,569	677,944	656,319	634,694	613,069	6,140,419	\$9,422,013
Street Lights Replacement 8/15	350,000	0	12,500	73,750	71,250	68,750	66,250	63,750	61,250	58,750	56,250	105,000	\$411,250
Cemetery Expansion 8/15	180,000	0	11,250	110,250	105,750	101,250	96,750	92,250	0	0	0	0	\$189,000
Bond 8/16 - Police and Other	14,390,000	0	0	1,026,338	1,262,475	1,232,475	1,202,475	1,172,475	1,142,475	1,112,475	1,082,475	13,879,350	\$19,591,725
	0	0	0	0	0	0	0	0	0	0	0	0	\$0
Total General Fund Debt	40,120,000	4,701,459	4,740,634	6,447,815	6,366,140	6,137,978	5,934,278	5,735,478	5,444,848	4,807,318	2,783,175	25,487,606	50,192,702
Total Non - Exempt Debt	27,345,000												
Non - Exempt Debt Payments	1,410,684	1,562,959	3,371,340	3,412,090	3,281,115	3,189,665	3,097,865	2,915,435	2,375,405	2,174,025	21,715,294		\$35,467,689
Change in non- Exempt Debt	(156,138)	152,275	1,808,381	40,750	(130,975)	(91,450)	(91,800)	(182,430)	(540,030)	(201,380)			
Total Exempt Debt	12,775,000												
Total Exempt Debt Payments	3,290,775	3,177,675	3,076,475	2,954,050	2,856,863	2,744,613	2,637,613	2,529,413	2,431,913	609,150	3,772,313		\$14,725,013
Change in Gross Exempt Debt	(118,741)	(113,100)	(101,200)	(122,425)	(97,188)	(112,250)	(107,000)	(108,200)	(97,500)	(1,822,763)			
State Reimbursement Being Received - for School Projects - all project audits completed													
High School Project - FY06 - FY23		1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	0		\$5,605,104
High School Bond Premium		20,281	17,812	15,738	13,084	10,912	8,690	6,468	4,197	2,098	0		\$21,453
Library Bond Premium		19,170	17,963	16,755	16,000	15,170	13,661	12,453	11,246	10,340	9,359	33,586	\$90,645
Total State/Bond Premium Annual payments	1,440,727	1,437,051	1,433,769	1,430,360	1,427,358	1,423,627	1,420,197	1,416,719	1,413,714	9,359	33,586		5,717,202
Net annual Exempt Debt	1,850,048	1,740,624	1,642,706	1,523,690	1,429,505	1,320,986	1,217,416	1,112,694	1,018,199	599,791	3,738,727		9,007,811
Change in annual Exempt Debt	(115,064)	(109,424)	(97,918)	(119,016)	(94,186)	(108,519)	(103,570)	(104,722)	(94,495)	(418,408)			

Sewer Total Principal and Interest Payments

Outstanding as of June 30, 2019	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total	
Principal and Interest payments for current Sewer Debt Outstanding										
Balance									Total FY20-24	
Sewer - MWPAT 11/98	0	147,042	145,735	151,207	0	0	0	0	\$0	
MWRA no interest loans - 2012	0	42,460	0	0	0	0	0	0	\$0	
MWRA no interest loans - 2016	93,600	46,800	46,800	46,800	46,800	0	0	0	\$93,600	
Sewer - \$1.5m bond 5/14 (ends 2024)	775,000	185,388	182,188	173,988	170,888	167,788	164,688	161,588	158,488	
Total Sewer Debt	868,600	421,690	374,723	371,995	217,688	214,588	164,688	161,588	158,488	917,038
All debt funded by sewer user fees										
The MWPAT debt is supplemented by subsidies by the Massachusetts Water Pollution Trust (MWPAT).										
The principal and interest shown is Town portion only.										

RatingsDirect®

Summary:

Westwood, Massachusetts; General Obligation

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Summary:

Westwood, Massachusetts; General Obligation

Credit Profile

US\$17.095 mil GO mun purp ln bnds ser 2016 due 03/01/2036

<i>Long Term Rating</i>	AAA/Stable	New
Westwood GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Westwood GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed

Rationale

S&P Global Ratings assigned its 'AAA' rating and stable outlook to Westwood, Mass.' series 2016 general obligation (GO) municipal-purpose loan bonds and affirmed its 'AAA' rating, with a stable outlook, on the town's existing GO debt.

We rate Westwood above the sovereign because we believe the town can maintain credit characteristics independent of the nation based on its predominantly locally derived revenue and our view that pledged revenue supporting debt service on the bonds is at limited risk of negative sovereign intervention. In 2015, local property taxes generated 78% of the town's revenue, demonstrating a lack of dependence on central government revenue.

The town's full-faith-and-credit pledge, subject to limitations of Proposition 2 1/2, secures the bonds. Despite limitations imposed by the commonwealth's levy limit law, we did not make a rating distinction for the limited-tax GO pledge due to the town's flexibility under the levy limit. Officials plan to use series 2016 bond proceeds to finance police station design and construction, streetlights, and land development.

The rating reflects our opinion of the following factors for Westwood, specifically its:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with strong financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Strong budgetary performance, with a slight operating surplus in the general fund and an operating surplus at the total governmental fund level in fiscal 2015;
- Strong budgetary flexibility, with an available fund balance in fiscal 2015 of 13.5% of operating expenditures;
- Very strong liquidity, with total government available cash at 26% of total governmental fund expenditures and 5.1x governmental debt service, and access to external liquidity we consider strong;
- Very strong debt and contingent liability position, with debt service carrying charges at 5.1% of expenditures and net direct debt that is 50.9% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 69.7% of debt scheduled to be retired within 10 years; and
- Strong institutional framework score.

Very strong economy

We consider Westwood's economy very strong. The town, with an estimated population of 15,041, is located in Norfolk County in the Boston-Cambridge-Newton MSA, which we consider broad and diverse. The town has a projected per capita effective buying income of 203% of the national level and per capita market value of \$270,436. Overall, the town's market value grew by 11.1% over the past year to \$4.1 billion in 2016. The county unemployment rate was 4.3% in 2015.

Westwood is an affluent residential community about 13 miles southwest of Boston. The town, which encompasses 11 square miles, is near the high-tech corridors along interstates 95 and 495. In our opinion, access to employment centers has made the town attractive to wealthy professionals, which translates to very strong economic factors.

The town is beginning to see the results of a large-scale, transit-oriented development at University Park Station/Route 128: Several stores opened in March 2015. The 137-acre project includes an anchor grocery store, a mix of restaurant and retail storefronts, up to 650 residential units, a hotel, and office space; the project abuts the Amtrak and Acela Station, which is a stop for trains south to New York City and Washington.

Town officials conservatively estimate the University Station project will result in a \$2 million net annual revenue increase. They expect additional revenue to come from the increase in the assessed value of surrounding properties. We expect this project to contribute to, what we already view as, a very strong economy, providing a stable commercial base and an expanded residential base that will serve the town for many years to come.

Very strong management

We view the town's management as very strong, with strong financial policies and practices under our FMA methodology, indicating financial practices are strong, well embedded, and likely sustainable.

We believe that Westwood maintains best practices deemed critical to supporting credit quality and that these are well embedded in the government's daily operations and practices. Formal policies support many of these activities, which adds to the likelihood Westwood will continue these practices and transcend changes in the operating environment or personnel.

Management presents monthly budget and treasury reports to the board of selectmen. Management also prepares a five-year operating budget in conjunction with a long-range planning committee and maintains a five-year capital improvement plan that identifies funding sources for all projects. The town has basic debt management guidelines and an investment policy. In addition, management maintains a reserve policy that sets a minimum of available reserves at 8% of revenue, net of debt service.

Strong budgetary performance

Westwood's budgetary performance is strong in our opinion. The town had slight surplus operating results in the general fund of 1.5% of expenditures, and surplus results across all governmental funds of 1.7% of expenditures in fiscal 2015.

The town has generated a general fund surplus in each of the past three fiscal years, and it is projecting to do so again in fiscal years 2016 and 2017. Management attributes favorable performance to conservative, forward-thinking budgeting. In fiscal 2015, the largest increases came from motor vehicle excise taxes, up by 25% over budgeted

figures, and licenses and permits, up by 48% compared with budgeted figures. The fiscal 2016 budget is a 4.6% increase over the fiscal 2015 budget, and it sustains appropriations for capital projects and long-term liabilities such as other postemployment benefits (OPEB).

We believe favorable budgetary performance stems from a recovery in local fees and taxes and proactive budget management. We also believe Westwood maintains a stable and predictable revenue profile that is largely independent of commonwealth and federal revenue. Property taxes generate 78% of revenue, and we consider collections strong and stable. State aid accounts for 14% of revenue, and we note commonwealth funding has been stable recently.

Strong budgetary flexibility

Westwood's budgetary flexibility is strong, in our view, with an available fund balance in fiscal 2015 of 13.5% of operating expenditures, or \$10.7 million.

Budgetary flexibility has improved over the past several fiscal years. Reserves are up from fiscal 2013 levels of \$8.3 million, or 11.2% of expenditures. We understand that town officials do not currently plan to spend down reserves over the next few fiscal years and that they expect available reserves to remain in-line with fiscal 2015 results. As previously noted, the town's policy is to maintain available reserves at more than 8% of revenue, net of debt service. We recognize Westwood has minimal additional flexibility in unused levy capacity, which was \$539,997 in fiscal 2016.

Very strong liquidity

In our opinion, Westwood's liquidity is very strong, with total government available cash at 26% of total governmental fund expenditures and 5.1x governmental debt service in 2015. In our view, the town has strong access to external liquidity if necessary.

Westwood is a frequent issuer of GO debt. The majority of Westwood's cash and investments are in bank accounts. Westwood does not currently have any variable-rate or direct-purchase debt. We expect the town's liquidity profile to remain very strong.

Very strong debt and contingent liability profile

In our view, Westwood's debt and contingent liability profile is very strong. Total governmental fund debt service is 5.1% of total governmental fund expenditures, and net direct debt is 50.9% of total governmental fund revenue. Overall net debt is low at 1.2% of market value, and approximately 69.7% of the direct debt is scheduled to be repaid within 10 years, which are, in our view, positive credit factors.

Following this bond issuance, Westwood has roughly \$56.7 million of total direct debt outstanding, roughly \$1.8 million of which is self-supporting enterprise debt and \$8.4 million of which the commonwealth will reimburse for school building projects. The town does not have any additional debt plans within the next two years.

Westwood's combined required pension and actual OPEB contribution totaled 6.1% of total governmental fund expenditures in fiscal 2016. Of that amount, 3.1% represented required contributions to pension obligations, and 3% represented OPEB payments. The town made its full annual required pension contribution in fiscal 2016.

Westwood participates in the Norfolk County Retirement System, and it contributes 100% of the required amount. In fiscal 2015, Westwood paid \$3.3 million, or about 3.1% of expenditures. Using updated reporting standards in

accordance with Governmental Accounting Standards Board Statement Nos. 67 and 68, the town's proportionate share of the net pension liability was about \$33 million with 60% funded as of fiscal 2015. While pension costs are manageable due to the county retirement system's below-average funded ratio, we believe this will likely remain a growing pressure over the next few fiscal years.

Westwood's OPEB liability was \$35.6 million as of July 1, 2015, based on a 7.25% discount rate. The annual OPEB cost was \$3.2 million in fiscal 2015, 50% of which the town contributed. This is a reduction in the liability from previous years, and it reflects the town's recent switch to the State Group Insurance Commission. The fiscal 2017 budget includes a \$1.35 million contribution to the OPEB trust, bringing current balance in the fund to approximately \$4.46 million.

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Outlook

The stable outlook reflects S&P Global Ratings' expectation that Westwood's very strong underlying economy, ongoing economic developments, very strong management, and predictable operating profile will likely translate into strong budgetary performance and operating flexibility over the outlook period. In addition, we expect Westwood will likely maintain, what we consider, its very strong debt and liability profile despite existing and pending capital projects. We believe debt service and pension and OPEB costs will likely remain manageable and not pose an immediate budgetary challenge over the two-year outlook period due to the town's proactive initiatives. For these reasons, we do not expect to change the rating over the next two years. While currently unlikely, if budgetary performance were to deteriorate significantly, leading to diminished reserves, we could lower the rating.

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Incorporating GASB 67 And 68: Evaluating Pension/OPEB Obligations Under Standard & Poor's U.S. Local Government GO Criteria, Sept. 2, 2015

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.standardandpoors.com for further information. Complete ratings information is available to subscribers of RatingsDirect at www.globalcreditportal.com. All ratings affected by this rating action can be found on the S&P Global Ratings' public website at www.standardandpoors.com. Use the Ratings search box located in the left column.

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ISSUER COMMENT

15 March 2019

RATING

General Obligation (or GO Related) ¹

Aa1 No Outlook

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Town of Westwood, MA

Annual Comment on Westwood

Issuer Profile

The Town of Westwood is located in Norfolk County in eastern Massachusetts, approximately 10 miles southwest of Boston. The county has a population of 694,389 and a high population density of 1,738 people per square mile. The county's median family income is \$120,087 (1st quartile) and the December 2018 unemployment rate was 2.4% (1st quartile) ². The largest industry sectors that drive the local economy are health services, retail trade, and professional/scientific/technical services.

Credit Overview

The credit position for Westwood is very good, and its Aa1 rating is above the median rating of Aa3 for US cities. The key credit factors include a very strong wealth and income profile, a solid tax base and a healthy financial position. The rating also reflects a manageable debt burden and a mid-ranged pension liability.

Economy and Tax Base: Overall, the town has an exceptionally strong economy and tax base, which are slightly favorable relative to the assigned rating of Aa1. The median family income equates to a robust 237.4% of the US level. In addition, the full value per capita (\$282,630) is materially above other Moody's-rated cities nationwide, and grew markedly between 2014 and 2018. Westwood's total full value (\$4.3 billion) is considerable compared to the US median.

Finances: Overall, the town has a very solid financial position, which is comparable to its Aa1 rating. The cash balance as a percent of operating revenues (26.4%) is slightly lower than the US median and the fund balance as a percent of operating revenues (21.1%) is under the US median. Massachusetts local governments tend to have financial ratios lower than US medians because they generally derive a majority of revenues from stable property taxes and their financials typically incorporate school operations which are predictable.

Debt and Pensions: Overall, the debt and pension liabilities of the town are small, if slightly weak relative to its Aa1 rating. Westwood's net direct debt to full value (1%) is roughly equivalent to the US median, and remained the same from 2014 to 2018. Furthermore, the Moody's-adjusted net pension liability to operating revenues (0.88x) is favorably below the US median.

Management and Governance: Massachusetts cities have an Institutional Framework score ³ of Aa, which is high compared to the nation. Institutional Framework scores measure a sector's legal ability to increase revenues and decrease expenditures. Massachusetts cities major revenue source, property taxes, are subject to the Proposition 2 1/2 cap which can be overridden with voter approval only. However, the cap of 2.5% still allows for moderate

revenue-raising ability. Unpredictable revenue fluctuations tend to be minor, or under 5% annually. Across the sector, fixed and mandated costs are generally greater than 25% of expenditures. However, Massachusetts has public sector unions, which can limit the ability to cut expenditures. Unpredictable expenditure fluctuations tend to be minor, under 5% annually.

Sector Trends - Massachusetts Cities

Massachusetts cities will generally benefit from an expanding state economy. The vibrant expansion throughout the greater Boston region will continue to bolster most of the state, resulting in favorable employment trends relative to the nation as a whole. We expect the operating environment of cities to be favorable due to the growing residential and commercial real estate markets which will boost property tax revenues. However, Massachusetts cities will remain somewhat challenged by relatively low housing affordability and very high costs of doing business.

EXHIBIT 1

Key Indicators ^{4 5} Westwood

	2014	2015	2016	2017	2018	US Median	Credit Trend
Economy / Tax Base							
Total Full Value	\$3,702M	\$3,698M	\$3,698M	\$4,342M	\$4,342M	\$1,867M	Improved
Full Value Per Capita	\$250,004	\$245,003	\$240,697	\$287,686	\$282,630	\$89,200	Improved
Median Family Income (% of US Median)	232%	239%	237%	237%	237%	113%	Improved
Finances							
Available Fund Balance as % of Operating Revenues	18.7%	20.9%	21.6%	20.7%	21.1%	33.9%	Stable
Net Cash Balance as % of Operating Revenues	22.4%	25.3%	24.6%	24.1%	26.4%	36.9%	Stable
Debt / Pensions							
Net Direct Debt / Full Value	0.9%	0.9%	1.1%	1.2%	1.0%	1.1%	Stable
Net Direct Debt / Operating Revenues	0.42x	0.41x	0.47x	0.53x	0.45x	0.88x	Stable
Moody's-adjusted Net Pension Liability (3-yr average) to Full Value	1.9%	2.2%	2.3%	1.9%	2.0%	1.8%	Stable
Moody's-adjusted Net Pension Liability (3-yr average) to Operating Revenues	0.85x	1.03x	0.96x	0.87x	0.88x	1.51x	Stable

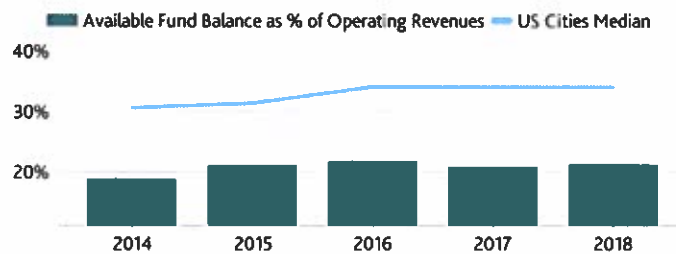
	2014	2015	2016	2017	2018	US Median
Debt and Financial Data						
Population	14,809	15,094	15,364	15,094	15,364	N/A
Available Fund Balance (\$000s)	\$15,617	\$16,770	\$18,983	\$19,583	\$21,117	\$7,419
Net Cash Balance (\$000s)	\$18,722	\$20,289	\$21,662	\$22,778	\$26,428	\$8,404
Operating Revenues (\$000s)	\$83,524	\$80,270	\$88,022	\$94,654	\$100,152	\$21,930
Net Direct Debt (\$000s)	\$34,679	\$32,830	\$41,708	\$50,563	\$45,568	\$18,580
Moody's Adjusted Net Pension Liability (3-yr average) (\$000s)	\$71,165	\$82,816	\$84,612	\$82,498	\$88,080	\$32,507

Source: Moody's Investors Service

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EXHIBIT 2

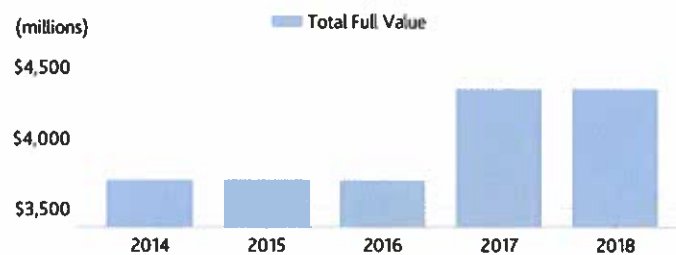
Available fund balance as a percent of operating revenues was stable from 2014 to 2018



Source: Issuer financial statements; Moody's Investors Service

EXHIBIT 3

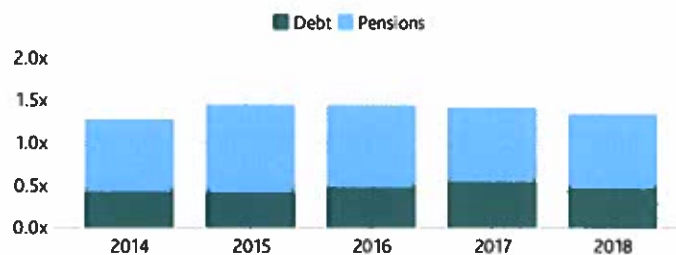
Full value of the property tax base increased from 2014 to 2018



Source: Issuer financial statements; Government data sources; Offering statements; Moody's Investors Service

EXHIBIT 4

Moody's-adjusted net pension liability to operating revenues was stable from 2014 to 2018



Source: Issuer financial statements; Government data sources; Offering statements; Moody's Investors Service

Endnotes

- 1 The rating referenced in this report is the issuer's General Obligation (GO) rating or its highest public rating that is GO-related. A GO bond is generally backed by the full faith and credit pledge and total taxing power of the issuer. GO-related securities include general obligation limited tax, annual appropriation, lease revenue, non-ad valorem, and moral obligation debt. The referenced ratings reflect the government's underlying credit quality without regard to state guarantees, enhancement programs or bond insurance.
- 2 The demographic data presented, including population, population density, per capita personal income and unemployment rate are derived from the most recently available US government databases. Population, population density and per capita personal income come from the American Community Survey while the unemployment rate comes from the Bureau of Labor Statistics.

The largest industry sectors are derived from the Bureau of Economic Analysis. Moody's allocated the per capita personal income data and unemployment data for all counties in the US census into quartiles. The quartiles are ordered from strongest-to-weakest from a credit perspective: the highest per capita personal income quartile is first quartile, and the lowest unemployment rate is first quartile.

- 3 The institutional framework score assesses a municipality's legal ability to match revenues with expenditures based on its constitutionally and legislatively conferred powers and responsibilities. See [US Local Government General Obligation Debt \(December 2016\)](#) methodology report for more details.
- 4 For definitions of the metrics in the Key Indicators Table, [US Local Government General Obligation Methodology and Scorecard User Guide \(July 2014\)](#). Metrics represented as N/A indicate the data were not available at the time of publication.
- 5 The medians come from our most recently published local government medians report, [Medians - Property values key to stability, but pension burdens remain a challenge \(March 2018\)](#) which is available on Moodys.com. The medians presented here are based on the key metrics outlined in Moody's GO methodology and the associated scorecard.

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MOODY'S

INVESTORS SERVICE

Rating Update: Moody's affirms Westwood, MA's Aa1; removes negative outlook

Global Credit Research - 30 Jul 2013

WESTWOOD (TOWN OF) MA
Cities (including Towns, Villages and Townships)
MA

Opinion

NEW YORK, July 30, 2013 --Moody's Investors Service has affirmed the town of Westwood, MA's Aa1 rating and removed the negative outlook affecting approximately \$41.4 million in general obligation debt.

RATINGS RATIONALE

The Aa1 rating incorporates the town's sizeable tax base with high wealth levels, improved financial position and a manageable debt burden with limited immediate borrowing plans. The removal of the negative outlook reflects the town's improved financial condition in compliance with stated financial policies. The bonds carry the town's general obligation unlimited tax pledge, as voters have exempted debt service from the levy limitations of Proposition 2 ½.

STRENGTHS

- Sizable tax base with above average wealth indicators
- Compliance with adopted financial policies
- Manageable debt position

CHALLENGES

- Narrow reserve levels

DETAILED CREDIT DISCUSSION

IMPROVED FINANCIAL POSITION EXPECTED TO STABILIZE OVER THE NEAR-TERM

Moody's believes the town's financial position will remain healthy over the near-term due to conservative budgeting practices and adherence to approved fiscal policies. The town has managed to improve reserves to a solid \$8.2 million or 11.3% of revenues in fiscal 2012 from a narrower \$4.1 million or 6.4% of revenues in fiscal 2008. Through conservative budgeting, management increased reserves to be in compliance with the town's formally adopted reserve policy of maintaining combined stabilization funds and general fund balance at 8% of general fund revenues. Management also no longer budgets for new revenues from the stalled Westwood Station, now known as University Station, in its five year forecasts. Management projects stable reserve levels for fiscal 2013 by limiting department expenditures to 2% increases and included an \$794,000 appropriation to the stabilization fund. For fiscal 2014, management projects a balanced budget that includes an \$100,000 appropriation to the stabilization fund. The town maintains an aggressive pay-as-you-go capital program, which Moody's views as a source of financial flexibility with the expectation the town could adjust the program in tight budget years. Pay-go-capital projects accounts for approximately 1% of the town's budget annually.

FAVORABLY LOCATED BOSTON SUBURB WITH ABOVE-AVERAGE RESIDENT WEALTH LEVELS

Moody's believes the town's large tax base will remain relatively stable due to its favorable location and new developments. The large suburban tax base of \$3.7 billion is located approximately 13 miles from Boston (GO rated Aaa/stable outlook) and is growing an average rate of 2% annually over the last five years. The town is also anticipating new development as the once stalled Westwood Station project has been restarted as University Station a mixed use development. The project has been reduced in size and is scheduled break ground in the fall and open anchor stores in spring 2015. Management maintains conservative budgeting by not including any potential new revenues from the development in the town's five year budget forecasts. Resident income levels within the town are well-above average compared to state averages, with per capita and median family incomes of

169.5% and 182.2%, respectively.

MANAGEABLE DEBT BURDEN WITH NO PLANS TO ISSUE NEW DEBT

Moody's anticipates that the town's 1.1% overall debt burden will remain affordable given limited future borrowing plans. While debt service represents a 9.1% of fiscal 2012 expenditures, roughly 71% of Westwood's outstanding debt has been excluded from Proposition 2 ½ by the town's voters, easing pressure on general fund operations. Amortization of existing principal is rapid with 95.6% retired within 10 years. The town has no variable rate debt or derivative product exposure.

The town participates in the Norfolk County Contributory Retirement System, a multi-employer, defined benefit retirement plan. The town's annual required contribution (ARC) for the plan was \$2.6 million in fiscal 2012, or 3.2% of operating expenditures. The town's adjusted net pension liability, under Moody's methodology for adjusting reported pension data, is \$43,761, or an average 0.62 times General Fund revenues. Moody's uses the adjusted net pension liability to improve comparability of reported pension liabilities. The adjustments are not intended to replace the town's reported liability information, but to improve comparability with other rated entities.

Also, the town currently contributes to its OPEB liability on a pay-as-you-go basis. The town contributed 35% of its annual OPEB cost in fiscal 2012, representing \$1.7 million. The total UAAL for OPEB is \$59 million, as of June 30, 2011. The town's total fixed costs for 2012, including pension, OPEB and debt service, represented \$10.8 million or 13.3% of expenditures.

OUTLOOK

The removal of the negative outlook reflects the town's improved financial condition and compliance with stated financial policies expected to continue over the medium term.

WHAT COULD CHANGE THE RATING UP:

- Significant increases to reserve levels consistent with a higher rating category

WHAT COULD CHANGE THE RATING DOWN:

- Significant reductions in reserve levels relative to revenues
- Failure to maintain structurally balanced operations

KEY STATISTICS

2010 Population: 14,618 (increased 3.5% since 2000 census)

2012 Equalized valuation: \$3.7 billion

2012 Equalized valuation per capita: \$253,270

Median family income: \$151,976 (182.2% of the commonwealth; 236.3% of the U.S.)

Per capita income: \$59,422 (169.5% of the commonwealth; 212.8% of the U.S.)

Overall debt burden: 1.1%

Adjusted overall debt burden: 1%

Payout of principal (10 years): 95.6%

FY12 General Fund balance: \$8.2 million (11.3% of General Fund revenues)

FY12 Unassigned General Fund balance: \$5.5 million (7.6% of revenues)

The principal methodology used in this rating was General Obligation Bonds Issued by US Local Governments published in April 2013. Please see the Credit Policy page on www.moodys.com for a copy of this methodology.

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Current Infrastructure Information

Financial Policy

Document	Purpose	Most Recent Update	Maintained By	Included
FY19 Fixed Asset Summary	Required for annual audit/financial statements	June, 2019 Updated Annually	Town Accountant	√
Auto Fleet Schedule	Insurance	June, 2019 Updated Annually	Town Accountant	√
Vehicle/Equipment List by Department	Capital budget	September, 2019	Department Head	√
Information Systems – List of Town Computer Equipment	Capital budget	September, 2019	Director of IT	√
Sewer Master Plan	Sewer Maintenance, Management & Construction		Sewer Commission	
Town Buildings Replacement Schedule	Insurance	July, 2019 Updated Annually	Town Accountant	√
Road Improvement Program	Roadway Maintenance, Management & Construction	September, 2019	DPW Director	Summary
Town Facilities Plan	Comprehensive analysis of space needs done for planning purposes	Ongoing	Town Administrator	
School Buildings Assessment	Comprehensive review of elementary school building needs for planning purposes	Updated Assessment Ongoing	School Administration	

Some documents too large to include – see contact person.

**Town of Westwood
Fixed Asset Summary-FY19**

Town		G/L#	Beg Bal	Additions	Disposals	End Bal
			7/1/2018			6/30/2019
Land	99-000-1910	6,748,382				6,748,382
Building and Improvements	99-000-1920	135,078,076	604,311			135,682,387
Vehicles	99-000-1960	9,835,837	534,050	62,508		10,307,379
Machinery and Equipment	99-000-1950	14,915,025	355,082			15,270,107
Construction in Process	99-000-1980	0				0
Infrastructure	99-000-1990	65,994,038	1,122,506	1,959,211		65,157,333
Sub-total		232,571,358	2,615,949	2,021,719		233,165,588
Sewer						
Capital assets:						
Land	99-000-1911	350,850				350,850
Plant & Infrastructure	99-000-1931	19,568,628	507,647	362,526		19,713,749
Other building and Improve.	99-000-1921	6,339,070				6,339,070
Vehicles	99-000-1961	448,428	85,955	55,914		478,469
Machinery and Equipment	99-000-1951	510,212				510,212
Sub-total		27,217,188	593,602	418,440		27,392,350
Total		259,788,546	3,209,551	2,440,159		260,557,938

Auto Fleet Schedule
Description of Information
Town of Westwood
Territory # 16

#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	RC	Med Pay	Comp Deduct	\$ Coll Deduct	Effective Date
1	BOH	2016	NISSAN - LEAF	1N4Z0CP9GC301481			\$32,409	L	73980	RC	Y	\$500	\$500	07/01/2019
2	COA	2008	FORD - ECOVAN	1FT2S34L58DA67559	M55379		\$42,760	L	05230	ACV	Y	\$500	\$500	07/01/2019
3	COA	2010	FORD - E350 VAN	1FTSS3EL2ADA98529	M36945		\$44,014	L	05230	ACV	Y	\$500	\$500	07/01/2019
4	COA	2016	FORD - ECONOLINE	1FDEE3F5OGDC54968			\$60,000	BAO	05230	ACV	Y	\$500	\$500	07/01/2019
5	COA	2018	FORD - TRANSIT VAN	1FTB4XM4JKA02606	M99835		\$58,879	BAO	05230	ACV	Y	\$500	\$500	07/01/2019
6	DPW	1992	RAYCO - STUMP CUTTER	1665ACD015492	M51177		\$19,986	L	79650		N	NO COV	NO COV	07/01/2019
7	DPW	1994	CUST - UTILITY TRAILER	RD10CB351R1850056	M52205		\$3,000		68499		N	NO COV	NO COV	07/01/2019
8	DPW	1996	CROSS - T ROLLER TRAILER	1C9FS1418T1432647	M54546		\$2,200		68499		N	NO COV	NO COV	07/01/2019
9	DPW	2000	CROSS - UTILITY	431FS1416Y2000223	M58135		\$5,000		68499	ACV	N	NO COV	NO COV	07/01/2019
10	DPW	2000	KUBOTA - TRACTOR	70860	M69131		\$13,514		79650		N	NO COV	NO COV	07/01/2019
11	DPW	2002	FORD - BOX TRUCK	3FDXF75Y62MA12721	M87409	30,000	\$50,000	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
12	DPW	2002	MORBARK - CHIPPER TRAILER	4S8SZ16142W023652	M69835		\$26,000	L	79650	ACV	N	\$500	\$500	07/01/2019
13	DPW	2002	KUBOTA - TRACTOR	53207	M68014		\$28,600		79650	ACV	N	DEC 4C	DEC 4C	07/01/2019
14	DPW	2002	MAGNUM - UTILITY TRAILER	5AJLS16192B000180	M69128		\$6,495	L	68499	ACV	N	NO COV	NO COV	07/01/2019
15	DPW	2004	WELCH - UTILITY TRAILER	1W9US14184N189500	M71552		\$2,695	L	68499	ACV	Y	NO COV	NO COV	07/01/2019
16	DPW	2004	BOMBARDIER - SIDEWALK PLOW	900200072	M80326		\$107,000	L	79650	RC	N	DEC 4C	DEC 4C	07/01/2019
17	DPW	2005	BIG TEX - UTILITY TRAILER	16VEX182152H51818	M71941	9,000	\$4,185		68499	ACV	N	NO COV	NO COV	07/01/2019
18	DPW	2005	WELCH - UTILITY TRAILER	1W9US14225N189504	M7252	2,250	\$2,995		68499	ACV	N	NO COV	NO COV	07/01/2019
19	DPW	2006	CARGO - UTILITY	2000544434	M79396		\$11,990	L	79650	ACV	N	\$500	\$500	07/01/2019
20	DPW	2007	STONE - CEMENT MIXER TRAILER	262007004	M79491		\$3,794	L	79650		N	NO COV	NO COV	07/01/2019
21	DPW	2008	FORD - F550 DUMP TRUCK	1FDAF57R78EC52097	M79377		\$54,671	M	21499	RC	N	DEC 4C	DEC 4C	07/01/2019
22	DPW	2009	FORD - DRWSUP TRUCK	1FDAF57R19EA00587	M76548		\$55,000	M	21499	RC	N	DEC 4C	DEC 4C	07/01/2019
23	DPW	2009	FORD - DRWSUP TRUCK	1FDAF57R39EA00588	M76549		\$50,000	M	21499	RC	N	DEC 4C	DEC 4C	07/01/2019
24	DPW	2009	FORD - E350 VAN	1FTSE34P09DA14618	M78207		\$26,249	L	01499	ACV	N	\$500	\$500	07/01/2019
25	DPW	2009	JCB - CONSTRUCTION TRACTOR	SLP214FC9U0912503	M76545		\$95,497	M	79650	RC	N	DEC 4C	DEC 4C	07/01/2019
26	DPW	2011	FORD - F550 DUMP TRUCK	1FDJF5HT2BEB96049	M84395	19,500	\$58,458	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
27	DPW	2011	HOMESTEADER - UTILITY TRAILER	5HABE1820BN011337	M88258	7,000	\$7,784	L	68499	ACV	Y	\$500	\$500	07/01/2019
28	DPW	2011	PRINOTH - SIDEWALK TRACTOR	U107440V	M88264		\$132,400	M	79650	RC	N	DEC 4C	DEC 4C	07/01/2019

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Auto Fleet Schedule
Description of Information
Town of Westwood
Territory # 16

#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	ACV RC	Med Pay	\$ Comp Deduct	\$ Coll Deduct	Effective Date
29	DPW	2012	FORD - F550 TRUCK	1FDUF5HT3CEC96033	M85040		\$73,475	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
30	DPW	2012	FORD - F550 TRUCK	1FDUF5HT5CEC96034	M85039		\$70,210	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
31	DPW	2012	FORD - F550 TRUCK	1FDUF5HT7CEC96035	M85041		\$82,540	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
32	DPW	2012	FORD - F350 PICKUP	1FT8X3BT5CEA59415	M88266	11,100	\$42,711	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
33	DPW	2012	INTERNATIONAL - DUMP TRUCK	1HTWDAAR3CJ672170	M84010		\$178,554	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
34	DPW	2012	MACK - DUMP TRUCK	1M2AX01C8CM001642	M84011		\$155,000	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
35	DPW	2012	FORD - DUMP TRUCK	3FRNF6GE2CV418177	M84130		\$82,791	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
36	DPW	2012	TRACKLESS - TRACTOR	MT61540	M87416		\$151,095	H	79650	RC	Y	DEC 4C	DEC 4C	07/01/2019
37	DPW	2012	ELGIN PELICAN - SWEEPER	NP2513D	M87411		\$185,785	H	79650	RC	Y	DEC 4C	DEC 4C	07/01/2019
38	DPW	2013	TAKEUCHI - COMPACT EXCAVATOR	178401130	M93046		\$110,500	L	79650	RC	Y	DEC 4C	DEC 4C	07/01/2019
39	DPW	2013	JOHN DEERE - LOADER	1DW624KH1CE648687	M85042		\$191,875	H	79650	RC	Y	DEC 4C	DEC 4C	07/01/2019
40	DPW	2013	FORD - EXPLORER	1FM5K8D88DGC96425	M90095		\$33,076	L	01499	ACV	Y	\$500	\$500	07/01/2019
41	DPW	2013	MACK - DUMP TRUCK	1M2AX01C2DM001797	M85867		\$176,000	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
42	DPW	2013	MACK - DUMP TRUCK	1M2AX01C4DM001798	M85879		\$176,000	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
43	DPW	2013	MACK - DUMP TRUCK	1M2AX01C6DM001799	M85868		\$176,000	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
44	DPW	2013	MACK - DUMP TRUCK	1M2AX04CXDM018326	M87422		\$193,500	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
45	DPW	2013	DOOSAN - UTILITY TRAILER	4FVCBBAA6DU455155	M93600		\$34,851	L	68499	ACV	Y	\$500	\$500	07/01/2019
46	DPW	2013	CARMATE - TRAILER	5A3C612S9DL001451	M84141	2,990	\$5,000	L	68499	ACV	Y	\$500	\$500	07/01/2019
47	DPW	2014	FORD - F350 PICKUP	1FD7X3BT9EEB36443	M92344		\$45,105	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
48	DPW	2014	FORD - F550 DUMP TRUCK	1FDUF5HT2EEA98272	M89269		\$56,508	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
49	DPW	2014	FORD - EXPLORER	1FM5K8D89EGB25359	M90084		\$33,076	L	01499	ACV	Y	\$500	\$500	07/01/2019
50	DPW	2014	FORD - F350 PICKUP	1FTRF3BT1EEB09110	M89270		\$32,498	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
51	DPW	2014	MACK - DUMP TRUCK	1M2AX01C1EM002053	M88808		\$170,000	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
52	DPW	2014	MORBARK - CHIPPER	4S8SZ161XEW040847	M91552		\$49,259	L	79650	RC	Y	DEC 4C	DEC 4C	07/01/2019
53	DPW	2014	CAM - TRAILER	5JPBU312XEP034532	M88818	27,000	\$12,750	M	68499	ACV	N	\$500	\$500	07/01/2019
54	DPW	2015	FORD - F550 DUMP TRUCK	1FDUF5HT7FEC46871	M93591		\$68,376	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
55	DPW	2015	DEERE - SKID STEER LOADER	1T0320EMEEJ273047	M93047		\$70,487	M	79650	RC	Y	DEC 4C	DEC 4C	07/01/2019
56	DPW	2015	DEERE - BACKHOE	1T0410KXHEE273112	M93045		\$109,950	M	79650	RC	Y	DEC 4C	DEC 4C	07/01/2019

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Auto Fleet Schedule
Description of Information
Town of Westwood
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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	ACV	Med \$	Comp \$	Coll Deduct	Effective Date
57	DPW	2016	FORD - F350 PICKUP	1FT8X3BT9GEA2861	M94048		\$53,722	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
58	DPW	2016	THREE - UTILITY TRAILER	4SPDP18266M097972	M93803	9,900	\$34,995	L	68499	ACV	Y	\$500	\$500	07/01/2019
59	DPW	2016	MACK - 700 GU712	1M2AX01CXGM002510			\$174,999	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
60	DPW	2017	FORD - F550	1FDUF5HTXHIEB18241			\$68,400	H	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
61	DPW	2017	VOLVO - L120H	VCEL12OHV0S632163			\$253,900	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
62	DPW	2017	FORD - F450	1FD0X4HT4HEB18242			\$73,952	H	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
63	DPW	2017	FORD - F350	1FT8X3BT7HED14394	M98945		\$35,000	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
64	DPW	2017	FORD - F350	1FT8X3BT9HED22481	7GN718		\$46,140	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
65	DPW	2018	MACK - GU712	1M2AX01CXJM003003	M99930		\$192,360	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
66	DPW	2018	HOME - UTILITY TRAILER	SHABE1621JN065490	M98795		\$8,613	T	68499	ACV	Y	\$500	\$500	07/01/2019
67	DPW	2018	WANCO - CONSTR	5F12S1016J1004338			\$5,750	L	79650	RC	Y	\$500	\$500	07/01/2019
68	DPW	2018	FORD - TRANSIT	1FTYR1YM3JKA04913	M1952A		\$24,995	L	01499	RC	Y	\$500	\$500	07/01/2019
69	DPW	2018	FORD - TRANSIT	1FTYR1YM3JK812593	M1953A		\$24,995	L	01499	RC	Y	\$500	\$500	07/01/2019
70	DPW	2018	FORD - F550	1FDUF5HT4JDA03078	M1835A		\$66,589	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
71	DPW	2018	FORD - F550	1FDYF5HT6JDA03079	M1834A		\$66,559	H	31499	RC	Y	DEC 4C	DEC 4C	07/01/2019
72	DPW	2018	FORD - F450	1FD0X4HT4JEC65179	M3240A		\$95,032	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
73	DPW	2019	CAM - UTILITY	5JWCD121XKP502645	M3167A		\$4,350	T	68499	ACV	Y	\$500	\$500	07/01/2019
74	FIRE	1976	BAL KO - BOAT TRAILER	7614696			\$225		69499		N	NO COV	NO COV	07/01/2019
75	FIRE	1986	WRIGHT - TAGALONG	1S9TS1713G1132118			\$2,000	L	69499		N	NO COV	NO COV	07/01/2019
76	FIRE	1990	INTERNATIONAL - FIRE TRUCK	1HTSDTVN1LH278904	MF603		\$100,000	H	79090	RC	N	DEC 4C	DEC 4C	07/01/2019
77	FIRE	1991	INTERNATIONAL - 4800 4X4	1HTSENHN1MH353008	MF608	30,000	\$140,000	H	79090	RC	N	DEC 4C	DEC 4C	07/01/2019
78	FIRE	1991	FEDERAL - CYCLONE	46JBAA89M1003545	MF602	38,000	\$240,000	H	79090	RC	N	DEC 4C	DEC 4C	07/01/2019
79	FIRE	1994	LONG CH - TRAILER	LCAUS0815RT135836	M52215	1,180	\$220	L	69499		N	NO COV	NO COV	07/01/2019
80	FIRE	2000	FORD - F550	1FDAF56F9YEC39911	MF4047		\$24,000	H	79090	ACV	Y	\$500	\$500	07/01/2019
81	FIRE	2001	FORD - F450 TRUCK	1FDXF47F31ED00243	MF6764		\$80,000	M	79090	RC	N	DEC 4C	DEC 4C	07/01/2019
82	FIRE	2002	EMERGENCY ONE - CYCLONE TRUCK	4ENGABA8021005711	MF6763		\$625,000	H	79090	RC	N	DEC 4C	DEC 4C	07/01/2019
83	FIRE	2003	EMERGENCY ONE - PUMPER	4EN6AAA8031006817	MF605	41,800	\$350,000	H	79090	RC	N	DEC 4C	DEC 4C	07/01/2019
84	FIRE	2003	EMERGENCY ONE - FIRE PUMPER	4EN6AAA8231006799	MF6647	41,800	\$350,000	H	79090	RC	N	DEC 4C	DEC 4C	07/01/2019

Auto Fleet Schedule
Description of Information
Town of Westwood
Territory # 16

#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	ACV	Med \$	Comp \$	Coil	Effective Date
										RC	Pay	Deduct	Deduct	Date
85	FIRE	2008	LOAD - UTILITY TRAILER	5A4LTSL1882029317	MF9702	1,600	\$2,000	L	69499	ACV	N	\$500	\$500	07/01/2019
86	FIRE	2009	FORD - F350 PICKUP	1FTWF31529EA61063	MF601	10,100	\$43,616	L	79090	RC	N	DEC 4C	DEC 4C	07/01/2019
87	FIRE	2009	CHEVROLET - TAHOE	1GNFK03029R263526	MF6653	7,300	\$28,214	L	79080	RC	N	\$500	\$500	07/01/2019
88	FIRE	2010	FORD - E450 AMBULANCE	1FDXE4FP3ADA0378			\$18,000	M	79130	ACV	Y	\$500	\$500	07/01/2019
89	FIRE	2011	INTERNATIONAL - AMBULANCE	1HTMNAALXBH360143	MF3733		\$253,423	M	79130	ACV	Y	\$500	\$500	07/01/2019
90	FIRE	2012	FORD - EXPLORER	1FMHK8D87CGA09815	MF8711		\$32,106	L	79080	RC	Y	\$500	\$500	07/01/2019
91	FIRE	2012	FORD - EXPLORER	1FMHK8D89CGA09816	MFA464		\$32,106	L	79080	RC	Y	\$500	\$500	07/01/2019
92	FIRE	2013	KUBOTA - UTILITY CART	A5KB1FDAPDG0E1517	MFA470		\$12,450	L	79080	ACV	Y	\$500	\$500	07/01/2019
93	FIRE	2014	FERRARA - IGNITER FIRE TRUCK	1F9455622EH14004	MFB677	47,835	\$748,083	EH	79090	RC	Y	DEC 4C	DEC 4C	07/01/2019
94	FIRE	2016	FORD - AMBULANCE	1FDUF5HT0GEA30023	MF7233	18,000	\$252,756	M	79130	ACV	Y	\$500	\$500	07/01/2019
95	FIRE	2016	FORD - EXPEDITION	1FMJU1JT5GEF15480	MF4341		\$44,910	L	79080	RC	Y	\$500	\$500	07/01/2019
96	FIRE	2017	FERRARA - IGNITER	1F9455420HH140576	MF602		\$602,703	EH	40499	RC	Y	DEC 4C	DEC 4C	07/01/2019
97	FIRE	2017	FERRARA - IGNITER	1F9455429HH140575	MF605		\$602,703	EH	40499	RC	Y	DEC 4C	DEC 4C	07/01/2019
98	FIRE	2018	FORD - F250	1FT7XBT4TEC28018	MF6653		\$43,496	L	79090	RC	Y	DEC 4C	DEC 4C	07/01/2019
99	HEALTH	2006	HAUL - UTILITY TRAILER	16HCB12146P059112	M75531	1,900	\$4,228	L	69499	ACV	N	\$500	\$500	07/01/2019
100	HEALTH	2016	NISSAN - LEAF	1N4AZOCP3GC311469			\$32,384	L	73980	RC	Y	\$500	\$500	07/01/2019
101	POLICE	1991	PENN - UTILITY TRAILER	1P9C714D1ML016195	M52187	6,000	\$2,900	L	69499	ACV	N	NO COV	NO COV	07/01/2019
102	POLICE	1999	SPEED - ALERT TRAILER	1P9141010XG301142	M55226		\$6,490	L	69499		N	NO COV	NO COV	07/01/2019
103	POLICE	1999	SPEED - ALERT TRAILER	1P9141011XG301196	M60609		\$6,490	L	69499		N	NO COV	NO COV	07/01/2019
104	POLICE	2005	FORD - CROWN VICTORIA	2FAHP74W85X121900	195XWN		\$28,180	L	79110	RC	N	\$500	\$500	07/01/2019
105	POLICE	2007	FORD - EXPLORER	1FMEU73807UB07276	MP607W		\$32,320	L	79110	RC	Y	\$500	\$500	07/01/2019
106	POLICE	2009	FORD - EXPEDITION	1FMFU16539EB27005	MP610W		\$36,100	L	79110	RC	N	\$500	\$500	07/01/2019
107	POLICE	2009	FORD - CROWN VICTORIA	2FAHP71V89X115046	MP616W		\$31,928	L	79110	RC	N	\$500	\$500	07/01/2019
108	POLICE	2009	CARMATE - UTILITY TRAILER	5A3C612S29L001282	M78221	2,990	\$6,000	L	69499	ACV	N	\$500	\$500	07/01/2019
109	POLICE	2011	FORD - E250 VAN	1FTNE2ELX8DB04268	MP608W		\$21,324	L	79120	ACV	N	\$500	\$500	07/01/2019
110	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV0BX104147	MP613W	4,010	\$29,895	L	79110	RC	N	\$500	\$500	07/01/2019
111	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV2BX163250	MP609W		\$30,683	L	79110	RC	Y	\$500	\$500	07/01/2019
112	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV4BX163251	MP617W		\$28,120	L	79110	RC	Y	\$500	\$500	07/01/2019

Auto Fleet Schedule
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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	ACV RC	Med Pay	\$ Comp Deduct	\$ Coll Deduct	Effective Date
113	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BVB8X100524	MP614W		\$28,495	L	79110	RC	N	\$500	\$500	07/01/2019
114	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV7BX172395	MP611W	4,011	\$28,120	L	79110	RC	Y	\$500	\$500	07/01/2019
115	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV8BX100525	MP615W		\$28,495	L	79110	RC	N	\$500	\$500	07/01/2019
116	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV9BX104146	MP612W	4,010	\$29,895	L	79110	RC	N	\$500	\$500	07/01/2019
117	POLICE	2012	FORD - TAURUS	1FAHP2HWXCG106802	883RF8	4,010	\$26,888	L	79110	RC	Y	\$500	\$500	07/01/2019
118	POLICE	2013	FORD - EXPLORER	1FM5K8AR7DGB71297	MP616W		\$42,998	L	79120	RC	Y	\$500	\$500	07/01/2019
119	POLICE	2014	FORD - EXPLORER	1FM5K8AR2EGA60206	MP3203		\$33,038	L	79120	RC	Y	\$500	\$500	07/01/2019
120	POLICE	2014	FORD - EXPLORER	1FM5K8AR4EGA60207	MP607W		\$33,038	L	79120	RC	Y	\$500	\$500	07/01/2019
121	POLICE	2014	FORD - FUSION	3FA6P0LU7ER104275	375VA4		\$32,135	L	79110	RC	Y	\$500	\$500	07/01/2019
122	POLICE	2015	FORD - EXPLORER	1FM5K8AR3FGB13044	MP608W		\$48,967	L	79120	RC	Y	\$500	\$500	07/01/2019
123	POLICE	2015	FORD - FUSION	3FA6P0RU1FR119752	2DE135		\$31,460	L	79110	RC	Y	\$500	\$500	07/01/2019
124	POLICE	2016	FORD - EXPLORER	1FM5K8AR0GGA04347	MP612W		\$33,136	L	79120	RC	Y	\$500	\$500	07/01/2019
125	POLICE	2016	FORD - EXPLORER	1FM5K8AR7GGA04345	MP619W		\$31,207	L	79650	RC	Y	\$500	\$500	07/01/2019
126	POLICE	2016	FORD - EXPLORER	1FM5K8AR9GGA04346	MP618W		\$33,136	L	79120	RC	Y	\$500	\$500	07/01/2019
127	POLICE	2016	FORD - EXPLORER	1FM5K8D88GGA41598			\$34,749	L	79120	RC	Y	\$500	\$500	07/01/2019
128	POLICE	2016	FORD - EXPLORER	1FM5K8AR2GGC35623			\$31,050	L	79120	RC	N	\$500	\$500	07/01/2019
129	POLICE	2016	FORD - EXPLORER	1FM5K8AR4GGC35624			\$31,050	L	79120	RC	N	\$500	\$500	07/01/2019
130	POLICE	2018	CHEVROLET - TAHOE	1GNSKDECITR251627				L	79120	RC	Y	\$500	\$500	07/01/2019
131	POLICE	2018	FORD - EXPLORER	1FM5K8D86JGB24552	8EM973		\$38,500	L	79120	RC	Y	\$500	\$500	07/01/2019
132	POLICE	2019	FORD - FUSION	3FA6P0MU0KR101468	1YL441		\$29,955	L	79110	RC	Y	\$500	\$500	07/01/2019
133	POLICE	2019	FORD - EXPLORER	1FM5K8AR8KGA63316	MP613W		\$31,251	L	79110	RC	Y	\$500	\$500	07/01/2019
134	POLICE	2019	FORD - EXPLORER	1FM5K8ARXKGA63317	MP614W		\$31,251	L	79110	RC	Y	\$500	\$500	07/01/2019
135	POLICE	2019	FORD - EXPLORER	1FM5K8AR1KGA63318	MP617W		\$31,251	L	79110	RC	Y	\$500	\$500	07/01/2019
136	RECREATION	2003	FORD - ECOWAGON	1FBSS31L63HB93262	M72100		\$20,540	L	05230	ACV	Y	\$500	\$500	07/01/2019
137	RECREATION	2017	FORD - TRANSIT	1FABAX2CM2HKA1626	M98791		\$42,827	BAO	05230	ACV	Y	\$500	\$500	07/01/2019
138	RECREATION	2018	HONDA - CLARITY	JHMEC5F30JC006893	M1957A		\$33,309	L	01499	RC	Y	\$500	\$500	07/01/2019
139	SCHOOL	2001	FORD - E350 VAN	1FTSE34L01HB45915	M18465		\$21,124	L	01499	ACV	N	\$500	\$500	07/01/2019

Auto Fleet Schedule

Description of Information

Town of Westwood

Territory # 16

#	Department	Year	Manufacturer & Model	Vin #	Plate #	GWV	Cost New	Type	Class	ACV RC	Med Pay	\$ Comp Deduct	\$ Coll Deduct	Effective Date
140	SCHOOL	2001	GEM - GOLF CART	5ASAG27421F013332	M71187		\$6,000	L	94600	ACV	N	NO COV	NO COV	07/01/2019
141	SCHOOL	2005	BIG TEX - UTILITY TRAILER	16VNX142X52D77327	M71931	9,000	\$3,694	L	68499	ACV	N	NO COV	NO COV	07/01/2019
142	SCHOOL	2006	FORD - E350 VAN	1FTSE34L76HA38352	M70738		\$16,387	L	05650	ACV	N	\$500	\$500	07/01/2019
143	SCHOOL	2009	CHEVROLET - SILVERADO	1GCHK74K79F181190	M82994	9,900	\$37,981	L	01499	ACV	N	\$500	\$500	07/01/2019
144	SCHOOL	2009	HOMESTEADER - UTILITY TRAILER	5HABE16289N000163	M80636	7,000	\$5,996	L	68499	ACV	N	\$500	\$500	07/01/2019
145	SCHOOL	2011	FORD - E150 VAN	1FMNE1BW2BDB29220	11598	8,520	\$24,356	L	05650	ACV	Y	\$500	\$500	07/01/2019
146	SCHOOL	2012	FORD - PICKUP	1FDRF3G64CEA07859	M87966		\$33,075	L	01499	ACV	Y	\$500	\$500	07/01/2019
147	SCHOOL	2015	JOHN DEERE - GATOR	1M0625GSEFM102937			\$20,209	H	79650	ACV	Y	\$500	\$500	07/01/2019
148	SCHOOL	2016	FORD - E350 VAN	1FDEE3FLXGDC18987	M93682	12,500	\$55,022	M	05650	ACV	Y	\$500	\$500	07/01/2019
149	SCHOOL	2016	FORD - F450 TRUCK	1FDUF4GY4GEA93147	M71570	16,500	\$46,698	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019
150	SCHOOL	2017	CROSS UTILITY - TRAILER	431FS1823H1000088			\$6,350	T	68499	ACV	Y	\$500	\$500	07/01/2019
151	SCHOOL	2018	FORD - F-250	1FDBF2B60JEB44295	M98712		\$50,852	L	01499	RC	Y	DEC 4C	DEC 4C	07/01/2019
152	SEWER	2009	INTERNATIONAL - 700 SER	1HTWCAZR39J130423	M76544		\$253,577	H	31499	RC	N	DEC 4C	DEC 4C	07/01/2019
153	SEWER	2009	SEWER - RODDER UTILITY TRAILER	1S9HU16179C381653	M76542		\$9,000	L	79650		N	NO COV	NO COV	07/01/2019
154	SEWER	2013	FORD - EXPLORER	1FM5K8D89DGB21018	M9591		\$33,985	L	01499	ACV	N	\$500	\$500	07/01/2019
155	SEWER	2018	FORD - F-450	1FD0X4HT0JEC65180	M3241A		\$85,955	M	21499	RC	Y	DEC 4C	DEC 4C	07/01/2019

Police Vehicle Inventory 2018

Department: POLICE

Vehicle	Year	Year Purchased	Mileage	Vehicle is Used For	Scheduled Year of Replacement	Comments
601	2016	2015	110528	Unmarked - Chief of Police	2019/2020	
602	2015	2014	56710	Unmarked - Detectives	2021	Hybrid
603	2012	2011	126363	Unmarked – Detectives	2019	Will be hybrid
604	2014	2013	81529	Unmarked – Detectives	2020	Hybrid
605	2018	2018	1700	Unmarked – Detective Supervisor		
606	2014	2014	99111	Marked Police Cruiser	2019	
607	2014	2014	108602	Marked Police Cruiser	2019	
608	2015	2015	97549	Marked Police Cruiser		Spare K-9 Unit
609	2015	2015	46411	Marked Police Cruiser	2023	
610	2009	2009	84656	Marked Police Cruiser	2022	Safety Officer
611	2015	2015	36593	Marked Police Cruiser	2023	
612	2016	2015	68815	Marked Police Cruiser	2022	
613	2011	2011	93728	Marked Police Cruiser		Detail cruiser
614	2011	2010	57115	Marked Police Cruiser		Detail cruiser
615	2018	2018	1500	Low Profile Police Cruiser		K-9 Unit
616	2013	2013	71491	Marked Police Cruiser		SRO Vehicle
617	2011	2012	127949	Marked Police Cruiser	2019	New motor 2014
618	2016	2015	73498	Marked Police Cruiser	2020	
619	2016	2015	71858	Low Profile Police Cruiser	2020	
620	2007	2007	171434	Unmarked Spare		Backup ACO/Dets.
ACO	2011	2011	22353	Animal Control Van		Formerly 620
	1991	1994		Emergency Management Trailer		
T1	1999	1999		Solar Speed Alert Trailer		Pending rehab/rebuild
T2	1999	2000		Solar Speed Alert Trailer		Rehabbed 2014
T3	2009	2009		Traffic Safety Trailer		

Speed Trailers: T1 does not work at all. Looking to surplus. T2 The trailer was rehabbed and a new speed sign/message board was installed.

Vehicle Inventory – FY20

Department FIRE (All readings as of 9/1/19)

Vehicle	VIN	Year	Year Purch.	Mileage	Vehicle is Used For	Scheduled Year of Replacement	Comments
E1	4EN6AAA8231006799	2003	2004	53581	Reserve Status - Structure/Vehicle Fires	2028	Engine
E2	1F9455429HH140575	2017	2017	18410	Incident Response	2037	Engine
E5	1F9455420HH140576	2017	2017	9376	Incident Response	2037	Engine
L1	4ENGABA8021005711	2002	2003	18906	Structure Fires	2023	Ladder Truck
L2	1F9455622EH140103	2014	2014	14759	Structure Fires	2034	Quint Ladder Truck
Sq1	1HTSENNJMH35008	1991	1991	29953	Brush Fires – multi-purpose	2019	Combination
Sq2	1HTSDTVN1LH278904	1990	1990	35043	Brush Fires (Out of Service)	2019	Combination
B1	1FDXF47F31ED00243	2001	2001	4559	Brush Fires	2021	Brush Truck
A1	1FOUF5HT0GEA30025	2015	2015	71664	Medical	2027	Ambulance
A2	1FDUF5HT6KDA12608	2018	2019	3487	Medical	2030	Ambulance
A3	1FDXE4FP3ADA40378	2010	2016	113941	Medical	2023	Ambulance
C1	1GNSKDEC7KR293401	2019	2019	592	Command	2029	SUV
C2	1FM5K8D80HGE39633	2017	2018	11380	Command	2025	SUV
C4	1FMHK8D89CGA09816	2012	2011	73051	Command	2019	SUV
C3	1FMJU1JT5GEF15480	2016	2016	32262	Command	2021	SUV
C5	1FMHK8D87CGA09815	2009	2009	58819	Fire Prevention/Spare Command	2017	SUV
C6	1FT7X2BT4JEC28018	2017	2018	2115	Utility Truck F250	2027	Utility Truck
M1	1FDAF56F9YEC39911	2000	2014	147688	Fire Alarm	2019	Bucket Truck
K1	A5KB1FDAPDG0E1517	2013	2013	1045	Utility	2033	ATV

Normal Replacement cycle:

- Ambulance – 12 year life cycle, rotates thru 3 response positions
- Engines – 10 to 15 yrs. Front line, then 5 to 10 yrs. in reserve
- Ladders – 20 yrs.
- Support Vehicles – Full service life 10 yrs.

SUMMARY - TOWN USER AND PERIPHERAL LIST

<i>location</i>	<i>user category</i>	<i>Users Supported</i>	<i>computers</i>
<i>Board or Committee</i>	Town	49	
<i>Carby St</i>	Town	44	30
<i>Caryb St</i>	Town	1	
<i>COA</i>	Town	6	5
<i>Deerfield</i>	School	3	1
<i>Downey</i>	School	4	2
<i>Fire Dept</i>	Town	51	15
<i>Hanlon</i>	School	3	1
<i>High School</i>	School	30	11
<i>High School</i>	Town	1	
<i>HS Central Admin</i>	School	22	10
<i>HS-Pre K</i>	School	2	1
<i>Information Technology</i>	Town	12	9
<i>Islington CC</i>	Town	6	6
<i>Islington Library</i>	Town	1	1
<i>Library</i>	Town	8	4
<i>Martha Jones</i>	School	3	2
<i>Middle School</i>	School	7	2
<i>Police Dept</i>	Town	56	27
<i>Recreation</i>	Town	11	6
<i>Sheehan</i>	School	3	3
<i>Town Hall</i>	Town	40	30

<i>location</i>	<i>user category</i>	<i>Users Supported</i>	<i>computers</i>
	<i>Totals for All Locations</i>	397	218

AUTOMOBILE FLEET SCHEDULE - TOWN OF WESTWOOD - Department of Public Works									
ITEM #	DEPARTMENT	YEAR	MANUFACTURER & MODEL	PLATE #	COST NEW	TYPE	MILEAGE	Replacement	RADIO
Car 1	HIGHWAY (Todd)	2017	Ford F350	1FT8X3BT9HED22481	7GN718	55,000.00			
Car 2	Facility Div. (Jimmy)	2013	FORD EXPLORER	1FM5K8D88DGC96425	M90095	35,000.00	SUV	10.00	2024
Car 3	HIGHWAY (Brendan)	2017	Ford F350	1FT8X3BT7HED14394	M98945	55,000.00			
Car 4	HIGHWAY (Spare)	2014	FORD EXPLORER	1FM5K8D89EGB25359	M90084	35,000.00	SUV	20.00	2024
Car 5	SEWER (Rich)	2013	FORD EXPLORER	1FM5K8D89DGB21018	M9591	35,000.00	SUV	2,600.00	2023
Elect. 1	Health	2016	Nissan Leaf	1N4AZ0CP3GC311489	M77209	35,000.00	LIGHT	100.00	2028
Elect. 2	Building	2016	Nissan Leaf	1N4AZ0CP9GC301481	M77222	35,000.00	LIGHT	100.00	2028
Truck 02	HIGHWAY	2015	FORD F350 PICKUP	1FT8X3BT9GEA92861	M94048	55,000.00	LIGHT	10.00	2025
Truck 04	HIGHWAY	2012	Pelican Sweeper	NP2513D	M87411	163,785.00	HEAVY	31,000.00	2019
Truck 05	HIGHWAY	2014	FORD F-350	1FTRF3BT1EEB09110	M89270	43,000.00	LIGHT		2025
Truck 06	HIGHWAY	2014	MACK DUMP	1M2AX01C1EM002053	M88808	165,000.00	HEAVY	100.00	2023
Truck 07	HIGHWAY	2018	FORD F450	1FD0X4HT4JEC65179	M3240A	65,000.00	MEDIUM	100.00	2029
Truck 08	HIGHWAY	2013	MACK DUMP	1M2AX01C6DM001799	M85868	165,000.00	HEAVY	400.00	2023
Truck 09	CEMETERY	2017	FORD F550	1FDUF5HTXHEB18241	M96322	65,000.00	HEAVY		2027
Truck 10	HIGHWAY	2012	MACK DUMP	1M2AX01C8CM001642	M84011	165,000.00	HEAVY	1,010.00	2021
Truck 11	HIGHWAY	2013	F550 Rack Body	1FDV5HT3CEC96033	M85867	65,000.00	MEDIUM	2,000.00	2024
Truck 12	HIGHWAY	2016	MACK DUMP	1M2AX01CXGM002510	M95417	165,000.00	HEAVY	100.00	2026
Truck 13	HIGHWAY	2012	Ford F650	3FRNF6GE2CV418177	M84130	90,000.00	MEDIUM	2,000.00	2022
Truck 14	HIGHWAY	2009	INTERNATIONAL	1HTWDAAR79H129632	M76543	155,000.00	HEAVY	10,500.00	2018
Truck 15	HIGHWAY	2009	Ford F550	1FDAF57R39EA00588	M76549	55,000.00	MEDIUM	31,000.00	2016
Truck 16	HIGHWAY	2014	FORD F550	1FDUF5HT2EEA98272	m89269	76,000.00	MEDIUM	0.00	2025
Truck 17	HIGHWAY	2011	FORD F550	1FDUF5HT2BEB96049	M84395	55,000.00	MEDIUM	12,182.00	2021
Truck 18	HIGHWAY	2015	FORD F550 (Chip Truck)	1FDUF5HT7EC46871	M93591	60,000.00	HEAVY	2,000.00	2026
Truck 19	HIGHWAY	2012	INTERNATIONAL	1HTWDAAR3CJ672170	M84010	165,000.00	HEAVY	1,749.00	2021
Truck 20	HIGHWAY	2013	MACK DUMP	1M2AX01C4DM001798	M85879	176,000.00	HEAVY	400.00	2023
Truck 21	SEWER	2018	FORD F450	1FD0X4HT0JEC65180	M3241A	65,000.00	MEDIUM	100.00	2029
Truck 22	FACILITY DIVISION	2014	FORD F350	1FD7X3BT9EEB36443	M92344	55,000.00	MEDIUM	2,000.00	2026
Truck 23	HIGHWAY	2013	MACK DUMP	1M2AX01C2DM001797	M85867	176,000.00	HEAVY	400.00	2023
Truck 24	SEWER/HIGHWAY	2009	INTERNATIONAL GIANT	1HTWCA2R39J130423	M76544	350,000.00	HEAVY	1,600.00	N/A
Truck 25	SEWER	2017	FORD F450	1FD0X4HT4HEB18242	M98124	70,000.00	MEDIUM	100.00	2027

Date: 11/5/2019																			
Truck 26	HIGHWAY	2013	FORD F 550	1FDUF5HT7CEC96035	M85041	55,000.00	MEDIUM	1,000.00	2023										
Truck 27	HIGHWAY	2013	MACK DUMP	1M2AX04CXDM018326	M87422	165,000.00	HEAVY	400.00	2022										
Truck 28	HIGHWAY	2018	FORD F550	1FDUF5HT6JDA03079	M1834A	55,000.00	MEDIUM	275.00	2029										
Truck 29	HIGHWAY	2018	FORD F550	1FDUF5HT4JDA03078	M1833A	55,000.00	MEDIUM	275.00	2029										
Truck 30	PARK	2013	FORD DUMP F 550	1FDVF5HT5CEC96034	M85039	40,000.00	MEDIUM	1,200.00	2023										
Truck 31	PARK	2012	FORD 350 PICKUP	1FT8X3BT5CEA59415	M88266	55,000.00	MEDIUM	55,000.00	2022										
Truck 32	PARK	2009	FORD F-550	1FDAF57R19EA00587	M76548	55,000.00	MEDIUM	48,188.00	2019										
Truck 33	HIGHWAY	2002	FORD 750 BUCKET	3FDXF75Y62MA12721	M87409	50,000.00	HEAVY	22,000.00	2025										
Truck 55	HIGHWAY	2009	E 350 VAN	1FTSE34PO9DA14618	M78207	26,000.00	LIGHT	32,835.00	2020										
F1	FACILITY DIVISION	2018	Transit Van	1FTYR1YM3JKB12493	M1925A	25,000.00	VAN	100.00	2030										
F2	FACILITY DIVISION	2018	Transit Van	1FTYR1YM3JKA04913	M1953A	25,000.00	VAN	100.00	2030										
Roadside	HIGHWAY	1987	STARLIGHT TRAILER	13YF51427HC020180	M39476	3,000.00		NA											
Compress. Highway	HIGHWAY	2012	TRACKLESS	MT61540	M87416	137,095.00	LIGHT	483.00	2022										
Generator	SEWER	2013	Doosan Compressor	V4FYCBBA6DU455155	M93600		LIGHT												
B1	HIGHWAY	2014	Portable Generator		M93214	50,500.00	Light												
B2	HIGHWAY	2011	BOMBARDIER SW TRAC	U107440V	M88264	107,000.00	MEDIUM	NA	2020										
K1	PARK	2000	KUBOTA - TRACTOR	L4310	M69131	24,000.00	TRACTOR	NA	2018										
K2	PARK	2002	KUBOTA - M5700 - TRAC	M60014	M68014	30,000.00	TRACTOR	NA	2015										
L1	HIGHWAY	2013	JOHN DEERE - 624K	1DW624KHCCE648687		153,875.00	HEAVY	NA	2022										
L2	HIGHWAY	2016	VOLVO LOADER	VCEL120HV0S632163		199,000.00	HEAVY	NA	2026										
JD	HIGHWAY	2015	410K BACKHOE/LOADE	1T0410KXHEE273112		109,950.00	HEAVY	N/A	2025										
JCB-2	HIGHWAY	2009	J.C.B. BACKHOE/LOAD	SLP214FC9U0912503	M76545			NA	2019										
Skid	HIGHWAY	2014	JOHN DEERE - 320 SKI	T00260E925352		70,000.00			2026										
Chipper 1	HIGHWAY	2003	MOBARK	1R1752	M69835	50,000.00		NA	2016										
Chipper 2	HIGHWAY	2014	MOBARK	4S8SZ161XEW040847	M91552	50,000		NA	2026										
RM-1	SEWER/HIGHWAY	2009	Seer Rod Machine/Trailer	1S9HU16179C381653	M76542	\$38,000.00	TRAILER	NA											
Leaf Vac	HIGHWAY	2006	T-GIANT-VAC	2000544434	M79396	12,000.00		NA											
Roller	HIGHWAY	2006	ROLLER	332996082	NONE			NA											
Stumper Emerg. Trailer	HIGHWAY	1994	T-RAYCO STUMP CUTT	1665AC/D015492	M51177	20,000.00		NA											
Trailer 1	F&G	2013	Car Utility Trailer	5A3C612S9DL001451	M84141	6,000.00													
		2000	TRAILER	431FS14642000223	M58135	\$6,000.00	MEDIUM												

MIIA Property and Casualty Group, Inc.
 One Winthrop Square
 Boston, MA 02110
 www.emiia.org



SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2019 TO 07/01/2020

AT 12:01 AM STANDARD TIME
 AT THE ADDRESS SHOWN ABOVE

Item #	Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
1	A (D3) Arcadia Road Sewer Pumping Station Arcadia Road		\$2,286,055
	B Personal Property in Above		\$40,006
2	A (D3) Brook Street Sewer Pumping Station Brook Street		\$1,857,257
	B Personal Property in Above		\$81,705
3	A (D3) Conant Road Sewer Pumping Station Conant Road		\$1,485,805
	B Personal Property in Above		\$20,058
4	A (D3) Far Reach Road Sewer Pumping Station Far Reach Road		\$571,514
	B Personal Property in Above		\$6,686
5	A (D3) Highway Department Garage 50 Carby Street		\$594,490
	B Personal Property in Above		\$277,373
6	A (A3) DPW Annex Carby Street		\$185,807
	B Personal Property in Above		\$27,699
7	A (A3) Highway Department Sand & Salt Storage Shed 50 Carby Street		\$608,552
	B Personal Property in Above		\$5,715

MPR 020
 (ED 07/19)

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 Boston, MA 02110
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SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2019 TO 07/01/2020

AT 12:01 AM STANDARD TIME
 AT THE ADDRESS SHOWN ABOVE

Item #		Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
8	A (D3)	Main Fire Station Including Solar Panels 637 High Street		\$2,594,842
	B	Personal Property in Above		\$144,775
9	A (D3)	Highway Department Storage Garage (New) Carby Street		\$342,879
	B	Personal Property in Above		\$171,454
10	A (B3)	Police Station 584 High Street		\$10,859,704
	B	Personal Property in Above		\$203,117
11	A (A3)	Senior Center Garage/Food Pantry 60 Nahatan Street		\$1,009,452
	B	Personal Property in Above		\$5,715
12	A (F3)	Submersible Sewer Pumping Station Sycamore Drive		\$221,899
	B	Personal Property in Above		\$1
13	A (F3)	Submersible Sewer Pumping Station Clapboardtree Street		\$277,373
	B	Personal Property in Above		\$1
14	A (D3)	Summer Street Sewer Pumping Station Summer Street		\$914,422
	B	Personal Property in Above		\$6,686

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SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2019 TO 07/01/2020

AT 12:01 AM STANDARD TIME
 AT THE ADDRESS SHOWN ABOVE

Item #	Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
15	A (C3) Dela Park Estates Pumping Station Dela Park Road		\$342,908
	B Personal Property in Above		\$5,715
16	A (C3) Stevens Farm Pump Station Stevens Farm Pump Station		\$277,373
	B Personal Property in Above		\$5,715
17	A (D3) DPW Building Carby Street		\$1,663,127
	B Personal Property in Above		\$221,899
18	A (B3) Islington Community Center 288 Washington Street		\$3,182,006
	B Personal Property in Above		\$22,523
19	A (C3) Fencing Morrison Park		\$67,568
	B Personal Property in Above		\$0
20	A (A3) Snack Stand Morrison Park		\$11,261
	B Personal Property in Above		\$1
21	A (C3) Lighting Morrison Park		\$140,767
	B Personal Property in Above		\$0

MPR 020
 (ED 07/19)

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MIIA Property and Casualty Group, Inc.
 One Winthrop Square
 Boston, MA 02110
 www.emiia.org



SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2019 TO 07/01/2020

AT 12:01 AM STANDARD TIME
 AT THE ADDRESS SHOWN ABOVE

Item #		Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
22	A (C3)	Irrigation Morrison Park		\$28,153
	B	Personal Property in Above		\$0
23	A (A3)	Storage Garage Morrison Park		\$140,767
	B	Personal Property in Above		\$149,782
24	A (C3)	Pump Replacement Morrison Park		\$55,475
	B	Personal Property in Above		\$0
25	A (A3)	School Street Playground Tot Lot 44 School Street		\$166,424
	B	Personal Property in Above		\$0
26	A (C3)	Highway Garage 50 Carby Street		\$600,138
	B	Personal Property in Above		\$221,899
27	A (A3)	DPW Storage Tent Highway Yard		\$38,832
	B	Personal Property in Above		\$55,475
28	A (A3)	Westwood High School Maintenance Garage 200 Nahatan Street		\$316,205
	B	Personal Property in Above		\$1,109

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SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2019 TO 07/01/2020

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 AT THE ADDRESS SHOWN ABOVE

Item #		Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
29	A (A3)	Cemetery Barn High Street		\$162,365
	B	Personal Property in Above		\$1,082
30	A (A3)	DPW Employee Locker Room & Breakroom 50 Carby Street		\$187,567
	B	Personal Property in Above		\$0
31	A (A3)	DPW Storage Tent DPW Storage Tent		\$38,833
	B	Personal Property in Above		\$55,475
32	A (A3)	Cemetery Garage Building 909 High Street		\$136,931
	B	Personal Property in Above		\$5,306
33	A (A3)	Islington Fire Station 300 Washington Street		\$7,295,211
	B	Personal Property in Above		\$416,160
34	A (B3)	Town Hall 580 High Street		\$2,830,436
	B	Personal Property in Above		\$138,489
35	A (A3)	Islington Branch Library 260 Washington Street		\$486,858
	B	Personal Property in Above		\$200,584

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SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2019 TO 07/01/2020

AT 12:01 AM STANDARD TIME
 AT THE ADDRESS SHOWN ABOVE

Item #		Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
36	A (D3)	Library 668 High Street		\$8,842,333
	B	Personal Property in Above		\$1,109,493
37	A (D3)	Downey Elementary School Incl. Solar Panels 250 Downey Street		\$10,021,758
	B	Personal Property in Above		\$199,424
38	A (D3)	E.W. Thurston Junior High School (incl. Addition & Solar Panels) 850 High Street		\$20,247,661
	B	Personal Property in Above		\$634,111
39	A (D3)	Martha Jones Elementary School Incl. Solar Panels 80 Martha Jones Road		\$13,448,575
	B	Personal Property in Above		\$199,424
40	A (F3)	Deerfield School 72 Deerfield Avenue		\$5,522,328
	B	Personal Property in Above		\$18,466
41	A (D3)	Paul R. Hanlon Elementary School 790 Gay Street		\$4,602,265
	B	Personal Property in Above		\$199,424
42	A (A3)	Westwood Senior Center 60 Nahatan Street		\$1,236,176
	B	Personal Property in Above		\$41,416

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SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2019 TO 07/01/2020

AT 12:01 AM STANDARD TIME
 AT THE ADDRESS SHOWN ABOVE

Item #		Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
43	A (F3)	William E Sheehan Elementary School 549 Pond Street		\$12,214,172
	B	Personal Property in Above		\$284,362
44	A (A3)	6 Temp. Classroom Buildings - Thurston Middle School 850 High Street		\$725,114
	B	Personal Property in Above		\$81,276
45	A (D3)	Westwood High School Incl. Solar Panels Nahatan Street		\$45,505,550
	B	Personal Property in Above		\$2,477,498
46	A (A3)	Modular Classrooms at Hanlon School 790 Gay Street		\$594,269
	B	Personal Property in Above		\$43,004
47	A (A3)	Modular Classrooms Middle School		\$3,106,580
	B	Personal Property in Above		\$232,994
48	A (A3)	Westwood High School Concession Stand 200 Nahatan Street		\$366,133
	B	Personal Property in Above		\$1,109
Total Amounts of Insurance			\$0	\$176,426,373

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TOWN OF WESTWOOD
COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

TODD KORCHIN, *DIRECTOR*
BRENDAN RYAN, *ASSTANT DIRECTOR*

JAMES MCCARTHY, *FACILITY MANAGER*

To: Laura Bucari
Finance Commission

From: Todd Korchin
Directory of Public Works

October 22, 2019

The Town of Westwood has maintained a formal Pavement Management program since 2013. This database allows the Town to manage its road network, prioritize repairs and realize cost savings by performing maintenance techniques designed to extend the useful life of the roadway pavement.

Standard pavement management practices call for re-inspections of the roadway network to be performed every 3 to 5 years in order to re-calibrate the pavement management program. Between network inspections, the Town inputs roadway maintenance and rehabilitation in order to maintain the roadway database and record construction history. Our network was most recently evaluated in fall of 2018 and new data has been provided to the Town with a new baseline of data to work from. Included in this memo is a summary of findings from the road surface rating (RSR) survey.

During the 2019 construction season, Westwood allocated \$ 660,000 toward roadway projects, including mill & overlay on the following roads: Croft Regis Neighborhood through Fairview Drive, Wildwood Drive, and Mayfair Drive. In addition to this roadway work, we also completed the rehabilitation of the sidewalk on High Street.

The results of the updated program yield an average network rating of 80.5. The current backlog of work is calculated to be approximately \$6,050,000.

We have developed our 2020 Roadway Improvement Plan which consists of Dover Road, Conant Road neighborhood, Pheasant hill, June Street, Chamberlin Ave, Blueberry, and Pond Street from Clapboardtree Street to Route 109.



TOWN OF WESTWOOD
COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

TODD KORCHIN, *DIRECTOR*
BRENDAN RYAN, *ASSTANT DIRECTOR*

JAMES MCCARTHY, *FACILITY MANAGER*

The following tables show existing backlog information:

Yearly Backlog Comparison - in Miles

	2018	2019
Major Rehabilitation	0.17	0.7
Minor Rehabilitation	8.99	11.76
Preventative Maintenance	31.08	35.94
Routine Maintenance	17.38	9.15
No Maintenance Required	25.52	25.6

Yearly Backlog Comparison - in Dollars

	2018	2019
Major Rehabilitation	\$98,653	\$523,732
Minor Rehabilitation	\$1,854,956	\$2,388,553
Preventative Maintenance	\$2,633,041	\$3,070,488
Routine Maintenance	\$123,891	\$65,375
No Maintenance Required	\$0	\$0
	\$4,710,541	\$6,048,148

TOWN OF WESTWOOD



FINANCIAL MANAGEMENT POLICIES AND OBJECTIVES

Prepared By:
Pamela Dukeman, Finance Director

Adopted By:
Board of Selectmen January 12, 2004
Revised January 13, 2014



Introduction

The Town of Westwood has an important responsibility to carefully account for public funds, to manage municipal finances wisely, and to plan and provide for the adequate funding of services desired by the public and as required by laws, rules, or regulations, including the provision and maintenance of public facilities and improvements. The financial objectives and policies set forth by the Board of Selectmen in this document are intended to establish guidelines for the continued financial strength and stability of the Town of Westwood.

It is the policy of the Town of Westwood that financial management is conducted with the objectives of safeguarding public funds, protecting the Town's assets, and complying with financial standards and regulations.

To help ensure the Town's financial stewardship, an established program of managing the Town's finances becomes essential. To this end, the Board of Selectmen seeks policies and procedures that are financially prudent and in the Town's best economic interests.

Objectives are broad, fairly timeless statements of the financial position the Town seeks to attain. The Town of Westwood shall pursue the following financial objectives:

- To provide full value to the residents and business owners of Westwood for each tax dollar by delivering quality services efficiently and on a cost-effective basis.
- To preserve our quality of life by providing and maintaining adequate financial resources necessary to sustain a sufficient level of municipal services, and to respond to changes in the economy, the priorities of governmental and non-governmental organizations, and other changes that may affect our financial well-being.
- To provide effective financial management within the Town that conforms to generally accepted accounting principles.
- To ensure public accountability in public financial management.
- To protect and enhance the Town's credit rating and prevent default on any municipal debts.
- To provide quality, essential public safety and education services at the most efficient cost.
- To provide safeguards to ensure the quality and integrity of the financial systems.
- To minimize the Town's financial risk due to unforeseen emergencies.
- To protect against unforeseen emergencies with reserve funds.
- To protect and maintain the Town's capital assets.

In order to achieve the above objectives, the Board of Selectmen adopts the following financial policies. The Board of Selectmen will review these financial policies on an annual basis. As part of that review, the Finance Director will report on the status of the goals, particularly how the current reserve balances compare to stated goals.

Further, it is the intention of the Board of Selectmen that these financial policies will serve as the Town's guiding financial principles. The Selectmen will not diverge from the policies without a clear, public statement and analysis of the change(s); (i.e., schedule of long term borrowing).



Overall Financial Policies

A. Accounting, Auditing and Financial Planning

1. The Town will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Government Accounting Standards Board.
2. An annual audit will be performed by an independent public accounting firm.
3. The Town will maintain strong financial controls to ensure compliance with Town Meeting appropriations and state regulations.
4. The Town has a newly established Audit Committee consisting of three members appointed by the Board of Selectmen to overlapping three-year terms. The Audit Committee will provide independent review and oversight of Westwood's financial reporting processes, internal controls and independent auditors. The Committee will present annually to the Board of Selectmen a written report of how it has discharged its duties and met its responsibilities.
5. The Town will strive to produce quality financial reporting including clear financial statements, high quality, user friendly annual budget documents, and an annual Comprehensive Annual Finance Report (CAFR).
6. The Town shall strive to attain an extremely favorable credit rating. The Town's credit rating is a statement of its overall fiscal health as a government and as a community. The benefit of a strong credit rating is realized in lower interest rate costs on the Town's long term debt issues. The Town will strive to maintain an extremely favorable credit rating by practicing prudent financial management, strong budget control, good cash management and timely billing and collection.

B. General Fund

1. The annual budget should be prepared such that all current operating expenditures will be paid for with current operating revenue. The Town should not fund ongoing operating expenditures with non-recurring revenue sources, such as free cash or borrowing. Operating expenses shall be supported by ongoing recurring revenue sources, including taxes, state aid, local receipts and fees.
2. The annual operating budget shall include an appropriation to an operating reserve fund. This account shall be used to fund any unforeseen and extraordinary expenses that occur during the fiscal year. Funds are transferred to individual departments during the year only upon recommendation of the Finance and Warrant Commission. The minimum annual appropriation to this account should be .5% of the total general fund operating budget, net of debt service. The reserve account may also be used by Town Meeting to meet unexpected, small increases in service delivery costs. This funding will only occur by a transfer article voted at Town Meeting.
3. The Town will maintain adequate working capital in the General Fund by seeking to refrain from using available fund balance equivalent to 4% of the annual general fund operating budget. Specifically, the Town shall strive to maintain free cash at 4% of general fund operating budget, net of debt service. This balance of free cash will provide sufficient cash flow to meet payroll and expenditures without having to borrow in anticipation of tax receipts and will serve as liquid funds that can be used in case of emergency.



4. Free Cash in excess of the goal reserve shall not be used to fund ongoing operating expenditures or budget shortfalls. Free cash in excess of goal amount should be used to:
 - Fund non-recurring, unforeseen expenditures, such as unusually high snow and ice costs;
 - Provide funding for additional capital projects;
 - Build stabilization reserves to goal targets.

C. Revenue

1. The Town will follow an aggressive and equitable policy of collecting revenues.
2. The Town will utilize all available tools to collect revenues including tax title process, title liens, and motor vehicle flagging procedures.
3. The Town will consider the use of service charges as a means of financing services not equitably supported through the existing tax structure.
4. The Town will strive to maintain a healthy commercial tax base to supplement residential tax revenues.
5. The Town will set the annual tax classification factor with the goal to provide residential relief while encouraging appropriate business development. The annual classification factor will be determined utilizing the separate, written document, "Tax Rate Shift Policy".
6. **One-Time Revenue** - The Town will thoroughly analyze any unexpected and unusual one-time revenue sources before appropriation. One-time revenue sources include items such as unusually high receipts, unanticipated state funds, legal settlements, or other one-time revenues.
 - These funds shall first be considered for use toward meeting reserve level goals and capital needs before being utilized for funding general fund operating budget needs.
 - Consideration will be given first to a project related to the source of funding.
 - The Long Range Financial Planning Committee (LRFP) shall make a recommendation to the Board of Selectmen for use of the funds.

Consideration shall be given to:

- Capital budget.
 - Capital Improvements Stabilization Fund.
 - Stabilization Fund.
 - OPEB Trust Fund.
7. **Recurring Revenue** - The Town will thoroughly analyze any new, recurring revenue sources before appropriation. New, recurring revenue sources include significant new commercial development, or other permanent revenue sources such as a new fee.
 - The net recurring revenue, after any designated allocations, shall first be considered toward meeting reserve level goals and capital needs before being utilized for funding general fund operating budget needs.



- The Long Range Financial Planning Committee (LRFP) shall make a recommendation to the Board of Selectmen for use of the funds.

Consideration shall be given to:

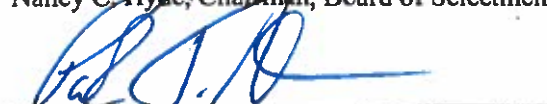
- Stabilization Fund.
- OPEB Trust Fund.
- Capital Improvements Stabilization Fund.
- Capital Budget.

Endorsement of Overall Financial Policies:

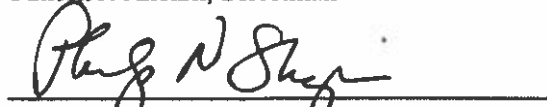
**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Reserve Policy

The Town of Westwood will maintain a level of reserves that protects the Town from emergency conditions that require financial flexibility, contribute to sufficient liquidity to pay all Town expenses without short-term borrowing, and contribute to maintaining a high credit rating. To provide for adequate levels of reserves to protect the Town's financial condition over the long term, the Town of Westwood has adopted the following financial reserve policies.

D. Reserves

1. The Town will maintain adequate reserve funds to protect the Town from unforeseen, extraordinary needs of an emergency nature. Prudent stewardship of the Town requires such planning and protection for the Town's financial health.
2. Reserve funds will be maintained as part of long term goals to reduce borrowing costs. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in costs of borrowing.
3. **Stabilization Fund**
 - The Town shall strive to maintain reserve accounts at a minimum of 8% of general fund operating revenues, net of debt service. The total reserve goal should be maintained at 4% in the general fund and 4% in the stabilization account.
 - Stabilization reserve funds shall be used to provide for temporary financing for unanticipated or unforeseen extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, an unexpected liability created by Federal or State legislation, immediate public safety or health needs, opportunities to achieve long-term cost savings, or planned capital investments and related debt service. Reserves will not be used to fund recurring budget items.
 - The Town shall strive to make an annual appropriation to the stabilization fund. Even if a nominal amount, this annual appropriation will demonstrate the commitment to reserves and keep the account in focus.
 - Funds shall be allocated from reserves only after an analysis and utilization plan has been prepared by the Finance Director and presented to the Board of Selectmen. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources and provide a sufficient cash balance for daily financial needs; and that conditions exist in future years that will allow for replenishment of reserve funds.
 - Funds shall be allocated each year in the budget process to replace any use of reserve funds during the preceding fiscal year to maintain the balance of the reserves at 8%.
4. **Other Post Employment Benefits (OPEB)**
 - OPEB is the cost of providing health care and other non-pension benefits for retirees.
 - The Town shall continue its practice of having an independent actuary prepare biennial valuations, which is in compliance with the Government Accounting Standards Board (GASB).



- While there is no legal requirement to fund OPEB liability, the Town should strive to move toward fully funding the Annual Required Contribution (ARC), ultimately developing a funding schedule that fully funds OPEB liability.
 - The Town will appropriate no less than \$550,000 per year to the OPEB Liability Trust Fund.
 - The Town should continue to increase this minimum contribution until complying with the annual required contribution (ARC).
 - The OPEB Task Force will continue to review and make recommendations for meeting the OPEB liability through both revenue and expenditure review.

5. Capital Improvements Stabilization Fund

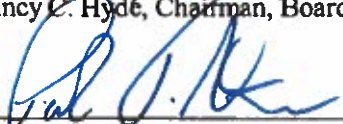
- The Town shall maintain a Capital Improvements Stabilization Fund. The goal of this Fund is to provide for funding long term maintenance and replacement of the Town's existing capital assets – primarily buildings and equipment and to serve as a funding source for new buildings and equipment.
- Funds designated to this account cannot be used for purposes other than those for which the account is established.
- Funds can be saved in this account from year to year, and interest earned remains with the account.
- This Fund shall be maintained to support planned annual capital appropriations and/or debt service for approved capital projects.

Endorsement of Reserve Policy:

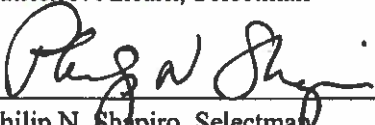
**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Debt Policy

E. Debt Management

1. Long-term debt should be issued only for capital projects or assets that have a long useful life. It should be issued to pay for the cost of significant infrastructure and capital projects, such as school remodeling, road construction, building construction, and land purchases. Long term debt should not be issued for recurring, small capital purchases with a useful life of less than five years.
2. The Town should attempt rapid debt repayment schedules. The Town shall strive for a rapid repayment schedule of ten years or less. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt obligations. This policy recognizes that capital needs continue and that new debt will continue to be identified and issued.
3. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. Debt issued on behalf of the Sewer Enterprise is supported by sewer user fees.
4. General fund nonexempt debt service should not exceed 8% of general fund revenues. Non-dedicated tax revenue debt service should not exceed 8% of net general fund operating revenue so as to provide appropriate funding for other Town services. Total general fund debt, exempt and non-exempt, should be maintained at no greater than 10-12% of net general fund operating revenues so as to balance total debt costs and tax implications with other services.
5. The Town will follow a policy of full disclosure on all bond offerings and financial prospectus.

Endorsement of Debt Policy:

Adopted January 12, 2004

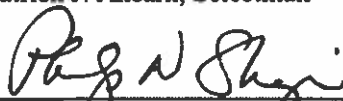
Revised January 13, 2014



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Capital Planning Policy

F. Capital Planning

1. The Town will maintain its physical assets at a level adequate to protect the Town's capital investments and to minimize future maintenance and replacement costs. The Town's physical resources are a major component of the Town's overall financial assets and represent a significant investment of public funds. As such, the Town must adequately maintain and update its capital assets.
2. The Town will develop a multi-year plan for capital improvements to be known as the "Five-Year Capital Budget," which will be updated on an annual basis. This report will include all known capital needs for a five year period for all school and municipal operations.
3. Capital items shall be defined as follows:
 - Items requiring an expenditure of at least \$10,000 and having a useful life of more than five years.
 - Projects consisting of real property acquisitions, construction, capital asset improvements, long-life capital equipment, or major maintenance/repair of an existing capital item, as distinguished from a normal operating expenditure.
 - Items obtained under a long term lease.
 - Bulk purchases of similar items, such as technology and furniture purchases, shall be aggregated and the total considered a capital item.
4. The Town shall regularly invest in capital stock on an ongoing basis. Annual delays in reinvesting in the Town's capital assets and equipment can often lead to delaying major problems that result in larger investments of financial resources to correct. The Board of Selectmen will continue to stress the importance of capital reinvestment and will carefully balance the financing of capital with annual operating expenses. The Town will strive to maintain 3 - 5% of the general fund operating budget, net of debt, on capital maintenance and replacement.
5. The funding source for capital projects must be identified and analyzed before any long term bonded capital project is recommended. Funding sources for capital projects must be analyzed so as to balance the limited resources available within Proposition 2 ½.
6. Capital projects funding should also be reviewed in relation to impact on property tax limitation.
 - Projects funded with current tax revenues should identify impact on annual operating budget.
 - Projects funded with long-term debt and *not exempted* from Proposition 2 ½ should identify impact on annual operating budgets.
 - Projects funded with long-term debt and *exempted* from Proposition 2 ½ should identify impact on annual tax rate and/or tax bill (debt exclusion).
 - Projects funded with *capital exclusion* should identify impact on current annual tax rate and/or tax bill (capital expenditure exclusion).
7. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended.

Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenue (taxes or fees) or new revenue sources




(debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources can also be identified or new funding sources identified. Future operating and maintenance costs for all new capital facilities will be fully costed out.

8. The Town shall support capital budgeting through the Capital Improvements Stabilization Fund. This Fund is outlined in the Reserve Policy.

Endorsement of Capital Planning Policy:

**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Other Policies

G. Sewer Enterprise Fund

1. Rates and fees for sewer funds shall be established so as to produce revenue that does not exceed the amount of annual appropriation made for the enterprise, less any funds received for the enterprise from any other source without express authority from the Town Meeting.
2. Sewer funds are reviewed annually to project revenues and expenditures for the next fiscal year, estimates of the current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project impact on sewer rates.
3. Betterments will be assessed for sewer extensions. Sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for sewer projects. When specific benefits accrue to property owner(s), betterments will be assessed in accordance with state statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital projects.
4. Sewer main replacements should be scheduled so as to avoid major increases in sewer rates. The current sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Sewer long-term debt schedules should be closely monitored to ensure that new sewer debt replaces completed debt instead of continually adding to total debt.
5. The sewer enterprise will maintain adequate working capital to finance operations. In the absence of retained earnings, operations would require the use of General Fund cash which would reduce General Fund cash available for investment, and consequently reduce General Fund Revenue. To avoid the use of General Fund cash as working capital for the sewer operations, and to accommodate fluctuations in revenue due to consumption variations, retained earnings shall be maintained at an appropriate level. The amount retained for this purpose shall be at least equal to 10% of sewer fund revenues.

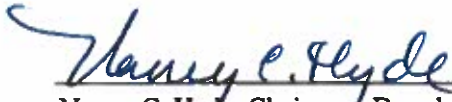
H. Gifts, Grants, and Other Funds

1. All grants shall be managed to comply with the laws, regulations and guidance of the grantor.
2. All gifts and donations shall be managed and expended according to the wishes and instructions of the donor and shall be in compliance with applicable state laws and regulations.
3. All user fees and revolving funds shall be managed in compliance with applicable state laws and regulations. User fees will be set so as to generate only the revenue needed to recover the allowable costs of the programs.
4. All gifts, grants, and fees shall be evaluated for suitability and consistency with Town policies. They shall also be formally approved and accepted by the Board of Selectmen and/or School Committee.
5. Any gifts with conditions determined to be unsuitable for the Town will not be accepted.



Endorsement of Other Policies:

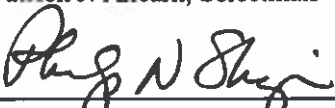
**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Investment Policy

I. Investment Policy

- Disbursement, collection, and deposit of all funds will be managed to insure protection and safeguard of funds, and adequate cash flow to meet the Town's needs of operations.
- The Town will strive to maximize the return on its portfolio, with the primary objectives of safety of principal, liquidity of funds and maximum yield.

I. The Investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds

A. Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, and capital project funds. Section two will deal with trust funds, bond proceeds, and any other funds with special circumstances such as stabilization funds. The Norfolk County Retirement Board is responsible for the investment of employees contributory pension funds.

B. Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.
- **Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
- **Yield** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.



C. Investment Instruments

Note: Public investments in Massachusetts are not protected through provisions in State law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity of a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles.

The Treasurer may invest in the following instruments:

1. Massachusetts State pooled fund: **Unlimited amounts** (Pool is liquid)

The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos), and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.

2. U. S. Treasuries that will be held to maturity: **Unlimited amounts** (Up to one year maturity from date of purchase)

3. U.S. Agency obligations that will be held to maturity. **Unlimited amounts** (Up to one year maturity from date of purchase)

4. Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (Up to one year) which are fully collateralized through a third party agreement: **Unlimited amounts**

5. Bank accounts and C.D.'s (Up to one year) fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.M): **\$100,000 limit** All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$100,000 insurance coverage.

6. **Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments will be limited to no more than 5% of an institution's assets and no more than 20% of a municipality's cash. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible. C.D.'s will be purchased for no more than three months and will be reviewed frequently.

D. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 30% of the Town's investments shall be invested in a single financial institution.

E. Authorization

The Treasurer has authority to invest municipality funds, subject to the statutes of the Commonwealth cited above.



F. Ethics

The Town Treasurer and the Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Chief Executive Officer any material financial interest in financial institutions that do business with the town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

G. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to safety. The Treasurer should subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff. Brokers should be recognized, reputable dealers.

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the municipality, to supply the following information to the Treasurer:

- ◆ Audited financial statements
- ◆ Proof of National Association of Security Dealers certification
- ◆ A statement that the dealer has read the municipality's investment policy and will comply with it
- ◆ Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

H. Reporting Requirements

On a regular basis (quarterly, semi-annually, or annually), a report containing the following information will be prepared by the Treasurer and distributed to the Chief Executive Officer, Town Manager, and/or Finance Committee, as appropriate. The quarterly report will include the following information, as a minimum requirement:

- ◆ A listing of the individual accounts and individual securities held at the end of the reporting period.
- ◆ A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- ◆ A summary of the income earned on a monthly basis and year to date basis shall be reported.
- ◆ The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the Town's cash position.
- ◆ The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

II The Investment of Trust Funds and Bond Proceeds

This section of the policy applies only to funds that could be invested long term, i.e. trust funds, stabilization funds and bond proceeds. For issues subject to arbitrage rebate, an arbitrage tracking system such as those available at banks and Mass Municipal Depository Trust (MMDT) will be used to track



expenditures of and interest earned on borrowed funds. Alternative tracking systems should be approved by and used under the advice of Bond Counsel.

A. Arbitrage Regulations

Tax free debt may be issued by cities, towns, and districts, which means that they are able to borrow at rates well below market rates. At the same time, the federal government has issued regulations to prevent them from issuing debt with the goal of investing the borrowed funds at a higher rate of interest than that at which the money was borrowed, or committing arbitrage. If the federal regulations are not followed, there are fines and penalties, but even worse, the tax free status of the debt could be jeopardized. The following arbitrage regulations will be followed:

Unless debt is issued as a "small issuer," that is, an entity issuing less than \$5 million of tax exempt debt in a calendar year, the proceeds shall be used within certain prescribed time frames, or be subject to fines and penalties as described above.

Following, find the general rules and time frames for spending borrowed funds in order to avoid having to pay a rebate to the Federal government on investment income earned on the borrowed funds. All funds must be used according to the following schedules or sooner:

1. **CONSTRUCTION DEBT**

First six months: 10%
First year: 45%
Eighteen months: 75%
Two years: 100%

2. **CAPITAL EXPENDITURES DEBT OTHER THAN CONSTRUCTION PROJECTS**

First six months: 15%
First year: 60%
Eighteen months: 100%

3. **ALL OTHER MUNICIPAL PURPOSE DEBT**

First six months: 100%

B. TRUST FUNDS

Trust Funds may be co-mingled and invested in any instruments allowed by the Legal List issued by the Banking Commissioner each July. Each trust fund must be accounted for separately.

(Note: This section will be completed after State Legislation is passed to change the way in which the Legal List is derived.)

C. STABILIZATION FUNDS

This paragraph shall apply to all general and special purpose stabilization funds of the Town. The total of all Stabilization Funds shall not exceed ten percent of the equalized valuation. (For informational purposes, equalized valuation is the biennial certification of value by the State. For FY12, equalized valuation was approximately \$3.7 billion and therefore the 10% cap would be \$370 million.)

Any interest shall be added to and become a part of the fund. The Treasurer may invest the funds according to the prudent investor rule set forth in Chapter 203C of the General Laws.



Stabilization funds can be expended only upon a two-thirds vote of Town Meeting. Therefore, the investment goals are mid-term preservation of capital with foreseeable liquidity horizons.

D. OTHER POST EMPLOYMENT BENEFITS LIABILITY TRUST FUND

The OPEB Trust Fund was established by vote of Town Meeting on May 7, 2012 in accordance with section 20 of Chapter 32B of the General Laws. The Trust Fund shall be invested and reinvested by the Treasurer consistent with the prudent investor rule set forth in Chapter 203C of the General Laws.

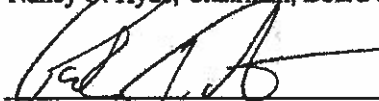
The OPEB Trust Fund is intended to ensure the long-term availability of funding of benefits. Current benefit expenditures are not paid from the Fund. Therefore, the investment goals are long-term preservation and appreciation of capital.

Endorsement of Investment Policy:

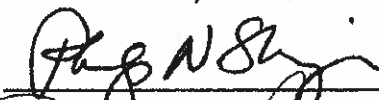
**Treasurer Adopted June, 2006
Revised January 13, 2014**



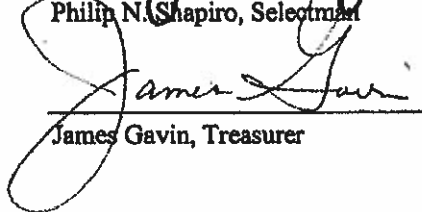
Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



James Gavin, Treasurer

Financial Policies Status Update – September 2019

	Target	Actual	Comments	Target Status	Comparison to Previous Year
B. 2. Operating Reserve Fund – shall be .5% of total general fund operating budget, net of debt service. Per new policy.	\$419,180 .5%	FY20 Budget \$400,000	At approximate target. \$400,000 is a comfortable budget, but should increase to \$425K in FY21.	✓	Continue to Meet Target
B. 3. Free Cash – shall maintain at 4% of general fund operating budget, net of debt service.	\$3,353,447 4%	\$6,637,200 7.9%	Actual is at goal. Full amount before use of any free cash. This allows us to utilize standard free cash amount for FY21 budget and still meet target. FY19 unused was \$2.6M which is below target.	X	Continued Improvement
D. 3. Reserve accounts – shall maintain at 8% of general fund operating revenues, net of debt service. Total reserve goals should be maintained at 4% in general fund and 4% in stabilization account.	Stabilization Target 4% \$3,580,927 Total 8% or \$7,161,855	Stabilization 3.7% \$3,334,981 Total 11.1% or \$9,972,181	Stabilization approximately \$245K short of target. Total is over target. This would be <u>before use of free cash.</u> Allows for standard use of free cash, and then remain at target.	✓	Stable On Track With Target
D.4 Annual OPEB appropriation – the Town will appropriate no less than \$550,000 per year to the OPEB Liability Trust Fund.	Minimum \$550,000	\$1,440,000	FY20 budget includes \$1,440,000 appropriation. Above minimum target and on track with required funding.	✓	Significant Improvement Target Could be Increased
E. 4. General fund nonexempt debt service should not exceed 8% of net general fund revenues.	Not exceed 8% Or \$7,161,855	3.7% \$3,312,165	Target is met. Non exempt debt service is at approximately ½ of maximum target.	✓	Continue to Meet Target
E. 4. Total General fund exempt and nonexempt debt should not exceed 10-12% of net general fund revenues.	Not exceed 12% Or \$10,742,782	6.8% \$6,056,779	Target is met. Total debt is well below target. There is approved, but not yet issued debt of \$6.1M	✓	Continue to Meet Target
F. 5. Investment in capital stock – will maintain 3% of general fund operating budget, net of debt, on ongoing capital maintenance and replacement.	\$2,515,085 3%	\$2,339,000 2.8%	Actual is approximately \$176K short of target. Actual at 93% of target. Base capital has been increased incrementally from \$823K to \$2.33M. In each of the last 4 years, we have added an additional \$700-\$1.3M of capital above the base.	Close to Target	Continued Improvement and Additional Capital

G. 5. Maintain sewer retained earnings – will maintain 10% of sewer fund revenues.	\$579,017 10%	\$4,110,222 71%	Actual is well above target, due to new commercial connect fees to be used for capital maintenance of system and other reserve requirements.	✓	Well Above Target
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Other Policies – September 2019

Other Policies	Comments	Target Status	Comparison to Previous Year
<p>B.1. General Fund – Annual budget should be prepared covering operating expenditures with current operating revenue, not non-recurring revenue sources.</p>	No Free Cash used for operating budget.	✓	Target has been met consistently
<p>D.3. Reserves – Town will strive to make annual appropriation to the Stabilization Fund</p>	<p>\$125,000 appropriation to stabilization reserve at 2019 Annual Town Meeting, funded by free cash. Will continue in FY21 budget plan.</p> <p>Current balance in stabilization account is \$3.3M</p>	✓	Target has been met consistently
<p>D.4. OPEB – Town will strive to move towards fully funding ARC (Annual Required Contribution).</p>	<p>\$1,440,000 appropriated to OPEB reserve at 2019 Annual Town Meeting, within budget funds. This is currently on target with required annual payment (ARC). OPEB trust account now has a balance of \$10.3M.</p>	✓	Greatly Improved On Target with ARC from Current Valuation
<p>F.2. Capital Planning – Town will develop a multi-year plan for capital improvements.</p>	Produced 5-year Capital Improvement Plan document; will continue to improve document and produce on an annual basis.	✓	Same