

Town of Westwood, Massachusetts

Five Year Capital Improvement Plan Fiscal Years 2022-2026





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Office of the Assistant Town Administrator/Finance Director

To: Select Board
From: Pam Dukeman, Assistant Town Administrator/Finance Director
Date: November 2, 2020
Re: FY2022- FY2026 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 2022-2026.

This document will 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.

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 last 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

	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Tax Revenue	\$58,100		\$83,100	\$381,950			
Free Cash	\$1,308,150	\$1,678,000	\$1,742,050	\$1,769,050	\$2,178,900	\$3,163,500	\$3,383,900
Borrowing Within Proposition 2 ½		\$11,000,000	\$13,205,000	0	\$5,250,000	\$900,000	\$4,975,000
Exempt Debt							
Sewer Enterprise Funds		\$450,000	\$135,000	\$600,000	\$420,000	\$1,050,000	\$765,000
Sewer Enterprise Borrowing			\$234,000				
Other Sources	\$339,000	\$950,000	\$432,000	\$532,000	\$875,760	\$582,500	\$64,720

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.

FY22 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 steadily invested significant capital reserves over a many year period 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
- Islington Community Center/Library

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 has been engaged in moving forward on a comprehensive update to the three elementary schools that were built between 1948 and 1953. These included the Hanlon, Deerfield and Sheehan elementary schools.

The School administration, through the School Building Committee, has been working for several years to find the solutions to address problems with the three buildings. The Schools have worked with the Massachusetts School Building Association (MSBA) a State funded program that helps guide new school construction and helps pay for construction, renovations, and repairs to school buildings. The School was invited into the MSBA program, first the eligibility period, and then the feasibility study period. At the May 2018 Annual Town Meeting, residents voted to approve \$1.75M to cover costs of evaluating the building options and move forward in the process.

The Schools have moved forward through the feasibility portion with the MSBA and an extensive engagement process with the community. It is expected that the School project, a combined Hanlon/Deerfield School at the Hanlon site will be presented to the community at Town Meeting in 2021.

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 quick links 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 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 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 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 opening of the new facility scheduled for Spring 2021.

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 FY21 steady increases have been achieved each year to increase the base capital spending. The School and Municipal base capital articles are now well over \$2.0M annually. This increased funding has resulted in safer, more efficient equipment and enhanced maintenance of School and Town facilities. Efforts will continue to remain at this funding level.

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 FY21 capital budget, a major road improvement bond of \$4.6M was approved. This provides for significant repair and maintenance to several areas, as outlined in the Town's road improvement program, including Route 109, sidewalks, and enhanced crosswalks Town wide. These funds, in combination with Chapter 90 funding, addressed important needs in Town. The debt for this bond will replace debt that is ending for a 2013 Road bond.

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.

FY22 Capital Funding

The initial FY22 capital budget planning should provide for:

- Level funding of the base School and Municipal capital budget at the recent higher level of approximately \$2.3M. This will allow for continued rollover of vital capital and technology equipment for Town and School departments and important maintenance of Town and School buildings.
- Provide for additional capital budget article as done in several past years, to address larger community wide needs including fields, school facilities and pool maintenance projects.
- Support for the School MSBA project for the new Hanlon/Deerfield combined elementary school.

**Capital Outlay Requests - FY2022
For Approval at the 2021 Annual Town Meeting**

Current Availability for Funding - FY2022

Pay-as-you-go Capital

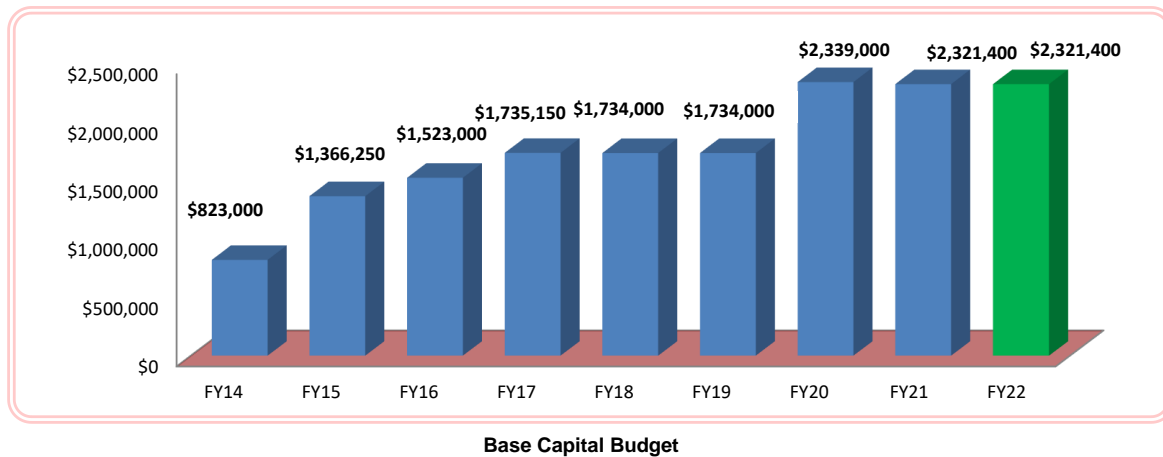
The current funding would provide the following capital level:

	FY17	FY18	FY19	FY20	FY21	Proposed FY22
School Capital	\$885,050	\$867,000	\$886,900	\$1,017,000	\$1,017,000	\$ 1,017,000
Municipal Capital	\$850,000	\$867,000	\$867,000	\$1,322,000	\$1,304,400	\$ 1,304,400
Additional Capital	\$650,000	\$949,000	\$1,300,760	\$1,339,500	\$1,062,500	TBD

- In FY22, consideration can again be given to adding additional one time request capital through use of free cash.
- The School Committee and Select Board will identify specific recommendations for items to be approved within the capital targets.

Prior years of capital borrowing are listed below.

	FY16	FY17	FY18	FY19	FY20	FY21
Borrowing Within Proposition 2 1/2	\$12,040,000	\$13,205,000	\$0	\$5,250,000	\$900,000	\$4,975,000
Borrowing Outside Proposition 2 1/2		\$0	\$0	0	\$0	\$0
Other Sources	\$450,000	\$0	\$0	0	\$0	\$0
Sewer		\$234,000	\$0	\$0	\$0	\$0



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 Select Board 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.

FY2022 – FY2026 Capital Requests

Summary of Requests FY2022 – FY2026

Summary of Requests Sorted by Department

Detail for Each Request

FY2022 - FY2026
Summary of Capital Budget Requests

Department	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Costs
Municipal Building Maintenance	\$ 440,000	\$ 305,000	\$ 285,000	\$ 325,000	\$ 430,000	\$ 1,785,000
COA	\$ 90,000	\$ 90,000	\$ -	\$ 90,000	\$ 90,000	\$ 360,000
DPW	\$ 375,000	\$ 475,000	\$ 525,000	\$ 345,000	\$ 500,000	\$ 2,220,000
Library	\$ 38,527	\$ 12,500	\$ 27,500	\$ 12,500	\$ 12,500	\$ 103,527
Fire	\$ 1,170,040	\$ 170,254	\$ 1,574,368	\$ 508,482	\$ 647,596	\$ 4,070,740
Information Technology	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Police	\$ 326,250	\$ 337,500	\$ 345,500	\$ 355,000	\$ 367,500	\$ 1,731,750
Westwood Affordable Housing	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 550,000
Total Municipal Departments	\$ 2,664,817	\$ 1,615,254	\$ 2,932,368	\$ 1,810,982	\$ 2,172,596	\$ 11,196,017
School Department	\$ 1,960,500	\$ 2,422,500	\$ 1,552,500	\$ 1,684,500	\$ 1,684,500	\$ 9,304,500
Municipal Infrastructure	\$ 1,060,000	\$ 1,075,000	\$ -	\$ -	\$ -	\$ 2,135,000
Community Wide - Municipal/School Infrastructure	\$ 300,000	\$ 2,100,000	\$ 4,300,000	\$ 300,000	\$ 300,000	\$ 7,300,000
Total Other Capital	\$ 1,360,000	\$ 3,175,000	\$ 4,300,000	\$ 300,000	\$ 300,000	\$ 9,435,000
Sewer	\$ 570,000	\$ 1,195,000	\$ 570,000	\$ 195,000	\$ 570,000	\$ 3,100,000
Total Capital Requests	\$ 6,555,317	\$ 8,407,754	\$ 9,354,868	\$ 3,990,482	\$ 4,727,096	\$ 33,035,517

FY2022 - FY2026
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 2022	FY 2023	FY 2024	FY 2025	FY 2026
Major Building Projects - Estimates Only					
Schools Elementary Building Project		\$ 88,000,000			
Town Hall Renovation			\$ 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 and Construction	\$ 100,000	\$ 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

FY2022 - FY2026 Capital Requests

Ongoing School and Municipal Capital Requests

Capital Project Requests	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 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	\$0	\$90,000	\$90,000	\$360,000
DPW Public Works - Fleet						
One Ton Dump Truck with Plow (Truck 17)	\$75,000					\$75,000
Roadside Sweeper (Truck 4)	\$250,000					\$250,000
Asphalt Roller	\$50,000					\$50,000
1 Heavy Duty Dump Truck with Plow (Truck 10)		\$225,000				\$225,000
Backhoe/Loader		\$175,000				\$175,000
One Ton Dump Truck with Plow (Truck 26)		\$75,000				\$75,000
1 Heavy Duty Dump Truck with Plow (Truck 8)			\$225,000			\$225,000
1 Heavy Duty Dump Truck with Plow (Truck 20)			\$225,000			\$225,000
One Ton Dump Truck (Truck 30)			\$75,000			\$75,000
Front End Loader (L1)				\$250,000		\$250,000
One Ton Dump Truck (Truck 13)				\$95,000		\$95,000
Heavy Duty Dump Truck (Truck 27)					\$275,000	\$275,000
Heavy Duty Dump Truck (Truck 23)					\$225,000	\$225,000
DPW Department Total	\$375,000	\$475,000	\$525,000	\$345,000	\$500,000	\$2,220,000
Fire						
Replace Engines (2) (Lease Payments - payment 5 of 5)	\$226,400					\$226,400
Turnout Gear Purchase and Replacement	\$41,140	\$45,254	\$49,368	\$53,482	\$57,596	\$246,840
Swap-Body Multi Purpose Vehicle	\$400,000					\$400,000
SCBA Upgrade and Replacement	\$37,500	\$37,500	\$37,500	\$37,500	\$500,000	\$650,000
Rescue Upgrade and Replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Radio Upgrade and Replacement	\$32,500	\$12,500	\$12,500	\$12,500	\$15,000	\$85,000
Replace Ambulance - Rotating cycle	\$387,500			\$395,000		\$782,500
Replace Ladder 1			\$1,400,000			\$1,400,000
Replacement or Refurb of Fire Alarm Vehicle	\$35,000					\$35,000
Replacement of Command Staff Vehicles		\$65,000	\$65,000		\$65,000	\$195,000
						\$0
Fire Department Total	\$1,170,040	\$170,254	\$1,574,368	\$508,482	\$647,596	\$4,070,740
Information Technology						
End User Technology	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
IT Department Total	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Library						
Patron/Staff End User Technology	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$62,500
AHM (automated materials handler) upgrade	\$26,027					\$26,027
Website redesign and update			\$15,000			\$15,000
Library Department Total	\$38,527	\$12,500	\$27,500	\$12,500	\$12,500	\$103,527
Police						
Replacement of Police Vehicles	\$194,750	\$201,000	\$205,000	\$210,000	\$215,000	\$1,025,750
Safety Equipment	\$55,000	\$56,500	\$58,000	\$60,000	\$62,500	\$292,000
Police, Fire & EMS Radio Infrastructure	\$76,500	\$80,000	\$82,500	\$85,000	\$90,000	\$414,000
Police Department Total	\$326,250	\$337,500	\$345,500	\$355,000	\$367,500	\$1,731,750

FY2022 - FY2026 Capital Requests

Ongoing School and Municipal Capital Requests Continued

Capital Project Requests	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	Total
Municipal Buildings Maintenance						
CSMOB Paint and Floor	\$40,000					\$40,000
Wentworth Hall - F,F, & E	\$175,000					\$175,000
Building Management System Controls	\$50,000					\$50,000
Building Security	\$25,000					\$25,000
CSMOB mechanical upgrades		\$45,000				\$45,000
Cemetery Garage		\$35,000				\$35,000
DPW Garage		\$75,000				\$75,000
COA kitchen			\$75,000			\$75,000
Municipal Parking Lots			\$30,000		\$30,000	\$60,000
COA Doors			\$30,000			\$30,000
Library Painting				\$75,000		\$75,000
ADA Improvements				\$100,000		\$100,000
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	\$440,000	\$305,000	\$285,000	\$325,000	\$430,000	\$1,785,000
Westwood Affordable Housing Associates						
Building Maintenance and Improvement	\$150,000	\$150,000	\$100,000	\$100,000	\$50,000	\$550,000
WAHA Department Total	\$150,000	\$150,000	\$100,000	\$100,000	\$50,000	\$550,000
Total Ongoing Municipal Capital Requests	\$2,664,817	\$1,615,254	\$2,932,368	\$1,810,982	\$2,172,596	\$11,196,017
School						
Technology	\$345,500	\$927,500	\$187,500	\$319,500	\$319,500	\$2,099,500
HVAC and Controls	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Roofing	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Repair Items	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Furniture, Fixtures, and Equipment	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
Vehicles	\$50,000	\$85,000	\$0	\$0	\$0	\$135,000
Copiers / Duplicators	\$40,000	\$85,000	\$40,000	\$40,000	\$40,000	\$245,000
Schools Total	\$1,960,500	\$2,422,500	\$1,552,500	\$1,684,500	\$1,684,500	\$9,304,500
Sewer Capital Requests						
Stormwater MS-4 Requirement	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
Inflow & Infiltration Program	\$500,000		\$500,000		\$500,000	\$1,500,000
Inflow & Infiltration Assessment		\$125,000		\$125,000		\$250,000
Pump Station Facility Program		\$500,000				\$500,000
Sewer Vac Truck Replacement		\$500,000				\$500,000
Sewer Total	\$570,000	\$1,195,000	\$570,000	\$195,000	\$570,000	\$3,100,000

FY2022 - FY2026 Capital Requests

Major School and Municipal Infrastructure Projects

Capital Project Requests	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	Total
Community Wide - Municipal/School Infrastructure						
Turf Field Replacement (Practice Field)	\$750,000					\$750,000
Recreation - Tennis Court Repurposing (Sheehan Site)		\$250,000				\$250,000
Pool - Deck Surfacing Replacement	\$200,000					\$200,000
Pool - Drainage and Refurbishment	\$110,000					\$110,000
Pool - Acoustic Panels		\$75,000				\$75,000
Recreation - Field Project		\$750,000				\$750,000
Municipal/School Infrastructure Total	\$1,060,000	\$1,075,000	\$0	\$0	\$0	\$2,135,000

Municipal Infrastructure						
Conant Road Culvert Design	\$200,000					\$200,000
Cemetery Expansion Design	\$100,000					\$100,000
Conant Road Culvert/Pond Construction		\$800,000				\$800,000
Cemetery Expansion Construction		\$1,000,000				\$1,000,000
Road/Sidewalk Improvement		\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Gay Street Sidewalk Construction			\$4,000,000			\$4,000,000
Municipal Infrastructure Total	\$300,000	\$2,100,000	\$4,300,000	\$300,000	\$300,000	\$7,300,000

Overall Summary of Capital Requests

Summary of Requests:	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	Total
Ongoing Projects:						
Municipal	\$2,664,817	\$1,615,254	\$2,932,368	\$1,810,982	\$2,172,596	\$11,196,017
Sewer	\$570,000	\$1,195,000	\$570,000	\$195,000	\$570,000	\$3,100,000
Schools	\$1,960,500	\$2,422,500	\$1,552,500	\$1,684,500	\$1,684,500	\$9,304,500
Total Ongoing Projects	\$5,195,317	\$5,232,754	\$5,054,868	\$3,690,482	\$4,427,096	\$23,600,517
Community Wide Municipal/School Infrastructure	\$1,060,000	\$1,075,000	\$0	\$0	\$0	\$2,135,000
Municipal Infrastructure	\$300,000	\$2,100,000	\$4,300,000	\$300,000	\$300,000	\$7,300,000
Total Capital Requests	\$6,555,317	\$8,407,754	\$9,354,868	\$3,990,482	\$4,727,096	\$33,035,517

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:	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request
Schools Elementary Building Project	estimated	\$88,000,000			
Town Hall Renovation			\$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	\$100,000	\$3,000,000			
Community/Recreation Center Construction		\$100,000	\$3,000,000		

FY2022 - FY2026
Summary of Municipal Building Maintenance Capital Budget Requests

Project	Expenditures per Fiscal Year					Total Costs
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Municipal Building Maintenance						
CSMOB Paint and Floor	\$40,000					\$40,000
Wentworth Hall - F,F, & E	\$175,000					\$175,000
Building Management Systems Controls	\$50,000					\$50,000
Library Building Security	\$25,000					\$25,000
CSMOB mechanical upgrades		\$45,000				\$45,000
Cemetery Garage		\$35,000				\$35,000
DPW Garage		\$75,000				\$75,000
COA kitchen			\$75,000			\$75,000
Municipal Parking Lots			\$30,000		\$30,000	\$60,000
COA Doors			\$30,000			\$30,000
Library Painting				\$75,000		\$75,000
ADA Improvements				\$100,000		\$100,000
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	\$440,000	\$305,000	\$285,000	\$325,000	\$430,000	\$1,785,000

FY2022 - FY2026
Summary of Municipal Infrastructure Capital Budget Requests

Project	Expenditures per Fiscal Year					Total Costs
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Municipal Infrastructure						
Turf Field Replacement (Practice Field)	\$ 750,000					\$ 750,000
Recreation - Tennis Court Repurposing (Sheehan Site)		\$ 250,000				\$ 250,000
Pool - Deck Surfacing Replacment	\$ 200,000					\$ 200,000
Pool - Drainage and Refurbishment	\$ 110,000					\$ 110,000
Pool - Acoustic Panels		\$ 75,000				\$ 75,000
Recreation - Field Project		\$ 750,000				\$ 750,000
Conant Road Culvert Design	\$ 200,000					\$ 200,000
Cemetery Expansion Design	\$ 100,000					\$ 100,000
Conant Road Culvert/Pond Construction		\$ 800,000				\$ 800,000
Cemetery Expansion Construction		\$ 1,000,000				\$ 1,000,000
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	\$ 1,360,000	\$ 3,175,000	\$ 4,300,000	\$ 300,000	\$ 300,000	\$ 9,435,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Westwood Council on Aging

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
COA	New Vans	\$90,000	\$90,000				\$360,000
COA	Consultation for Center Expansion			\$40,000			\$40,000
COA ***	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				\$0
			\$0				\$0
			\$0				\$0
			\$0				\$0
			\$0				\$0
			\$0				\$0
	TOTALS	\$90,000	\$90,000	\$40,000	\$6,090,000	\$90,000	\$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

*** Included in Major Building Summary

Prepared by : Lina Arena-DeRosa
Name

**Town of Westwood
Fiscal Years 2022 - 2026
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.	FY22 Priority #	1 out of 3 Requests

7. Capital Request Description and Justification

Before COVID 19, transportation was a large initiative here at the Center. We transported seniors to medical appointments 5 days a week, grocery shopping once a week, errands twice a week etc. We had to stop for a few months, but we are now slowly allowing seniors back on the van in a very restrictive manner until the pandemic is over.

Every three years, the COA needs to replace one of its vans due to excessive usage, mileage etc. as suggested by State Guidelines. 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 and repairs become prohibitively costly. Moreover, the state suggests that COA vans be replaced after 65,000 miles or every 3 years.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Van Purchase	90,000	90,000		90,000	90,000	360,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2022 - 2026
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 COA Exp	6.	FY22 Priority # 2 out of 3 Requests	

7. Capital Request Description and Justification

Presently there is \$40,000 encumbered for a study to explore expanding the building.

Discussion of this expansion is on hold during this pandemic; however the need to expand space here at the Center will continue once it is safe again to visit other Centers. Typically we host over 3,000 seniors each month and our biggest issue is space; as Westwood continues to age, the need for a larger Center will only continue to grow.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Consultant for Center expansion			40,000			40,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Council on Aging	4.	Project Cost	\$6,000,00
2.	Prepared By	Lina Arena-DeRosa	5.	Project Reference No.	
	Project Title	Center Expansion	6.	FY22 Priority # 3 out of 3 Requests	

7. Capital Request Description and Justification

Before COVID19, the Center hosted over 3,000 seniors every month; we offer programs from A-Y (art to yoga), outreach counseling (fuel assistance, housing, SNAP etc.), as well as a five day transportation initiative. We also are a Meals on Wheels site (delivering lunch to over 60 seniors on a daily basis) and host a sponsored monthly large luncheon.

The Council on Aging's mission continues to expand as the town continues to age. We will be looking to expand classroom space, create a commercial kitchen, add storage space, as well as have a large dining room to accommodate at least 150 seniors. This added space will help Westwood continue to meet the challenges and needs of an expanding senior population.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Senior Center expansion				6,000,000		6,000,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Department of Public Works Fleet Summary

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
22-Fleet-01	One Ton Dump with Plow (Truck 17)	\$75,000					\$75,000
22-Fleet-02	Roadside Sweeper	\$250,000					\$250,000
22-Fleet-03	Asphalt Roller	\$50,000					\$50,000
23-Fleet-01	Heavy Duty Dump Truck (Truck 10)		\$225,000				\$225,000
23-Fleet-02	Backhoe/Loader		\$175,000				\$175,000
23-Fleet-03	One Ton Dump with Plow (Truck 26)		\$75,000				\$75,000
24-Fleet-01	Heavy Duty Dump Truck (Truck 8)			\$225,000			\$225,000
24-Fleet-02	Heavy Duty Dump Truck (Truck 20)			\$225,000			\$225,000
24-Fleet-03	One Ton Dump with Plow (Truck 30)			\$75,000			\$75,000
25-Fleet-01	Front End Loader (Loader 1)				\$250,000		\$250,000
25-Fleet-02	One Ton Dump (Truck 13)				\$95,000		\$95,000
26--Fleet-01	Heavy Duty Dump Truck (Truck 27)					\$275,000	\$275,000
26-Fleet-02	Heavy Duty Dump Truck (Truck 23)					\$225,000	\$225,000
	TOTALS	\$375,000	\$475,000	\$525,000	\$345,000	\$500,000	\$2,220,000

* 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 2022 - 2026
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$75,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	22Fleet-01
3. Date	August 2, 2020	7. FY22 Priority #	1 out of 3 Requests
4. Project Title	(1) One Ton Dump Truck (Truck 17)	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2018/2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	\$75,000					\$75,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$75,000	\$0	\$0	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1. Department	DPW-Highway/Grounds/Fleet	5. Project Cost	\$250,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	22Fleet-02
3. Date	August 5, 2020	7. FY22 Priority #	2 out of 3 Requests
4. Project Title	Street Sweeper(Truck 4)	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	\$250,000					\$250,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals		\$0	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1. Department	DPW-Highway/Grounds/Fleet	5. Project Cost	\$50,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	22Fleet-03
3. Date	August 5, 2020	7. FY22 Priority #	3 out of 3 Requests
4. Project Title	Asphalt Roller	8. Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If so, what year?

9. Capital Request Description and Justification

This unit is an asphalt roller that will be used frequently while addressing any paving deficiencies as part of the Town-Wide pavement management program.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	\$50,000					\$50,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals		\$0	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$225,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23-Fleet-01
3. Date	August 2, 2020	7. FY23 Priority #	1 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 10)	8. Previously Requested? Yes X No	If so, what year? 2018/2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		\$225,000.00				\$225,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$225,000	\$0		\$0	\$225,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$175,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23Fleet-02
3. Date	September 7, 2020	7. FY23 Priority #	2 out of 3 Requests
4. Project Title	Front End Loader Backhoe (JCB1)	8. Previously Requested? Yes X No	If so, what year? 2018, 2019

9. Capital Request Description and Justification

Replacement of Backhoe/Front End Loader used in all functions of Public Works operation. A newer machine would be for more versatile than the current piece of machinery. This vehicle would assist the department in complying with regulations for off-street drainage, brooks and culvert maintenance. This vehicle would also participate in snow plowing/removal. This piece of equipment will be entered into our 10-11 year capital replacement schedule.

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

Trade 2009 JCB (JCB 1)

11. Impact on Annual Operating Budget

Reduces Maintenance costs

12. Capital Cost Summary

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment		175,000				\$175,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$175,000	\$0	\$0	\$0	\$175,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$75,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23Fleet-03
3. Date	August 5, 2020	7. FY23 Priority #	3 out of 3 Requests
4. Project Title	(1) One Ton Dump Truck (Truck 26)	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		75,000				\$75,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$75,000	\$0	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1.	Department	DPW –Highway/Grounds/Fleet	5.	Project Cost	\$225,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	24-Fleet-01
3.	Date	August 7, 2020	7.	FY24 Priority #	1 out of 3 Requests
4.	Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 8)	8.	Previously Requested? Yes X No	If so, what year? 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	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	\$225,000		\$0	\$225,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$225,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	24-Fleet-02
3. Date	August 7, 2020	7. FY24 Priority #	2 out of 3 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 20)	8. Previously Requested? Yes X No	If so, what year? 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			225000			\$225,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$225,000		\$0	\$225,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$75,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	24Fleet-03
3. Date	August 5, 2020	7. FY24 Priority #	3 out of 3 Requests
4. Project Title	(1) One Ton Dump Truck (Truck 30)	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2018, 2019

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 30

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			75,000			\$75,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$75,000	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$250,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	25Fleet-01
3. Date	August 5, 2020	7. FY25 Priority #	1 out of 2 Requests
4. Project Title	1-3 Yard Loader (L1)	8. Previously Requested? Yes X No	If so, what year? 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				250,000		\$250,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$250,000	\$0	\$250,000

**Town of Westwood
Fiscal Years 2022 - 2026
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-02
3.	Date	August 5, 2020	7.	FY25 Priority # 2 out of 2 Requests	
4.	Project Title	One Heavy Duty Asphalt Dump (Truck 13)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2018, 2019	

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	FY2022	FY2023	FY2024	FY2025	FY2026	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	\$95,000	\$0	\$95,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$275,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	26-Fleet-01
3. Date	August 5, 2020	7. FY26 Priority #	1 out of 2 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 27)	8. Previously Requested? Yes X No	If so, what year? 2018//2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles					\$275,000	\$275,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0		\$275,000	\$275,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$225,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	26-Fleet-02
3. Date	August 7, 2020	7. FY26 Priority #	2 out of 2 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 23)	8. Previously Requested? Yes X No	If so, what year? 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	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	\$200,000	\$225,000	\$225,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Fire

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Fire-1	Replace Engines (2)	\$226,400					\$226,400
Fire-2	Turnout Gear Purchase & Replacement	\$41,140	\$45,254	\$49,368	\$53,482	\$57,596	\$246,840
Fire-3 ***	Station 1 Replacement Analysis & Planning	\$1,250,000					\$1,250,000
Fire-4	New - Swap-Body Multi-purpose vehicle	\$400,000					\$400,000
Fire-5	SCBA Upgrade and Replacement	\$37,500	\$37,500	\$37,500	\$37,500	\$500,000	\$650,000
Fire-6	Rescue Upgrade and Replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Fire-7	Radio Upgrade and Replacement	\$32,500	\$12,500	\$12,500	\$12,500	\$15,000	\$85,000
Fire-8	Replace Ambulance - Rotating cycle	\$387,500			\$395,000		\$782,500
Fire-9	Replace Ladder 1 (*estimate)			\$1,400,000			\$1,400,000
Fire-10	Replacement or Refurb of Fire Alarm Vehicle	\$35,000					\$35,000
Fire-11	Replacement of Command Staff Vehicles		\$65,000	\$65,000		\$65,000	\$195,000
	TOTALS	\$2,420,040	\$170,254	\$1,574,368	\$508,482	\$647,596	\$5,320,740

* 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

*** Included in Major Building Summary

Prepared by : John Deckers
Name

**Town of Westwood
Fiscal Years 2022-2026
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.	FY22 Priority #	1 out of 11 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles	226,400					\$226,400
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$226,400	\$0	\$0		\$0	\$226,400

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$41,140
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-02
3.	Project Title	Turnout Gear Replacement	6.	FY22 Priority #	2 out of 11 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.

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 \$3425.40/set. (10% increase over FY21 cost)

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	41140	45254	49368	53482	57596	\$246,840
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$41,140	\$45,254	\$49,368	\$0	\$0	\$246,840

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$1,250,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-03
3.	Project Title	Station 1 Replacement Analysis & Planning	6.	FY22 Priority #	3 out of 11 Requests

7. Capital Request Description and Justification

In FY20 & FY21 the Fire Department along with the DPW entered into a 2 year program to take Fire Station 1 which had, based on engineering studies, exceeded its useful and efficient lifespan and renovated several parts of the building to buy 3 to 5 years of additional use. The apparatus floor is awaiting permanent repairs and was not part of the temporary repairs. Chief Deckers has made changes in apparatus storage locations to reduce the live load stress on the floor because adding the additional bracing would greatly reduce functionality of the basement mechanic bay and impact operations.

The Fire Department recently presented the updated facility study to the Select Board and provided station tours so members could see firsthand the findings from the study.

The Fire Department is now asking, in FY22, for capital money to begin the search and planning for a new fire station.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements	1,250,000					\$1,250,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$1,250,000	\$0	\$0	\$0	\$0	\$1,250,000

**Town of Westwood
Fiscal Years 2022 - 2026
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. FY22 Priority #	4 out of 11 Requests

7. Capital Request Description and Justification

This Capital request is a carryover from FY21 because the grant we applied for has been delayed and may not get awarded. This new piece of apparatus 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 are still awaiting the award for this piece of apparatus. We utilized 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	FY2022	FY2023	FY2024	FY2025	FY2026	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 2022 - 2026
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$37,500
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-05
3. Project Title	SCBA Upgrade and Replacement	6. FY22 Priority #	5 out of 11 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 and the life expectancy of a unit is now 20 years.

The Department currently has 36 SCBA units and 94 bottles in our inventory. 11 units have been identified as not being able to be repaired or upgraded due to new NFPA standards if they break or do not pass the annual flow test. So we have a risk of losing 30% of our SCBA units in the next 5 years and 30% have reached their half-life.

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.

The project capital request will be for \$37,500 which will be used to cover the cost of the AFG matching portion of \$25,000 and \$12,500 for replacement and repair of existing units.

Current purchase costs:

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

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

Will apply for Assistance to Firefighters Grant program or investigate lease options

9. Impact on Annual Operating Budget

Reduces annual maintenance costs and cost to upgrade older technology that will reach end of life

10. Capital Cost Summary

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	37,500	37,500	37,500	37,500	500,000	\$650,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$37,500	\$37,500	\$37,500	\$37,500	\$500,000	\$650,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$10,000
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-06
3. Project Title	Rescue Equipment	6. FY22 Priority #	6 out of 11 Requests

7. Capital Request Description and Justification

This request is to purchase specialized rescue equipment and provide training 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.

In FY22, the department will be studying our current capabilities and developing operational procedures to enhance our overall service delivery. The FY22 annual request will be utilized to perform needed refurbishments, purchasing replacement batteries, and updating our 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	10,000	10,000	10,000	10,000	10,000	\$50,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$32,500
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-07
3.	Project Title	Radio Upgrade and Replacement	6.	FY22 Priority #	7 out of 11 Requests

7. Capital Request Description and Justification

In FY22 we will finish working on 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	32500	12500	12500	12500	15000	\$85,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$32,500	\$12,500	\$12,500	\$12,500	\$15,000	\$85,000

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

1.	Department	Fire	4.	Project Cost	\$387,500
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-08
3.	Project Title	Replace Ambulance 3	6.	FY21 Priority # 8 out of 11 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 3 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 9 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/LOS	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
1st	A1	A2	A2	A2	A3	A3	A3	A1	A1	A1
2nd	A3	A1	A1	A1	A2	A2	A2	A3	A3	A3
3rd	A2	A3	A3	A3	A1	A1	A1	A2	A2	A2

****All ambulances will rotate through 3 positions prior to being Transferd - 9 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles	387,500			395,000		\$782,500
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$387,500	\$0	\$0	\$395,000	\$0	\$782,500

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$1,400,000 (Estimated)
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-09
3.	Project Title	Ladder Truck	6.	FY22 Priority #	9 out of 11

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	FY2022	FY2023	FY2024	FY2025	FY2026	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	\$1,400,000	\$0	\$0	\$1,400,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$35,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-10
3.	Project Title	Fire Alarm Vehicle – Refurbish/Replacement	6.	FY22 Priority 10 out of 11 requests	

7. Capital Request Description and Justification

Funds will be requested for the Replacement/Refurbishment 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.

Due to COVID-19 and the financial impacts being felt throughout the Town, the FD will be extending the deadline for removing the wired alarm system [up to 30 municipal and commercial sites will need to convert] and converting to 100% radio boxes by 2 years. This will require the department to maintain a bucket truck for the next 7 to 10 years due to the 3 year phase in program to eliminate the wired alarm boxes.

The FD is requesting the funds for FY22 to either refurbish or replace the fire alarm vehicle.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles	35000					\$35,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$35,000	\$0	\$0	\$0	\$0	\$35,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$0
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-11
3.	Project Title	Replacement of Command Staff Vehicles	6.	FY22 Priority 11 out of 11 requests	

7. Capital Request Description and Justification

The FD is not looking for any funds in FY22 in this Capital Request area – save as a placeholder.

Because of recent staffing changes and the addition of two administrative positions that require the use of a vehicle we now have 6 front line Command Staff vehicles that require replacement. The FD has created a comprehensive vehicle replacement schedule for all FD vehicles. (See Appendix A).

Overall Plan – Support Vehicles

Command vehicles C1, C2, C3 will operate for 5 years and then a new vehicle will be purchased, the existing vehicle will be transferred to a reserve or staff vehicle depending on current need. The older staff vehicles will be sold or traded.

Car 6 will be on a 10 year replacement schedule, depending on mileage and cost of repairs.

FY 23 will see the purchase of a new C2 with a transfer of the existing vehicle to Car 4

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles	0	65000	65000		\$65,000	\$195,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$65,000	\$65,000	\$0	\$65,000	\$195,000

Westwood Fire Department Vehicle Replacement Schedule

Ambulance Replacement Schedule																			
Position/Year/LOS	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1st	A1	A2	A2	A2	A3	A3	A3	A1	A1	A1	A2	A2	A2	A3	A3	A3	A1	A1	A1
2nd	A3	A1	A1	A1	A2	A2	A2	A3	A3	A3	A1	A1	A1	A1	A2	A2	A3	A3	A3
3rd	A2	A3	A3	A3	A1	A1	A1	A2	A2	A2	A3	A3	A3	A1	A1	A1	A2	A2	A2

**All ambulances will rotate through 3 positions prior to being transferred - 9 yr cycle

Engines - 10 year primary/5 year reserve																			
Unit/Year/LOS	2017	2019	2020	2025	2030	2035	2040	2045	2050	2055	2060	2065	2070	2075	2080	2085	2090	2095	2100
Engine 1 - 2003 - 10 yrs			Refrub	New	New		New			New			New			New			New
Engine 2 - 2017 - 10 yrs	New							New			New			New					
Engine 5 - 2017 - 10 yrs	New					New			New			New			New				New

New Multi-Purpose vehicle - TBD																			
Unit/Year/LOS	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Ladder 1/ 15 years							New												
Ladder 2/ 15 years														New					

Support Vehicles																			
Unit/Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Car 1	New	New					New					New					New		
Car 2	New					New					New					New			
Car 3				New										New					
C3 Reserve				Reserve										Reserve					
Car 6 - Utility Truck	New									New									Reserve
Car 4						Transfer					Transfer					Transfer			
Car 5	Used						Transfer					Transfer							
Fire Alarm - MI																			
Kitchen																			
Brush 1																			

**Command vehicles [C1, C2, C3] will operate for 5 years and then be transferred to Support vehicle status (All Vehicles will have 10 year life span)

**Car 6 is on an 10 year cycle

**Older vehicles will be transferred when a new one is ordered, the oldest vehicle will be used as a trade or sold at auction.

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY INFORMATION TECHNOLOGY

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
IT-1	End User Technology	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0
TOTALS		\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

* 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 : Donna McClellan
Name

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Information Technology	4.	Project Cost	\$75,000
2.	Prepared By	Donna McClellan	5.	Project Reference No.	IT-1
3.	Project Title	End User Technology	6.	FY22 Priority # 1 out of 1 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.) 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
End User Technology FY22	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$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

Library

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Lib2022-Bib	AMH (Automated Materials Handler) Upgrade	\$26,027	\$0	\$0	\$0	\$0	\$26,027
Lib2022-Tech	Patron/ End-User Technology	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$62,500
Lib2022-Sec ***	Library - Building Security	\$25,000					\$25,000
Lib2022-Web	Library - Website Redesign and Update			\$15,000			\$15,000
	TOTALS	\$63,527	\$12,500	\$27,500	\$12,500	\$12,500	\$128,527

* 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

*** Included in Building Maintenance Summary Page

Prepared by : Patricia Malone Perry, Library Director
Name

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$26,027
2.	Prepared By	Tricia Perry	5.	Project Reference No.	Lib2022-Bib
3.	Project Title	AMH (Automated Materials Handler) Upgrade	6.	FY22 Priority # 1 out of 3 Requests	

7. Capital Request Description and Justification

Library Automated Materials Handler (Sorter) Upgrade

The Library installed the RFID sorter and hardware in 2013 as part of the new library, and it has been used on a daily basis (running evenings and weekends) since it was installed.

In FY22 it will be approaching nine years of service. Our representative at Bibliotheca recommends that the belt assembly remain under an annual contract for preventive maintenance (the footprint of the building and the sorting room does not lend itself to upgrading to a new AMH (Automated Materials Handler) and our existing set up has not reached "end of life" status. However, it does seem prudent at this time to upgrade the other assets that integrate with the sorter. The attached quote shows pricing for the replacement of the RFID gates and cables, as well as new components and software for the patron count reporting and RFID pad workstations.

Purchase \$26,027.00

There will be preventive maintenance costs for subsequent years, approximately 3K – 4K for the sorter and gates and software.

When we renewed the contract, Bibliotheca referenced an upgrade allowance; if product was upgraded by 2021. In our discussions, I indicated that we were looking at a capital budget for FY22, and would be requesting that the upgrade allowance be projected out to that year. Bibliotheca seemed receptive to this, and I believe this pricing reflects that upgrade allowance.

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

9. Impact on Annual Operating Budget

Ongoing Preventive Maintenance Costs to be covered by Library's 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	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL
AMH Upgrade	\$26,027					\$26,027
Totals	\$26,027	\$ -	-	\$ -	\$ -	\$ 26,027

**Town of Westwood
Fiscal Years 2022-2026
Capital Budget Request**

1.	Department	Library	4.	Project Cost	12,500
2.	Prepared By	Tricia Perry, Director	5.	Project Reference No.	Lib2022-Tech
3.	Project Title	Patron-End User Technology	6.	FY22 Priority # 2 out of 4 Requests	

7. Capital Request Description and Justification

Patron – End User Technology

In FY22 the Library will continue to upgrade staff and patron end-user equipment on a rolling basis. Technology improvements are continually advancing, and it is imperative that the Library maintain its forward progress in order to provide all patrons and staff with the resources necessary

These efforts will continue as technology improvements and enhancements are driven by patron use.

For FY22, focus will be on end-user technology, including chromebooks for use by students; laptops for in-house use by patrons; continue ongoing upgrades to patron and staff pcs and improved ease of access to wireless printing.

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

9. Impact on Annual Operating Budget Library operating budget will cover cost of supplies to maintain access and use of technology.

Is this an annual, recurring expense? Yes

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

Project	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL
Patron/Staff/End User Technology	12,500	12,500	12,500	12,500	12,500	\$62,500
Totals	12,500	12,500	12,500	12,500	12,500	\$62,500

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$25000
2.	Prepared By	Tricia Perry	5.	Project Reference No.	Lib2022-Sec
3.	Project Title	Updated Building Security	6.	FY22 Priority # 3 out of 4 Requests	

7. Capital Request Description and Justification: Updated Building Security

A dedicated study of safety and security measures will need to be accomplished in order to identify areas of potential concern or hazard. As part of the ongoing building needs assessment, there are improvements to building security systems that may be advised. Cameras in the building are operable, but insufficient for adequate coverage of areas of concern.

The Library is one of only a handful of municipal buildings that is still operating with a physical key entry; while other town buildings are now using a more secure fob system. Building security system is now approaching 8 years since installation, and many changes and updates to the amount and type of security needed has changed since the building was first opened.

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

9. Impact on Annual Operating Budget

Ongoing Preventive Maintenance Costs to be covered by Library's 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	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL
Building Security Study and Upgrade	\$25,000					\$25,000
Totals	\$25,000	\$ -	\$ -	\$	\$	\$25,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$15,000
2.	Prepared By	Tricia Perry	5.	Project Reference No.	Lib2022-Web
3.	Project Title	Web Site Update	6.	FY22 Priority # 4 out of 4 Requests	

7. Capital Request Description and Justification: Updated and responsive hosted Website

As we move towards a 10 year window for our existing Website Design, we likely will need to be looking for options to update and streamline the function and design. The website was designed to be responsive, but the hierarchical logic that was prevalent in 2013 has evolved, and new technologies and widgets and service options are continually advancing and evolving.

I believe that the price for the website design (hosting and maintenance are annual costs) was approximately \$8000 when it was done.

The cost for a new redesign will likely be in the \$15000 range.

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

9. Impact on Annual Operating Budget

Ongoing Preventive Maintenance Costs to be covered by Library's 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	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL
Website Update			15000			15000
Totals	\$	\$ -	\$ 15000 -	\$ -	\$ -	\$ 15000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY _____ **POLICE**

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
POLICE-1	Police Vehicles	\$194,750	\$201,000	\$205,000	\$210,000	\$215,000	\$1,025,750
POLICE-2	Safety Equipment	\$55,000	\$56,500	\$58,000	\$60,000	\$62,500	\$292,000
POLICE-3	Radio Telecom Infrastructure	\$76,500	\$80,000	\$82,500	\$85,000	\$90,000	\$414,000
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
	TOTALS	\$326,250	\$337,500	\$345,500	\$355,000	\$367,500	\$1,731,750

* 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 : Jeffrey P. Silva, Chief of Police
Name

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	POLICE	4.	Project Cost	\$194,750
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	POLICE-1
3.	Project Title	Police Vehicles	6.	FY22 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		FY2022	FY2023	FY2024	FY2025	FY2026	Total
POLICE-1	Police Vehicles	\$194,750	\$201,000	\$205,000	\$210,000	\$215,000	\$1,025,750
							\$0
							\$0
Totals		\$194,750	\$201,000	\$205,000	\$210,000	\$215,000	\$1,025,750

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	POLICE	4.	Project Cost	\$55,000
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	POLICE-2
3.	Project Title	Safety Equipment	6.	FY22 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
POLICE-2 Safety Equipment	\$55,000	\$56,500	\$58,000	\$60,000	\$62,500	\$292,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$55,000	\$56,500	\$58,000	\$60,000	\$62,500	\$292,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	POLICE	4.	Project Cost	\$76,500
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	POLICE-3
3.	Project Title	Radio/Telecom Infrastruct.	6.	FY22 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. 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. Our 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. Trade-in is not an option as equipment is at end of life.

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 combined with the escalation of 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
POLICE-3 Radio Telecom Infra	\$76,500	\$80,000	\$82,500	\$85,000	\$90,000	\$414,000
						\$0
						\$0
						\$0
						\$0
Totals	\$76,500	\$80,000	\$82,500	\$85,000	\$90,000	\$414,000

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 2022	FY 2023	FY 2024	FY 2025	
22-FAC-01	Facilities Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
22-FAC-02	Energy Efficiency	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
22-FAC-03	CSMOB painting and flooring	\$40,000				\$40,000
22-FAC-04	Wentworth Hall FF&E	\$175,000				\$175,000
22-FAC-05 ***	DPW facility	\$18,000,000				\$18,000,000
22-FAC-06	BMS controls	\$50,000				\$50,000
23-FAC-03	CSMOB mechanical		\$45,000			\$45,000
23-FAC-04	Cemetery garage		\$35,000			\$35,000
23-FAC-05	DPW garages		\$75,000			\$75,000
24-FAC-03	COA kitchen			\$75,000		\$75,000
24-FAC-04	Municipal parking lots			\$30,000		\$60,000
24-FAC-05	COA doors			\$30,000		\$30,000
25-FAC-03	Library painting				\$75,000	\$75,000
25-FAC-04	ADA improvements				\$100,000	\$100,000
26-FAC-03	CSMOB renovation				\$250,000	\$250,000
	TOTALS	\$18,415,000	\$305,000	\$285,000	\$325,000	\$19,760,000

* 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

*** Included in Major Building Summary

Prepared by : James McCarthy
Name

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW Facilities	4.	Project Cost	\$100,000 Annually
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-01
3.	Project Title	Facilities Maintenance	6.	FY22 Priority #	1 out of 6 Requests

7. Capital Request Description and Justification

The facilities division needs to have a separate funding source to allow for the flexibility in the event something major fails in one of the municipal buildings. This \$100,000 allotment would allow for this and would be able to provide the department the adequate funding for the necessary repairs.

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

9. Impact on Annual Operating Budget
Continue to maintain 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Buildings	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
						\$0
						\$0
						\$0
						\$0
Totals	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$50,000 Annually
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-02
3.	Project Title	Energy Efficiency	6.	FY21 Priority # 2 out of 6 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Facilities maintenance energy	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$40,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-03
3.	Project Title	Carby St painting and flooring	6.	FY21 Priority # 3 out of 6 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
CSMOB flooring and painting	\$40,000					\$40,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$40,000	\$0	\$0	\$0	\$0	\$40,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$175,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-04
3.	Project Title	Wentworth Hall FF&E	6.	FY21 Priority # 4 out of 8 Requests	

7. Capital Request Description and Justification

This \$175,000 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Wentworth Hall FF&E	\$175,000					\$175,000
						\$0
						\$0
						\$0
						\$0
Totals	\$175,000	\$0	\$0	\$0	\$0	\$175,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$18,000,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-05
3.	Project Title	DPW/Sewer Facility	6.	FY22 Priority # 5 out of 6 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
DPW facility	\$18,000,000					\$18,000,000
						\$0
						\$0
						\$0
						\$0
Totals	\$18,000,000	\$0	\$0	\$0	\$0	\$18,000,000

Town of Westwood

Fiscal Years 2022 - 2026
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$50,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	22-FAC-06
3.	Project Title	B.M.S controls	6.	FY22 Priority #	6 out of 6 Requests

7. Capital Request Description and Justification

The existing Building Management System (B.M.S) is over 6 years old and is need of replacement. Components are starting to fail and when this happens we lose the ability to control the HVAC within a building and no longer receive critical alarms that warn of possible component failure. This system is critical for the operation of the municipal buildings.

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

9. Impact on Annual Operating Budget
Reduction in energy cost, improved comfort within municipal buildings.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
B.M.S controls	\$50,000					\$50,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Town of Westwood

**Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$45,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-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 their 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
CSMOB mechanical		\$45,000				\$45,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$45,000	\$0	\$0	\$0	\$45,000

Fiscal Years 2022 - 2026
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$35,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Cemetery garage		\$35,000				\$35,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$35,000	\$0	\$0	\$0	\$35,000

Town of Westwood

**Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-05
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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
DPW garages		\$75,000				\$75,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$75,000	\$0	\$0	\$0	\$75,000

Town of Westwood

Fiscal Years 2022 - 2026
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	Senior center kitchen	6.	FY21 Priority #	3 out of 5 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Senior center kitchen			\$75,000			\$75,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$75,000	\$0	\$0	\$75,000

Fiscal Years 2022 - 2026
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$30,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	24-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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Municipal parking lots			\$30,000		\$30,000	\$60,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$30,000	\$0	\$30,000	\$60,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW Facilities	4.	Project Cost	\$30,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	24-FAC-05
3.	Project Title	COA Doors	6.	FY22 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)**

Project	FY2022	FY2023	FY2024	FY2025	FY2026	Total
COA doors			\$30,000			\$30,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$30,000	\$0	\$0	\$30,000

Town of Westwood

**Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	25-FAC-03
3.	Project Title	Library painting	6.	FY21 Priority #	3 out of 4 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Library Painting				\$75,000		\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$75,000	\$0	\$75,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$100,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	25-FAC-04
3.	Project Title	ADA improvements	6.	FY22 Priority # 4 out of 4 Requests	

7. Capital Request Description and Justification

ADA improvements will improve access and accessibility to town buildings.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
ADA improvements				\$100,000		\$100,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$100,000	\$0	\$100,000

Fiscal Years 2022 - 2026
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$250,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	26-FAC-03
3.	Project Title	CSMOB office renovation	6.	FY21 Priority #	3 out of 4 Requests

7. Capital Request Description and Justification

The Carby Street Municipal Office Building was constructed in 2004. Since that time departments operations have changed. This \$250,000 request would provide funding to allow for the reconfiguration of the interior of 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
CSMOB renovation						
					\$250,000	\$250,000
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$250,000	\$250,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

WHA/WAHA

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
WAHA: 4-7	WAHA PROPERTIES RENOVATION PROJECTS	\$150,000	\$150,000	\$100,000	\$100,000	\$50,000	\$0 \$550,000 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0
	TOTALS	\$150,000	\$150,000	\$100,000	\$100,000	\$50,000	\$550,000

* 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 : Jane O'Donnell
Name

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	WHA/WAHA	4.	Project Cost	\$150,000
2.	Prepared By	Jane O'Donnell	5.	Project Reference No. WAHA-4 1270/1274H	
3.	Project Title	WHA/WAHA Properties Maintenance & Renovations	6.	FY22 Priority # 1 out of 1 Requests	

7. Capital Request Description and Justification

For FY22, WHA is requesting \$150,000 to renovate, repair and landscape the property owned by WAHA at 1270/1274 High Street. This 2-family duplex was purchased by WAHA in November of 2003. It was built in 1885 and was in disrepair when purchased. Although WAHA has maintained the property to the best of their ability with very limited resources, this property is now in need of major renovation. Estimates to update, upgrade and remodel the interior units is estimated at around \$50,000 each. The exterior estimate, including a free-standing garage, repairs for landscaping, new driveways, new fences comes in at around \$50,000. This is a vital property for WAHA as the units have 3 bedrooms each and its proximity to the Sheehan Elementary School lends itself nicely for WAHA to continue its mission to provide affordable housing, particularly to young families with school aged children.

For FY22-FY26, WHA/WAHA is requesting \$150,000 per year to continue the much needed and overdue work of renovating each property owned by WAHA.

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

WAHA will 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Properties Maintenance and Renovation	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 50,000	\$550,000
						\$0
						\$0
						\$0
						\$0
Totals	\$150,000	\$150,000	\$100,000	\$100,000	\$50,000	\$550,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Recreation

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Aqua 1 ***	Pool Deck Surfacing Replacement	\$200,000					\$200,000
Aqua 2 ***	Pool Drainage & Refurbishment	\$110,000					\$110,000
Rec 1	Recreation Storage (Revolving Fund)	\$50,000					\$50,000
Rec 2 ***	Sheehan Tennis Court Repurposing		\$250,000				\$250,000
Aqua 3 ***	Pool Acoustic Panels		\$75,000				\$75,000
Rec 3 ****	Community Recreation Center		\$100,000	\$3,000,000			\$3,100,000
			\$0				\$0
			\$0				\$0
			\$0				\$0
	TOTALS	\$360,000	\$425,000	\$3,000,000	\$0	\$0	\$3,785,000

* 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

*** Included in Municipal Infrastructure Summary page

**** Included in Major Building Summary page

Prepared by : Rich Adams/Sue Perry
Name

1Town of Westwood

**Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$50,000
2.	Prepared By	Rich Adams	5.	Project Reference No.	REC 1
3.	Project Title	Recreation Storage	6.	FY22 Priority # 3 out of 3 Requests	

7. Capital Request Description and Justification

The Recreation Department needs to update our current storage set up. Currently we rely on space on the ICC and a small trailer at the high school. The ICC space is not slated for replacement in the new building and we will therefore be looking to construct a shed at Morrison Park. This location will meet our needs for programming materials in Islington. Our expanding programming has led to supplies that have outgrown the capacity of our storage trailer. Recreation will be working closely with the school to identify and evaluate various options for storage at our primary site (the high school complex). Options include a standalone shed, an expansion to the maintenance garage by adding a bay, or some combination of both.

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

Town Appropriation (Potential split with School budget)

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
	50000					\$50,000
						\$0
						\$0
						\$0
						\$0
Totals	\$50,000	\$0	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$250,000
2.	Prepared By	Rich Adams	5.	Project Reference No.	REC 2
3.	Project Title	Sheehan Tennis Court Repurposing to Pickleball	6.	FY23 Priority # 1 out of 3 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
		250000				\$250,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$250,000	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$3,100,000
2.	Prepared By	Rich Adams	5.	Project Reference No.	REC 3
3.	Project Title	Community/ Recreation Center	6.	FY23 Priority # 3 out of 3 Requests FY24 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
		100000	3000000			
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2022 - 2026
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.	FY22 Priority # 1 out of 3 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 48 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, FY2022.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
	200000					
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Recreation - Aquatics	4.	Project Cost	\$110,000
2.	Prepared By	Susan M. Perry	5.	Project Reference No.	AQUA 2
3.	Project Title	Pool Drainage and Refurbishment	6.	FY22 Priority # 2 out of 3 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, current recommendation is to drain an indoor pool every 10 years. At the time of drainage it is recommended additional repairs, maintenance, and inspection occurs. Examples of such are: Repair - washed out grout; Maintenance - acid wash of tile; Inspection, of drain covers; 10 year inspection and bolt replacement mandated by law (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 as of September, 2020, to refill the Westwood Pool with trucked-in swimming pool water (Dalton) is \$465 for 9,000 gallons, or a total of \$8,370. 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/repair/replace, as needed. The recommended time for the previously stated maintenance is every 10 years. We are now currently at year 14, and have exceeded the recommendations. Additionally the gutters, having a 25 year life expectancy, are now 47 years of age. The recommendation is to replace these at the time of refurbishment. The life expectancy of the diving boards is 15 years which will be 2021. At the last BOH inspection the chipping of the coating on the boards was noted. The boards passed inspection, but were recommended for repair/replacement. Lastly the bulk CO2 tank has a life expectancy of 15 years. It is located in the basement of the pool, which is a highly corrosive environment. The tank is showing signs of rusting and age. The recommendation is to inspect/repair/replace, as indicated at the refurbishment period.

In summary, the recommendation is to drain the pool and conducted the items listed above for refurbishment. The Westwood Pool has been up and running for 14 years. It is in my opinion that the pool is in good standing and the above referenced work, ideally, will be performed in FY2022, 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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
	110000					
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2022 - 2026
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.	FY23 Priority #	2 out of 3 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

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
		75000				
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$88-\$90M (approx.)
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-1
3.	Project Title	Elementary Building Project	6.	FY22 Priority # 1 out of 8 Requests	

7. Capital Request Description and Justification

The Westwood Schools is working with the MSBA on a proposed Elementary Building Project, and the preferred option has been identified as a new building on the Hanlon site, which accommodates enrollment from the current Deerfield and Hanlon Schools. As of the first quarter of FY2021, the proposed project cost estimate is \$88.1M. Decisions that are made in the coming months can impact the project cost. 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. The amount of reimbursement is not yet known.

9. Impact on Annual Operating Budget

If this project is not approved, there is significant capital and repair work that needs to be completed at the Hanlon and Deerfield Schools - including but not limited to roofs, plumbing, and HVAC.

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

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Elementary Building Project	\$88,100,000	0	0	0	0	\$88,100,000
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$88,100,000	\$0	\$0	\$0	\$0	\$88,100,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$188-\$345K annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-2
3.	Project Title	Technology - Districtwide	6.	FY22 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, student iPads, teacher devices, infrastructure improvements, and to fund other special projects. We are fully 1-1 in grades PK - 12. Chromebooks are on a 3.5-year refresh cycle. Teacher laptops are on a 5-year refresh cycle.

In FY2022 we will need to refresh Chromebooks for three grades (5, 6, and 9) at a cost of \$187,500. In addition, in FY2022, all Middle School teachers will be due for a laptop refresh at a cost of \$88,000, and ideally we would complement the laptops with Apple TV's to facilitate projection at the Middle School, at a cost of \$10,000.

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 FY2023 at a cost of about \$680,000. This may need to be supported by a separate Capital article.

Finally, when they are required, special projects can account for approximately \$60,000 in additional expenses. In FY2022, we plan to update the computers in the Graphic Design Lab and Digital Photography Lab. In FY2023, we would plan to update the Project Lab and Dill Language Lab.

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, allows for stronger instruction.

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

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Elementary Building Project						\$0
Technology	\$345,500	\$927,500	\$187,500	\$319,500	\$319,500	\$2,099,500
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$345,500	\$927,500	\$187,500	\$319,500	\$319,500	\$2,099,500

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$200,000 annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-3
3.	Project Title	HVAC and Controls	6.	FY22 Priority #	3 out of 8 Requests

7. Capital Request Description and Justification

The School Department was fortunate to have strong town support for the Middle School HVAC project in FY2020 and FY2021. While this project has been underway, HVAC projects were postponed at the Elementary Schools. Equipment failures in older HVAC units can cause inconsistency in classroom temperatures. Ongoing repairs to our HVAC systems in recent years have exceeded \$180,000 annually.

The proposed Elementary Building Project would address concerns at Hanlon and Deerfield, but univents and aging infrastructure and pipes may need to be addressed at the Sheehan in particular. There are 20 univents at the Sheehan, 8 of which are original to the building. Experience with recent upgrades has shown that the cost of a single univent replacement is nearly \$10,000.

In addition to these repair and replacement efforts, we anticipate a near-term renewed focus on ventilation for healthy school buildings. Our HVAC consultant has recommended installing a custom control system to adjust dampers and manage fresh air flow via rooftop units at Thurston. The consultant has also mentioned the option of retrofitting univents and/or rooftop units at the High School with UV germicidal units.

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. Currently, units fail and often have to be replaced out of the maintenance budget. This impacts funding for preventative maintenance on other equipment, or the ability to use the maintenance budget to professionally clean supply ducts, etc.

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

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers						\$0
Totals	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000

**Town of Westwood
Fiscal Years 2022 - 2026
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-4
3.	Project Title	Roofing	6.	FY22 Priority #	4 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.. The full repairs at Sheehan are estimated at \$431,000. If the Elementary Building Project is not approved, both roofs at the Hanlon need to be replaced at a cost of \$893,000. Roof maintenance and replacement at Martha Jones is estimated at \$262,000. The balance for roofing in our Capital accounts at the first quarter of FY2021 is \$596,000.

Another approach to roofing is to assume 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 or FY2020, 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	FY2022	FY2023	FY2024	FY2025	FY2026	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 2022 - 2026
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-5
3.	Project Title	Repair and Maintenance	6.	FY22 Priority # 5 out of 8 Requests	

7. Capital Request Description and Justification

This category covers 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. Historical spending on repairs and maintenance has been approximately \$400,000 per year.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
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 2022 - 2026
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.	FY22 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	FY2022	FY2023	FY2024	FY2025	FY2026	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 2022 - 2026
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$110,000 over 5 years
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-7
3.	Project Title	Vehicles	6.	FY22 Priority #	7 out of 8 Requests

7. Capital Request Description and Justification

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.

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 the vehicles used by our Custodial and Maintenance team will be 16 years old in FY2022. This is a 2006 Ford E350 van used by Maintenance. We anticipate a \$45,000 replacement cost.

In addition to this vehicle, there is tractor in the Westwood Public Schools fleet that is over 8 years old as of the first quarter of FY2021. Due to larger grounds and the scope of paved sidewalks, the proposed Elementary School Building may require an additional tractor. Each tractor is approximately \$40,000.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles	\$50,000	\$85,000	\$0	\$0	\$0	\$135,000
Copiers						\$0
Totals	\$50,000	\$85,000	\$0	\$0	\$0	\$135,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$40-60K annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-8
3.	Project Title	Copiers	6.	FY22 Priority # 8 out of 8 Requests	

7. Capital Request Description and Justification

This category covers 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. Our investment in copiers is expected to decline due to the increased use of 1:1 devices and remote learning tools, but there may need to be equipment purchases in conjunction with the Elementary Building Project.

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Elementary Building Project						\$0
Technology						\$0
Roofing						\$0
HVAC & Controls						\$0
Repair & Maintenance						\$0
Furniture, Fixtures, & Equipment						\$0
Vehicles						\$0
Copiers	\$40,000	\$60,000	\$40,000	\$40,000	\$40,000	\$220,000
Totals	\$40,000	\$60,000	\$40,000	\$40,000	\$40,000	\$220,000

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 2022	FY 2023	FY 2024	FY 2025	
22-Sewer-01	Stormwater MS-4 Requirement	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
22-Sewer-02	Inflow and Infiltration Program	\$500,000		\$500,000	\$500,000	\$1,500,000
22-Sewer-03 ***	Sewer Maintenance Facility Design	\$100,000				\$100,000
23-Sewer-01	Inflow and Infiltration Assessment		\$125,000		\$125,000	\$250,000
23-Sewer-02 ***	Sewer Maintenance Facility Construction		\$3,000,000			\$3,000,000
23-Sewer-03	Sewer Vac Truck Replacement		\$500,000			\$500,000
		\$0				\$0
		\$0				\$0
		\$0				\$0
		\$0				\$0
		\$0				\$0
	TOTALS	\$670,000	\$3,695,000	\$570,000	\$195,000	\$5,700,000

* 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

*** Included in Major Building Summary

Prepared by : Todd Korchin
Name

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$70,000
2. Prepared By	Todd Korchin	6. Project Reference No.	22-SEW-01
3. Date	August 5, 2020	7. FY22 Priority # 1 out of 3 Requests	
4. Project Title	Federal Storm Water Quality Regulation Compliance	8. Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2017/2018/2019	

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	FY2022	FY2023	FY2024	FY2025	FY2026	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 2022 - 2026
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, 2020	7. FY22 Priority #	2 out of 3 Requests
4. Project Title	Infiltration and Inflow Reduction	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	500,000		500,000		500,000	\$1,500,000
Totals	\$500,000	\$0	\$500,000	\$0	\$500,000	\$1,500,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$100,000
2. Prepared By	Todd Korchin	6. Project Reference No.	22SEW-03
3. Date	August 5, 2020	7. FY22 Priority #	3 out of 3 Requests
4. Project Title	Sewer maintenance facility design	8. Previously Requested? Yes X No	If so, what year? 2017/2018/2019

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 \$100,000

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements	100,000					\$100,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$100,000	\$0	\$0	\$0	\$0	\$100,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$125,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-SEW-01
3. Date	August 5, 2020	7. FY23 Priority #	1 out of 4 Requests
4. Project Title	Infiltration and Inflow Reduction	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2017, 2018, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		125,000		125,000		\$250,000
Totals		\$125,000	\$0	\$125,000	\$0	\$250,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$3,000,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23SEW-02
3. Date	August 6, 2020	7. FY23 Priority #	2 out of 4 Requests
4. Project Title	Sewer maintenance garage facility	8. Previously Requested? Yes X No If so, what year? 2017/2018/2019	

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	FY2022	FY2023	FY2024	FY2025	FY2026	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 2022 - 2026
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23-SEW-03
3. Date	8/6/2020	7. FY23 Priority #	3 out of 4 Requests
4. Project Title	Sewer jet/vac truck (truck #24)	8. Previously Requested? Yes X No	If so, what year? FY18, FY19

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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		500,000				\$500,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$500,000	\$0	\$0	\$0	\$500,000

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	
22-DPW-01	Turf Field Replacement	\$750,000					\$750,000
22-DPW-02	Conant Road Culvert Design	\$200,000					\$200,000
22-DPW-03	Cemetery Expansion Design	\$100,000					\$100,000
23-DPW-01	Roadway/Sidewalk Improvement		\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
23-DPW-02	Conant Road Culvert/Pond Construction		\$800,000				\$800,000
23-DPW-03	Cemetery Expansion Construction		\$1,000,000				\$1,000,000
25-DPW-01	Gay Street Sidewalk Construction			\$4,000,000			\$4,000,000
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
	TOTALS	\$1,050,000	\$2,100,000	\$4,300,000	\$300,000	\$300,000	\$8,050,000

* 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 2022- 2026
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$750,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-DPW-01
3.	Date	August 5, 2020	7.	FY22 Priority # 1 out of 2 Requests	
4.	Project Title	Turf Field - Replacement	8.	Previously Requested? Yes X No If so, what year? 2017, 2018, 2019	

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 2021. 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	FY2022	FY2023	FY2024	FY2025	FY2026	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

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$200,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-DPW-02
3.	Date	August 5, 2020	7.	FY22 Priority # 2 out of 2 Requests	
4.	Project Title	Conant Road Culvert/Stevens Pond Dam Modifying Project Design	8.	Previously Requested? Yes No X If so, what year?	

9. Capital Request Description and Justification

The existing Conant Road Culvert and Stevens Pond outlets need to be redesigned as there has been a significant increase to the water level along the Conant Road neighborhood and the Conant Road Sewer Pump Station. Designing a larger culvert and making modifications to the existing dam at Stevens Pond should improve the existing situation.

**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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	200,000					\$200,000
Totals	\$200,000	\$0		\$0	\$0	\$200,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$100,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-DPW-03
3.	Date	September 15, 2020	7.	FY22 Priority # 3 out of 3 Requests	
4.	Project Title	Cemetery Expansion Design	8.	Previously Requested? Yes No <input checked="" type="checkbox"/>	
				If so, what year?	

9. Capital Request Description and Justification

The Town's New Cemetery is reaching capacity within the existing phases.

Using the average of 50 burial lots sold per year and the total of 180 burial lots available, the cemetery has approximately 3.5 years of saleable burial lot capacity remaining.

The process of determining where to expand and the construction of expansion should be planned and enacted to provide place of final rest for residents and former residents.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design	100,000					100000
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						
Totals	\$0	\$0	\$0	\$0	\$0	\$100,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$300,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-DPW-01
3. Date	August 5, 2020	7. FY23 Priority # 1 out of 2 Requests	
4. Project Title	Roadway/Sidewalk Improvement	8. Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2017, 2018, 2019	

9. 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.

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

Use in conjunction with Chapter 90 funding

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		300,000				\$300,000
Totals	\$0	\$300,000	\$0	\$0	\$0	\$300,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$800,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23-DPW-02
3.	Date	August 5, 2020	7.	FY23 Priority # 2 out of 2 Requests	
4.	Project Title	Conant Road Culvert/Stevens Pond Dam Modifying Construction	8.	Previously Requested? Yes No X If so, what year?	

9. Capital Request Description and Justification

The existing Conant Road Culvert and Stevens Pond outlets need to be redesigned as there has been a significant increase to the water level along the Conant Road neighborhood and the Conant Road Sewer Pump Station. Constructing a larger culvert and making modifications to the existing dam at Stevens Pond should improve the existing situation.

**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	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		800,000				\$800,000
Totals	\$0	\$800,000		\$0	\$0	\$800,000

**Town of Westwood
Fiscal Years 2022 - 2026
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$1,000,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23-DPW-03
3. Date	September 15, 2020	7. FY23 Priority # 3 out of 3 Requests	
4. Project Title	Cemetery Expansion Construction	8. Previously Requested? Yes No <input checked="" type="checkbox"/>	If so, what year?

9. Capital Request Description and Justification

The Town's New Cemetery is reaching capacity within the existing phases.

Using the average of 50 burial lots sold per year and the total of 180 burial lots available, the cemetery has approximately 3.5 years of saleable burial lot capacity remaining.

The construction and expansion should be planned and enacted to provide place of final rest for residents and former residents.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Design						0
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		#####				\$1,000,000
Totals	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

**Town of Westwood
Fiscal Years 2022- 2026
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$4,000,000
2. Prepared By	Todd Korchin	6. Project Reference No.	24-DPW-02
3. Date	August 5, 2020	7. FY24 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, 2019

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	FY2022	FY2023	FY2024	FY2025	FY2026	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			\$4,000,000			\$4,000,000

Prior Approved Capital

**Projects Approved for Borrowing Within Proposition 2 1/2
Fiscal Years 2000 - 2020**

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
Road Improvement Project Phase 1	\$900,000	ATM 2019
Heavy Duty Dump Truck with Plow	\$325,000	ATM 2020
Road Improvement Project	\$4,650,000	ATM 2020

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 - FY2021
Approved at 2020 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Municipal Capital			
Wheel Chair Accessible Van	COA	\$ 90,000	Free Cash
One Ton Dump Truck with Plow	DPW	\$ 70,000	Free Cash
Tractor Machine for Cemetery	DPW	\$ 35,000	Free Cash
Fire Engines (2) Lease Payments Year 4 of 5	Fire	\$ 226,400	Free Cash
Fire Turnout Gear Purchase and Replacement	Fire	\$ 44,000	Free Cash
Fire - Radio Upgrade and Replacement	Fire	\$ 26,000	Free Cash
Fire Shift Command Vehicle	Fire	\$ 63,000	Free Cash
Fire Swap Body Truck Town Match For Grant	Fire	\$ 20,000	Free Cash
End User Technology - all departments	Information Technology	\$ 75,000	Free Cash
Library - Patron/Staff End User Technology	Library	\$ 10,000	Free Cash
Self-check Circulation Terminals	Library	\$ 28,000	Free Cash
Police - Replacement of Vehicles	Police	\$ 190,000	Free Cash
Police - Safety Equipment	Police	\$ 52,000	Free Cash
Police - Radio Infrastructure	Police	\$ 75,000	Free Cash
Municipal Buildings - Facilities Maintenance	DPW	\$ 100,000	Free Cash
Municipal Buildings - Energy Efficiency	DPW	\$ 50,000	Free Cash
Housing Authority Associates - Building Maintenance and Improvement	Housing	\$ 150,000	Free Cash
	Total	<u>\$1,304,400</u>	
Schools Capital			
Technology	School	\$ 130,000	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	\$ 20,000	Free Cash
Vehicles	School	\$ 60,000	Free Cash
	Total	<u>\$1,017,000</u>	
Additional Capital			
Town Hall Repairs and Maintenance	DPW	\$ 300,000	Free Cash
Fire Station 1 Repair and Maintenance (Phase 2 of 2)	DPW	\$ 150,000	Free Cash
Thurston Middle School HVAC Univent Project (Phase 2 of 2)	Schools	\$ 150,000	Free Cash
School Security Projects	Schools	\$ 150,000	Free Cash
Municipal Security Projects	DPW	\$ 75,000	Free Cash
Town/School Financial Enterprise Software (2nd of 2)	Information Technology	\$ 237,500	Free Cash
	Total	<u>\$1,062,500</u>	
Sewer Capital			
Infiltration & Inflow Reduction Program	Sewer	\$125,000	Sewer Retained Earnings
Pump Station Facility Program	Sewer	\$500,000	Sewer Retained Earnings
Sewer Vehicle	Sewer	\$70,000	Sewer Retained Earnings
Stormwater Compliance	Sewer	\$70,000	Sewer Retained Earnings
	Total	<u>\$765,000</u>	
Ambulance Capital			
Self Contained Breathing Apparatus Upgrade and Replacement	Fire	\$ 46,000	Ambulance Receipts
Upgrade and Replacement Rescue Equipment	Fire	\$ 18,720	Ambulance Receipts
	Total	<u>\$64,720</u>	
Heavy Duty Dump Truck with Plow	DPW	\$325,000	Borrowing
Road Improvement Project	DPW	\$4,650,000	Borrowing

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	\$886,900	
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	\$867,000	
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	\$857,000	
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	\$443,760	
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	\$420,000	
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, 2020	
Fiscal Year 2020 equalized valuation	\$5,214,138,300
Debt Limit – 5% of equalized valuation	\$260,706,915
Less:	
Total debt applicable to limitation	\$36,211,800
Authorized and unissued debt	\$11,575,000
Legal debt margin	\$212,920,115

Credit Rating

In conjunction with the August, 2016 sale of a \$16.6M 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.

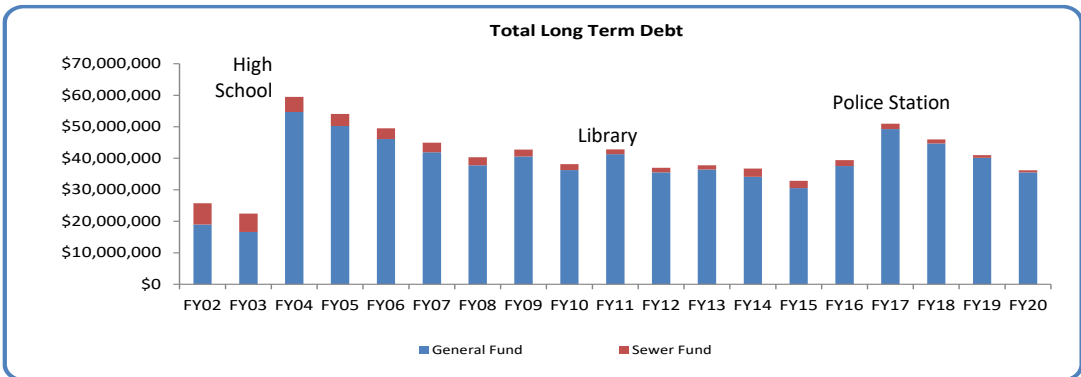
Credit Rating

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.

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	FY15	FY16	FY17	FY18	FY19	FY20
General Fund	30,545,000	37,525,000	49,355,000	44,710,000	40,120,000	35,545,000
Sewer Fund	2,277,620	2,122,060	1,680,000	1,274,700	868,600	666,800
Total	32,822,620	39,647,060	51,035,000	45,984,700	40,988,600	36,211,800¹

Debt Management

Town Debt – Utilized Favorable Borrowing Climate

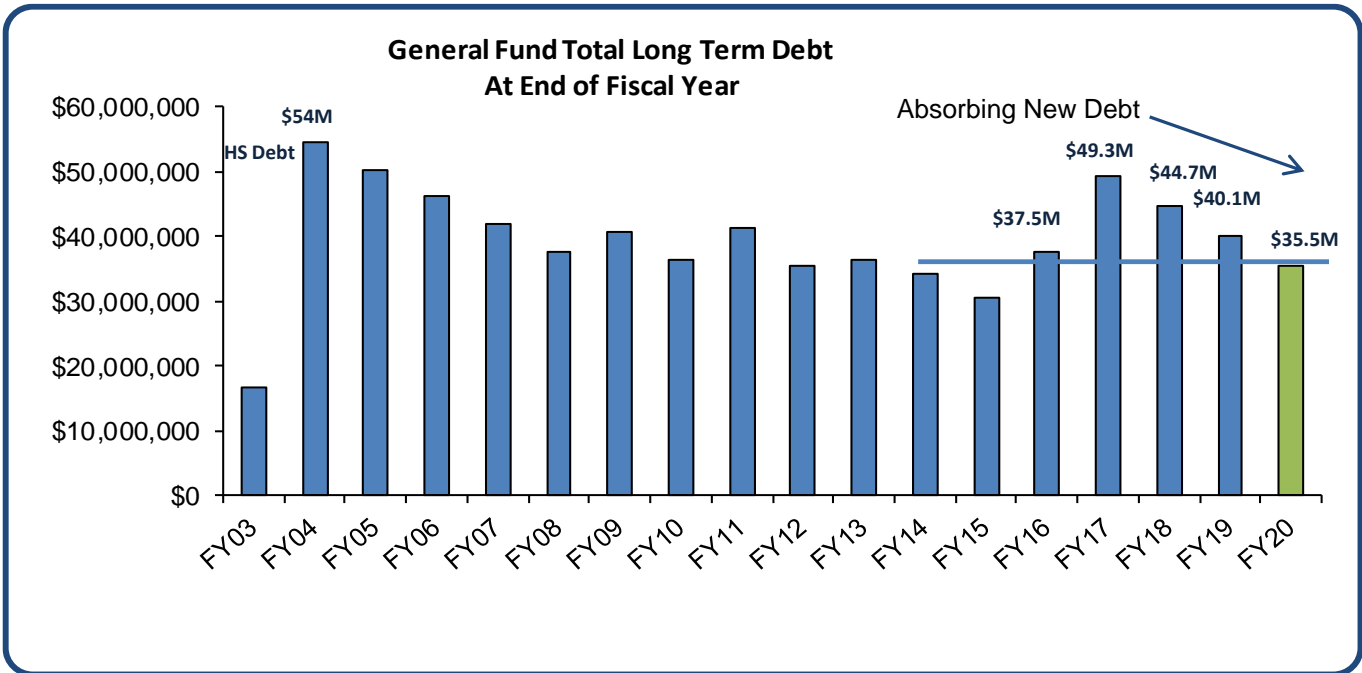
Favorable Borrowing Climate

- Very strong credit ratings.
 - Standard & Poor’s AAA.
 - Moody’s AA1
- Excellent interest rate environment.
- Portion of recent bond sales replaced debt dropping off
 - Next debt drop off 2023.

Recent Bond Sales

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

Debt Authorized, Not Yet Issued		
School MSBA Initial Phase	ATM 2018	\$ 1,750,000
Redevelop Islington/Wentworth Library	ATM 2018	\$ 3,500,000
Sidewalk Improvements Route 109	ATM 2019	\$ 900,000
DPW Equipment	ATM 2020	\$ 325,000
Road Improvement Bond	ATM 2020	\$ 4,650,000
Total		\$ 11,125,000



Long Term Debt Outstanding

Long Term General Fund Debt Outstanding

Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Total Outstanding 30-Jun-20
Outside of Prop 2 1/2					
High School Project	1.63	5/2012	06/01/2023	\$39,262,300	\$5,360,000
Library Construction	3.37	3/10/11	03/10/2031	\$9,300,000	\$5,115,000
Within Prop 2 1/2					
High School Completion	3.48	8/01/08	02/01/2023	\$1,950,000	\$390,000
Middle Sch Modular Construction	3.79	6/15/09	06/15/2029	\$3,500,000	\$1,575,000
School Roof	1.43	12/20/12	06/01/2022	\$935,000	\$183,000
DPW Roads/Equipment	1.43	12/20/12	06/01/2022	\$3,700,000	\$732,000
DPW Roads/Equipment	1.62	05/15/14	05/15/2024	\$1,400,000	\$560,000
Design Fire Station	2.66	9/1/2015	09/01/2035	\$850,000	\$680,000
Construct Fire Station	2.66	9/1/2015	09/01/2035	\$8,650,000	\$6,920,000
LED Lights Upgrade	2.66	9/1/2015	09/01/2025	\$500,000	\$300,000
Cemetery Expansion	2.66	9/1/2015	09/01/2020	\$450,000	\$90,000
Deerfield Rd/Parking Imprvments	2.42	9/1/2016	06/30/2026	\$2,000,000	\$1,200,000
Land Purchase	2.42	9/1/2016	06/30/2026	\$890,000	\$530,000
Police Station Design	2.42	9/1/2016	06/30/2045	\$1,000,000	\$860,000
Police Station Construction	2.42	9/1/2016	06/30/2046	\$12,755,000	\$11,050,000
				Total General Fund	\$35,545,000

General Fund Debt Authorized - Not Yet Issued Long Term

School MSBA Eligibility Phase Redevelopment Islington /Wentworth Library	ATM 2018	\$1,750,000
Road Improvement Project	ATM 2018	\$3,500,000
DPW Equipment	ATM 2019	\$900,000
DPW Equipment	ATM 2020	\$325,000
Road Improvement Project	ATM 2020	\$4,650,000
Total		\$11,125,000

Short term debt outstanding:
\$3,150,000 one year Ban issued
6/2/2020.

Long Term Sewer Fund Debt Outstanding

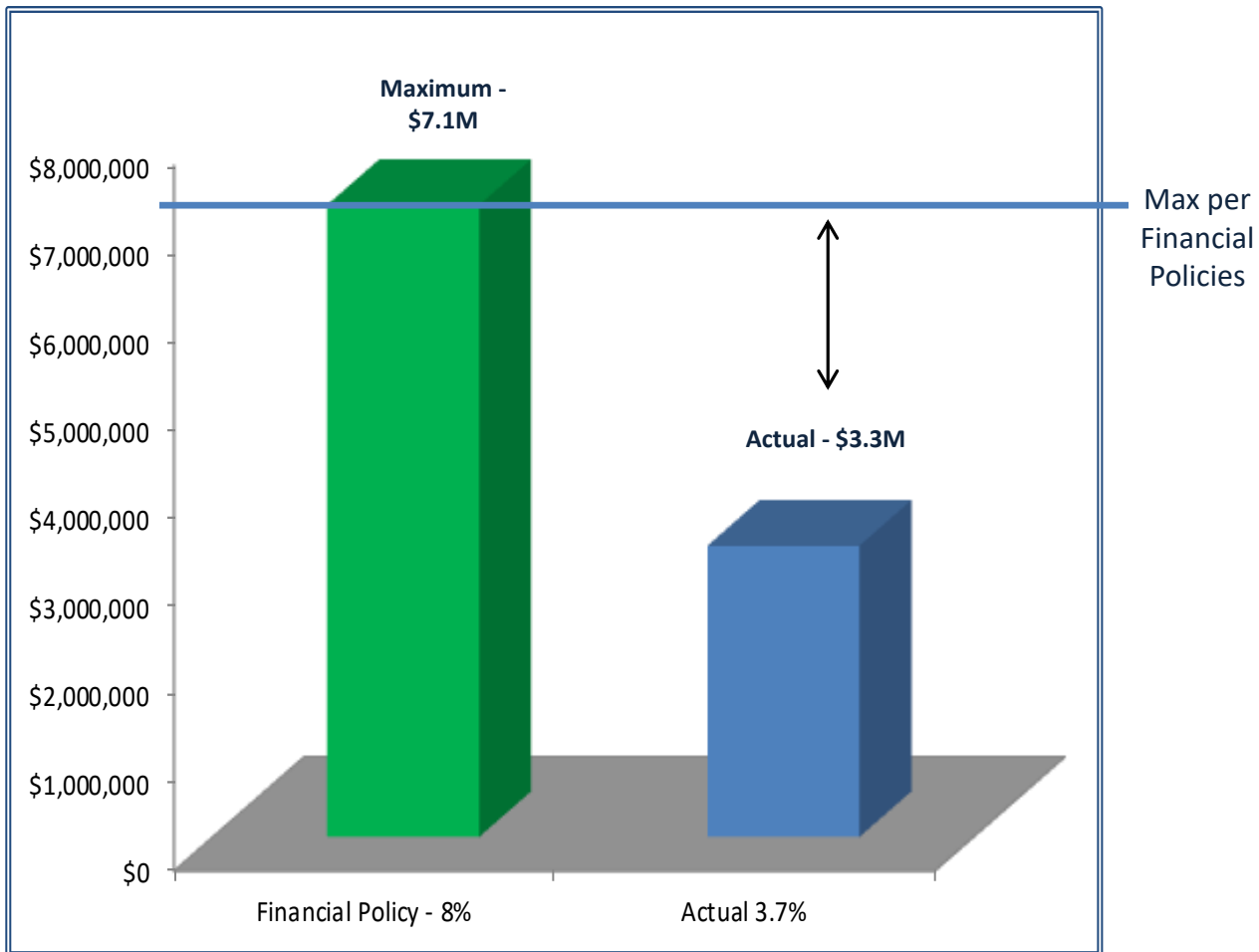
Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Outstanding 30-Jun-20
MWRA - no interest loan	0.00	6/1/2016	6/2021	\$234,000	\$46,800
Sewer Bond	2.50	5/1/2014	6/2024	\$1,570,000	\$620,000
				Total Sewer Fund	\$666,800

Total General Fund and Sewer Debt Outstanding **\$36,211,800**

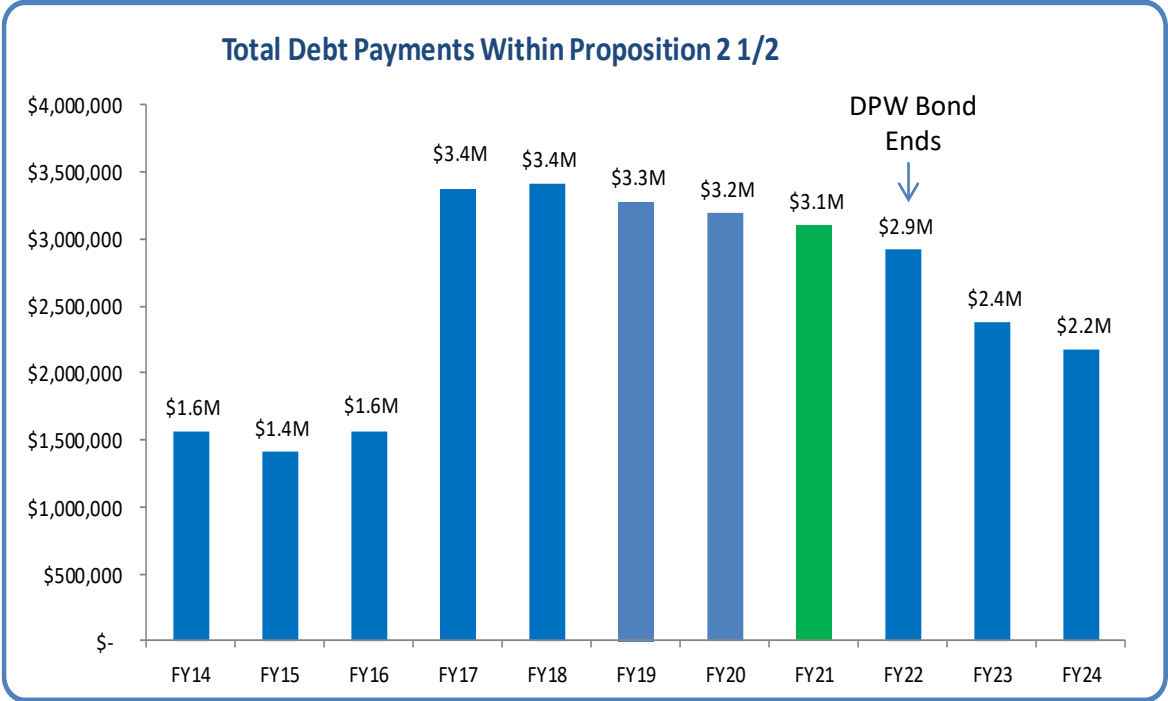
Debt Level

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.

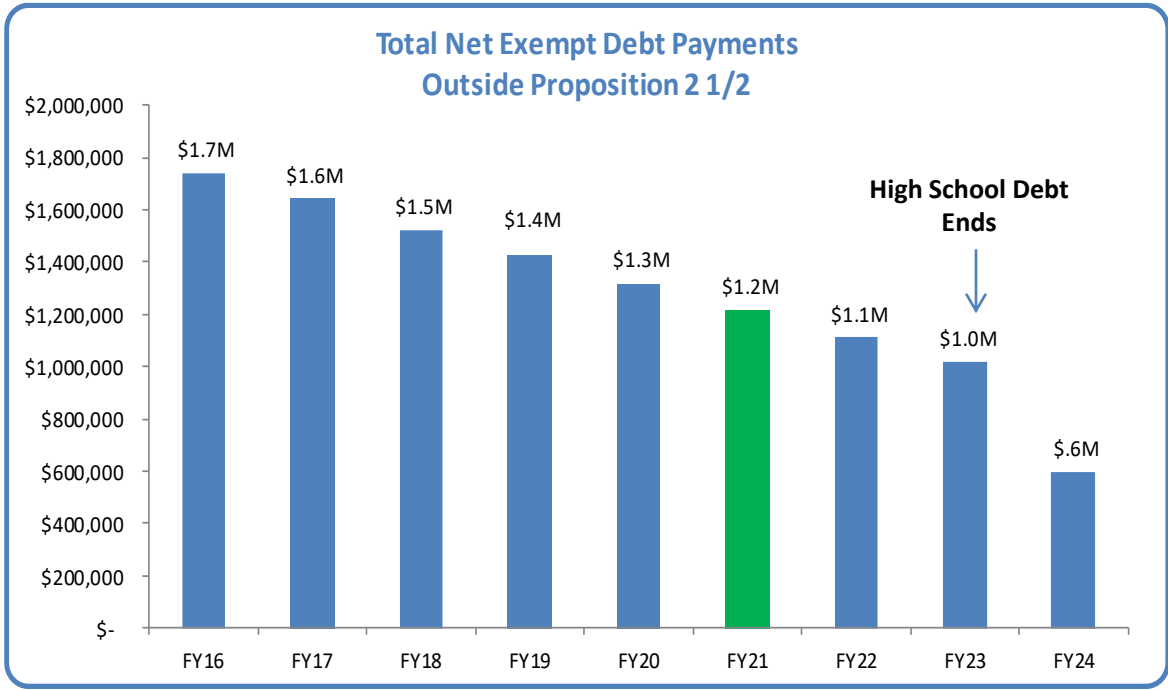


Debt is well within guidelines



Debt within Proposition 2 ½

- Debt drop off FY23:
 - \$4.6M, 10 year DPW bond for Roads, Equipment, and School Roofs, issued in 2012, is completed in 2022.
 - Provides space to issue new road bond within Proposition 2 ½ .



Debt outside of Proposition 2 ½

- High School and Library Bonds.
- 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.
- FY21: High School \$567K, Library \$650K.
- High School bond ends FY2023, Library FY2031.
- Payments decline approximately \$100K per year.
- High School bond ends 2023
 - Debt rollover will help with Elementary School Project

Total Principal and Interest Payments

Outstanding as of 30-Jun-20	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28-46	Total FY21-FY46	
Principal and Interest for Current Long term Debt Outstanding													
Debt Outside of Proposition 2 1/2													
HS Construct (Exempt)-Refi 3/12	5,360,000	2,242,600	2,158,200	2,069,200	1,980,800	1,891,200	1,807,650	0				\$5,679,650	
Library Construct (Exempt) 3/11	5,115,000	711,450	698,663	675,413	656,813	638,213	624,263	609,150	592,875	575,438	558,000	2,046,000	\$6,300,750
Debt Within Proposition 2 1/2													
High School Field 8/08	0	46,800	0										
High School Completion 8/08	390,000	161,590	156,390	151,190	145,990	140,660	135,330	0					\$421,980
Middle School Modulares 6/09	1,575,000	263,463	257,338	248,588	239,838	232,838	225,838	218,838	211,838	204,838	197,619	372,838	\$1,904,481
DPW Roadway 12/12	300,000	169,500	166,500	162,000	159,000	154,500	0						\$313,500
School Roof 12/12	183,000	106,070	104,190	101,370	99,490	91,670	0						\$191,160
DPW Equipment 12/12	92,000	51,980	51,060	49,680	48,760	47,380	0						\$96,140
DPW Drainage 12/12	40,000	27,950	27,450	26,700	21,200	20,600	0						\$41,800
DPW Equipment 12/12	300,000	169,500	166,500	162,000	159,000	154,500	0						\$313,500
DPW Roads 5/14	120,000	34,275	33,675	33,075	32,475	31,875	31,275	30,675	0				\$126,300
DPW Drainage 5/14	240,000	68,550	67,350	66,150	64,950	63,750	62,550	61,350	0				\$252,600
DPW Equipment 5/14	200,000	57,125	56,125	55,125	54,125	53,125	52,125	51,125	0				\$210,500
Fire Station Design 8/15	680,000	72,994	70,869	68,744	66,619	64,494	62,369	60,244	58,119	55,994	54,400	434,881	\$857,119
Fire Station Construction 8/15	6,920,000	742,819	721,194	699,569	677,944	656,319	634,694	613,069	591,443	569,818	553,600	4,425,556	\$8,722,442
Street Lights Replacement 8/15	300,000	71,250	68,750	66,250	63,750	61,250	58,750	56,250	53,750	51,250	0		\$345,000
Cemetery Expansion 8/15	90,000	105,750	101,250	96,750	92,250	0							\$92,250
Deerfield Rd/Parking 8/16	1,200,000	272,000	264,000	256,000	248,000	240,000	232,000	224,000	216,000	208,000	0		\$1,368,000
Land Purchase 8/16	530,000	122,000	118,400	114,800	111,200	107,600	104,000	100,400	91,800	88,400	0		\$603,400
Police Design 8/16	860,000	64,694	63,294	61,894	60,494	59,094	57,694	56,294	54,894	53,494	52,094	773,731	\$1,167,788
Police Construction 8/16	11,050,000	803,781	786,781	769,781	752,781	735,781	718,781	701,781	684,781	667,781	650,781	10,337,594	\$15,250,062
New Debt - Budget Adjustment			122,502	214,302	214,302	214,302	214,302	214,302	214,302	214,302	214,302	2,143,020	\$3,643,134
Total General Fund Debt	35,545,000	6,366,140	6,137,978	6,056,779	5,949,779	5,659,150	5,021,620	2,997,477	2,769,801	2,689,314	2,280,796	20,533,620	47,901,557
Total Non - Exempt Debt	25,070,000												
Non - Exempt Debt Payments	3,412,090	3,281,115	3,312,167	3,312,167	3,129,737	2,589,707	2,388,327	2,176,926	2,113,876	1,722,796	18,487,620	\$35,921,157	
Change in non- Exempt Debt	40,750	(130,975)	31,052	0	(182,430)	(540,030)	(201,380)	(211,401)	(63,050)	(391,080)			
Total Exempt Debt	10,475,000												
Total Exempt Debt Payments	2,954,050	2,856,863	2,744,613	2,637,613	2,529,413	2,431,913	609,150	592,875	575,438	558,000	2,046,000	\$11,980,400	
Change in Gross Exempt Debt	(122,425)	(97,188)	(112,250)	(107,000)	(108,200)	(97,500)	(1,822,763)	(16,275)	(17,438)	(17,438)			
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	0						\$4,203,828
High School Bond Premium	13,084	10,912	8,690	6,468	4,197	2,098	0						\$12,763
Library Bond Premium	16,000	15,170	13,661	12,453	11,246	10,340	9,359	8,302	7,170	6,038	12,076		\$76,984
Total State/Bond Premium Annual payments	1,430,360	1,427,358	1,423,627	1,420,197	1,416,719	1,413,714	9,359	8,302	7,170	6,038	12,076	4,293,575	
Net annual Exempt Debt	1,523,690	1,429,505	1,320,986	1,217,416	1,112,694	1,018,199	599,791	584,573	568,268	551,962	2,033,924	7,686,825	
Change in annual Exempt Debt	(119,016)	(94,186)	(108,519)	(103,570)	(104,722)	(94,495)	(418,408)	(15,218)	(16,306)	(16,306)			

Sewer Total Principal and Interest Payments

Outstanding as of 30-Jun-20	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total
Principal and Interest payments for current Sewer Debt Outstanding								
								Total FY21-24
Balance								
Sewer - MWPAT 11/98	0	145,735	151,207	0	0	0	0	\$0
MWRA no interest loans - 2016	46,800	46,800	46,800	46,800	0	0	0	\$46,800
Sewer - \$1.5m bond 5/14 (ends 2024)	620,000	182,188	173,988	167,788	164,688	161,588	158,488	\$652,550
Total Sewer Debt	666,800	374,723	371,995	214,588	164,688	161,588	158,488	699,350
All debt funded by sewer user fees								

RatingsDirect®

Summary:

Westwood, Massachusetts; General Obligation

Primary Credit Analyst:

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Rationale

Outlook

Related Research

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

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ISSUER COMMENT

26 March 2020

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 698,249 and a high population density of 1,747 people per square mile. The county's median family income is \$125,259 (1st quartile) and the January 2020 unemployment rate was 2.8% (1st quartile) ². The largest industry sectors that drive the local economy are health services, retail trade, and professional/scientific/technical services.

Westwood is not susceptible to immediate material credit risks related to coronavirus. The longer term impact will depend on both the severity and duration of the crisis. The situation surrounding coronavirus is rapidly evolving. If our view of the credit quality of Westwood changes, we will publish our updated opinion at that time.

Credit Overview

The credit position for Westwood is excellent. Its Aa1 rating is above the median rating of Aa3 for US cities. The notable credit factors include a very strong wealth and income profile, a sizable tax base and a solid financial position. It also reflects an affordable debt burden and a mid-ranged pension liability.

Economy and Tax Base: Westwood has an exceptionally strong economy and tax base overall, which are slightly favorable relative to the assigned rating of Aa1. The median family income is a robust 238.5% of the US level. Additionally, the town's full value per capita (\$302,234) is above other Moody's-rated cities nationwide, and saw an impressive increase between 2015 and 2019. Finally, the total full value (\$4.7 billion) is stronger than the US median.

Finances: Westwood's financial position is solid overall and is aligned with the assigned rating of Aa1. The town's cash balance as a percent of operating revenues (27.5%) is below the US median, after remaining stable from 2015 to 2019. Yet, the fund balance as a percent of operating revenues (22.5%) falls short of other Moody's-rated cities nationwide. That said, 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. Additionally, the nominal size of Westwood's reserves are above the US median.

Debt and Pensions: Overall, the debt and pension liabilities of Westwood are manageable, and relatively in line with the assigned rating of Aa1. The net direct debt to full value (0.9%) is roughly equivalent to the US median, and stayed flat between 2015 and 2019. In addition,

the town's Moody's-adjusted net pension liability to operating revenues (0.90x) is favorably under the US median.

Management and Governance: Massachusetts cities have an institutional framework score ³ of "Aa", which is strong. The sector's major revenue source of property taxes, are subject to the Proposition 2 1/2 tax levy cap which can be overridden with voter approval only. However, the cap of 2.5% still allows for moderate revenue-raising ability. Expenditures primarily consist of personnel costs, as well as education costs for cities that manage school operations, and are highly predictable given state-mandated school spending guidelines and employee contracts. 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. Fixed costs are driven mainly by debt service and pension costs. 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.

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moodys.com for the most updated credit rating action information and rating history.

EXHIBIT 1

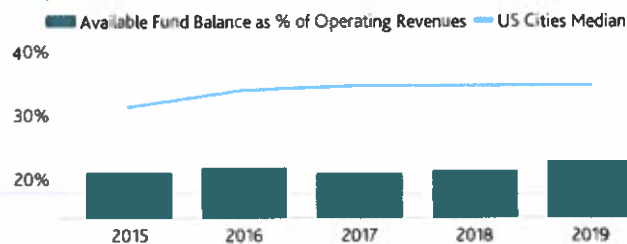
Key Indicators  Westwood

	2015	2016	2017	2018	2019	US Median	Credit Trend
Economy / Tax Base							
Total Full Value	\$3,698M	\$3,698M	\$4,342M	\$4,342M	\$4,713M	\$1,904M	Improved
Full Value Per Capita	\$245,003	\$240,697	\$278,408	\$273,740	\$302,234	\$94,106	Improved
Median Family Income (% of US Median)	239%	237%	235%	238%	238%	111%	Stable
Finances							
Available Fund Balance as % of Operating Revenues	20.9%	21.6%	20.7%	21.1%	22.5%	34.6%	Stable
Net Cash Balance as % of Operating Revenues	25.3%	24.6%	24.1%	26.4%	27.5%	39.6%	Stable
Debt / Pensions							
Net Direct Debt / Full Value	0.9%	1.1%	1.2%	1.0%	0.9%	1.1%	Stable
Net Direct Debt / Operating Revenues	0.41x	0.47x	0.53x	0.45x	0.40x	0.84x	Stable
Moody's-adjusted Net Pension Liability (3-yr average) to Full Value	2.2%	2.3%	1.9%	2.0%	2.0%	1.9%	Stable
Moody's-adjusted Net Pension Liability (3-yr average) to Operating Revenues	1.03x	0.96x	0.87x	0.88x	0.90x	1.56x	Stable
	2015	2016	2017	2018	2019	US Median	
Debt and Financial Data							
Population	15,094	15,364	15,597	15,863	15,597	N/A	
Available Fund Balance (\$000s)	\$16,770	\$18,983	\$19,583	\$21,117	\$23,089	\$8,028	
Net Cash Balance (\$000s)	\$20,289	\$21,662	\$22,778	\$26,428	\$28,187	\$9,530	
Operating Revenues (\$000s)	\$80,270	\$88,022	\$94,654	\$100,152	\$102,411	\$23,172	
Net Direct Debt (\$000s)	\$32,830	\$41,708	\$50,563	\$45,568	\$40,771	\$19,139	
Moody's Adjusted Net Pension Liability (3-yr average) (\$000s)	\$82,816	\$84,612	\$82,498	\$88,080	\$92,251	\$35,448	

Source: Moody's Investors Service

EXHIBIT 2

Available fund balance as a percent of operating revenues increased from 2015 to 2019



Source: Issuer financial statements; Moody's Investors Service

EXHIBIT 3

Full value of the property tax base increased from 2015 to 2019



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

EXHIBIT 4

Moody's-adjusted net pension liability to operating revenues decreased from 2015 to 2019



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

Endnotes

- 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.
- 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.
- 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.
- 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.
- The medians come from our most recently published local government medians report, [Medians - Tax base growth underpins sector strength, while pension challenges remain \(May 2019\)](#) 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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Current Infrastructure Information

Financial Policy

Document	Purpose	Most Recent Update	Maintained By	Included
FY20 Fixed Asset Summary	Required for annual audit/financial statements	June, 2020 Updated Annually	Town Accountant	√
Auto Fleet Schedule	Insurance	June, 2020 Updated Annually	Town Accountant	√
Vehicle/Equipment List by Department	Capital budget	September, 2020	Department Head	√
Information Systems – List of Town Computer Equipment	Capital budget	September, 2020	Director of IT	√
Sewer Master Plan	Sewer Maintenance, Management & Construction		Sewer Commission	
Town Buildings Replacement Schedule	Insurance	July, 2020 Updated Annually	Town Accountant	√
Road Improvement Program	Roadway Maintenance, Management & Construction	September, 2020	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-FY20**

Town	G/L#	Beg Bal 7/1/2019	Additions	Disposals	End Bal 6/30/2020
Land	99-000-1910	6,374,569	0		6,374,569
Building and Improvements	99-000-1920	135,973,889	929,777		136,903,666
Vehicles	99-000-1960	10,307,379	125,000	28,495	10,403,884
Machinery and Equipment	99-000-1950	15,270,107	341,610		15,611,717
Construction in Process	99-000-1980	0	649,393		649,393
Infrastructure	99-000-1990	65,157,333	1,480,938	1,959,211	64,679,060
Sub-total		233,083,277	3,526,718	1,987,706	234,622,289

Sewer	Beg Bal	Additions	Disposals	End Bal
Capital assets:				
Land	350,850			350,850
Plant & Infrastructure	19,713,749	329,049	362,526	19,680,272
Other building and Improve.	6,339,070			6,339,070
Vehicles	478,469			478,469
Machinery and Equipment	510,212			510,212
Sub-total	27,392,350	329,049	362,526	27,358,873

Total	260,475,627	3,855,767	2,350,232	261,981,162
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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	RC	ACV Med \$	Comp \$	Coll Deduct	Effective Date
1	BOH	2016	NISSAN - LEAF	1NAAZ0CP9GC301481			\$32,409	L	73980	RC	Y	\$500	\$500	07/01/2019
2	COA	2008	FORD - ECOVAN	1FTZS34L58DA67559	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	1FDEE3FSGDC54988			\$60,000	BAO	05230	ACV	Y	\$500	\$500	07/01/2019
5	COA	2018	FORD - TRANSIT VAN	1FTB4XMAJKA02606	M99835		\$58,879	BAO	05230	ACV	Y	\$500	\$500	07/01/2019
6	DPW	1992	RAYCO - STUMP CUTTER	1865ACD015492	M51177		\$19,986	L	79650		N	NO COV	NO COV	07/01/2019
7	DPW	1994	CUST - UTILITY TRAILER	RD10CB351R1850056	M52205		\$3,000		68498		N	NO COV	NO COV	07/01/2019
8	DPW	1996	CROSS - T ROLLER TRAILER	1C9FS1418T1432847	M54546		\$2,200		68498		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 5C	DEC 5C	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 5C	DEC 5C	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 5C	DEC 5C	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	1W9US142Z5N189504	M7252	2,250	\$2,985		68499	ACV	N	NO COV	NO COV	07/01/2019
19	DPW	2006	CARGO - UTILITY	2000544434	M78396		\$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	1FDAF57R78ECS2097	M79377		\$54,671	M	21499	RC	N	DEC 5C	DEC 5C	07/01/2019
22	DPW	2009	FORD - DRWSUP TRUCK	1FDAF57R19EA00567	M76548		\$55,000	M	21499	RC	N	DEC 5C	DEC 5C	07/01/2019
23	DPW	2009	FORD - DRWSUP TRUCK	1FDAF57R39EA00588	M76549		\$50,000	M	21499	RC	N	DEC 5C	DEC 5C	07/01/2019
24	DPW	2009	FORD - E350 VAN	1FTSE34P09DA14618	M78207		\$26,249	L	01499	ACV	N	\$600	\$600	07/01/2019
25	DPW	2009	JCB - CONSTRUCTION TRACTOR	SLP214FC9U0912503	M76545		\$95,497	M	79650	RC	N	DEC 5C	DEC 5C	07/01/2019
26	DPW	2011	FORD - F650 DUMP TRUCK	1FDJUF5HT2BEB96049	M84395	19,500	\$59,458	M	21499	RC	Y	DEC 5C	DEC 5C	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 5C	DEC 5C	07/01/2019

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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
29	DPW	2012	FORD - F550 TRUCK	1FDUF5HT3CEC96033	M85040		\$73,475	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
30	DPW	2012	FORD - F550 TRUCK	1FDUF5HT5CEC96034	M85039		\$70,210	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
31	DPW	2012	FORD - F550 TRUCK	1FDUF5HT7CEC96035	M85041		\$82,540	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
32	DPW	2012	FORD - F350 PICKUP	1FT8X3BT5CEA59415	M88266	11,100	\$42,711	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2019
33	DPW	2012	INTERNATIONAL - DUMP TRUCK	1HTWDAAR3CJ872170	M84010		\$178,554	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
34	DPW	2012	MACK - DUMP TRUCK	1M2AX01C8CM001842	M84011		\$155,000	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
35	DPW	2012	FORD - DUMP TRUCK	3FRNF6GE2CVA18177	M84130		\$82,791	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
36	DPW	2012	TRACKLESS - TRACTOR	MT61540	M87416		\$151,095	H	79650	RC	Y	DEC 5C	DEC 5C	07/01/2019
37	DPW	2012	ELGIN PELICAN - SWEEPER	NP2513D	M87411		\$185,785	H	79650	RC	Y	DEC 5C	DEC 5C	07/01/2019
38	DPW	2013	TAKEUCHI - COMPACT EXCAVATOR	178401130	M83046		\$110,500	L	79650	RC	Y	DEC 5C	DEC 5C	07/01/2019
39	DPW	2013	JOHN DEERE - LOADER	1DW624KH1CE848687	M85042		\$191,875	H	79650	RC	Y	DEC 5C	DEC 5C	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	1M2AX01CZDM001797	M85967		\$178,000	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
42	DPW	2013	MACK - DUMP TRUCK	1M2AX01CADM001798	M85879		\$176,000	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
43	DPW	2013	MACK - DUMP TRUCK	1M2AX01C8DM001799	M85868		\$176,000	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
44	DPW	2013	MACK - DUMP TRUCK	1M2AX04CXDM018326	M87422		\$193,500	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
45	DPW	2013	DOOSAN - UTILITY TRAILER	4FVC8BA68DU455155	M93600		\$34,951	L	68499	ACV	Y	\$500	\$500	07/01/2019
46	DPW	2013	CARMATE - TRAILER	5A3C612S9DL001451	M84141	2,980	\$5,000	L	68499	ACV	Y	\$500	\$500	07/01/2019
47	DPW	2014	FORD - F350 PICKUP	1FD7X3BT9EEB36443	M82344		\$45,105	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2019
48	DPW	2014	FORD - F550 DUMP TRUCK	1FDUF5HT2EEA88272	M83269		\$56,508	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
49	DPW	2014	FORD - EXPLORER	1FM5K8D88EGB25359	M90084		\$33,076	L	01499	ACV	Y	\$500	\$500	07/01/2019
50	DPW	2014	FORD - F350 PICKUP	1FTRF3BT1EEB08110	M89270		\$32,498	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2019
51	DPW	2014	MACK - DUMP TRUCK	1M2AX01C1EM002053	M89808		\$170,000	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2019
52	DPW	2014	MORBARK - CHIPPER	4S8SZ161XEW040847	M81552		\$49,259	L	79650	RC	Y	DEC 5C	DEC 5C	07/01/2019
53	DPW	2014	CAM - TRAILER	5JP8U312XEP034532	M88918	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 5C	DEC 5C	07/01/2019
55	DPW	2015	DEERE - SKID STEER LOADER	1T0320EMEEJ273047	M93047		\$70,487	M	79650	RC	Y	DEC 5C	DEC 5C	07/01/2019
56	DPW	2015	DEERE - BACKHOE	1T0410K0HEE273112	M93045		\$108,950	M	79650	RC	Y	DEC 5C	DEC 5C	07/01/2019

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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	RC	Pay	Med \$	Comp \$	Coil Deduct	Effective Date
57	DPW	2016	FORD - F350 PICKUP	1FT8X3B19GEA82861	M94048		\$53,722	M	21499	RC	Y	DEC 5C	DEC 5C	\$500	07/01/2019
58	DPW	2016	THREE - UTILITY TRAILER	4SPPD18266M097972	M83803	9,900	\$34,995	L	68499	ACV	Y	DEC 5C	DEC 5C	\$500	07/01/2019
59	DPW	2016	MACK - 700 GU712	1M2AX01CXGM002510			\$174,999	H	31499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
60	DPW	2017	FORD - F550	1FDUF5HTXHEB18241			\$68,400	H	21499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
61	DPW	2017	VOLVO - L120H	VCEL120HV0S632163			\$253,900	H	31499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
62	DPW	2017	FORD - F450	1FD0X4HT4HEB18242			\$73,852	M	21499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
63	DPW	2017	FORD - F350	1FT8X3B7HED14394	M88945		\$35,000	M	21499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
64	DPW	2017	FORD - F350	1FT8X3B7HED22481	7GN718		\$48,140	M	21499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
65	DPW	2018	MACK - GU712	1M2AX01CXJIM003003	M89930		\$192,360	H	31499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
66	DPW	2018	HOME - UTILITY TRAILER	SHABE1621JN065490	M89795		\$8,613	T	68499	ACV	Y	DEC 5C	DEC 5C	\$500	07/01/2019
67	DPW	2018	WANCO - CONSTR	5F12S1016J1004338			\$5,750	L	79650	RC	Y	DEC 5C	DEC 5C	\$500	07/01/2019
68	DPW	2018	FORD - TRANSIT	1FTYR1YM3JKCA04913	M1952A		\$24,995	L	01499	RC	Y	DEC 5C	DEC 5C	\$500	07/01/2019
69	DPW	2018	FORD - TRANSIT	1FTYR1YM3JK812593	M1953A		\$24,995	L	01499	RC	Y	DEC 5C	DEC 5C	\$500	07/01/2019
70	DPW	2018	FORD - F550	1FDUF5HT4JDA03078	M1835A		\$86,589	H	31499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
71	DPW	2018	FORD - F550	1FDYF5HT6JDA03079	M1834A		\$66,559	H	31499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
72	DPW	2018	FORD - F450	1FD0X4HT4JEC85179	M3240A		\$95,032	M	21499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
73	DPW	2019	CAM - UTILITY	5JWCD121XKP502645	M3187A		\$4,350	T	68499	ACV	Y	DEC 5C	DEC 5C	\$500	07/01/2019
74	FIRE	1976	BAL KO - BOAT TRAILER	7614696			\$225				N	NO COV	NO COV	NO COV	07/01/2019
75	FIRE	1985	WRIGHT - TAGALONG	1S9TS1713G1132118			\$2,000	L	68499		N	NO COV	NO COV	NO COV	07/01/2019
76	FIRE	1980	INTERNATIONAL - FIRE TRUCK	1HTSDTVN1LH278904	MF603		\$109,000	H	79090	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019
77	FIRE	1991	INTERNATIONAL - 4800 4X4	1HTSEHN1MH353008	MF608	30,000	\$140,000	H	79090	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019
78	FIRE	1991	FEDERAL - CYCLONE	48JBBAA89M1003545	MF602	38,000	\$240,000	H	79090	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019
79	FIRE	1994	LONG CH - TRAILER	LCAUS0815RT135836	M52215	1,180	\$220	L	68499		N	NO COV	NO COV	NO COV	07/01/2019
80	FIRE	2000	FORD - F550	1FDAF56F9YEC39811	MF4047		\$24,000	H	79090	ACV	Y	DEC 5C	DEC 5C	\$500	07/01/2019
81	FIRE	2001	FORD - F450 TRUCK	1FDXF47F31ED00243	MF6784		\$80,000	M	79090	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019
82	FIRE	2002	EMERGENCY ONE - CYCLONE TRUCK	4ENGABA8021005711	MF6763		\$625,000	H	79090	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019
83	FIRE	2003	EMERGENCY ONE - PUMPER	4EN8AAA8031006817	MF605	41,800	\$350,000	H	79090	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019
84	FIRE	2003	EMERGENCY ONE - FIRE PUMPER	4EN6AAA8231006799	MF6847	41,800	\$350,000	H	79090	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019

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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GWV	Cost New	Type	Class	RC	ACV	Med \$	Comp \$	Coil Deduct	Effective Date
85	FIRE	2008	LOAD - UTILITY TRAILER	5AALTSL1882028317	MF9702	1,600	\$2,000	L	69469	ACV	N	\$500	\$500	\$500	07/01/2019
86	FIRE	2009	FORD - F350 PICKUP	1FTWF31E28EA61063	MF601	10,100	\$43,616	L	79080	RC	N	DEC 5C	DEC 5C	DEC 5C	07/01/2019
87	FIRE	2008	CHEVROLET - TAHOE	1GNFK03028R283526	MF6653	7,300	\$28,214	L	79080	RC	N	\$500	\$500	\$500	07/01/2019
88	FIRE	2010	FORD - E450 AMBULANCE	1FDXE4FP3ADA40378			\$18,000	M	79130	ACV	Y	\$500	\$500	\$500	07/01/2019
89	***Deleted***	2011	INTERNATIONAL - AMBULANCE	1HTMNAALXBH360143	MF3733										
90	FIRE	2012	FORD - EXPLORER	1FMHK8D87CGA09815	MF8711		\$32,106	L	79080	RC	Y	\$500	\$500	\$500	07/01/2019
91	FIRE	2012	FORD - EXPLORER	1FMHK8D88CGA09816	MFA464		\$32,106	L	79080	RC	Y	\$500	\$500	\$500	07/01/2019
92	FIRE	2013	KUBOTA - UTILITY CART	ASKB1FDAPDGE1517	MFA470		\$12,450	L	79080	ACV	Y	\$500	\$500	\$500	07/01/2019
93	FIRE	2014	FERRARA - IGNITER FIRE TRUCK	1F9456622EH14004	MFB677	47,835	\$748,083	EH	79080	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
94	FIRE	2016	FORD - AMBULANCE	1FDUJ5HT0GEA30023	MF7233	18,000	\$252,756	M	79130	ACV	Y	\$500	\$500	\$500	07/01/2019
95	FIRE	2016	FORD - EXPEDITION	1FMAJU1J75GEF15480	MF4341		\$44,910	L	79080	RC	Y	\$500	\$500	\$500	07/01/2019
96	FIRE	2017	FERRARA - IGNITER	1F9455420HH140576	MF602		\$602,703	EH	40499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
97	FIRE	2017	FERRARA - IGNITER	1F9455429HH140575	MF605		\$602,703	EH	40499	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
98	FIRE	2018	FORD - F250	1FT7BT4TEC28018	MF6653		\$43,496	L	79080	RC	Y	DEC 5C	DEC 5C	DEC 5C	07/01/2019
99	HEALTH	2006	HAUL - UTILITY TRAILER	16HCB12146P059112	M75531	1,900	\$4,228	L	69499	ACV	N	\$500	\$500	\$500	07/01/2019
100	HEALTH	2016	NISSAN - LEAF	1N4AZOC3GC311489			\$32,384	L	73980	RC	Y	\$500	\$500	\$500	07/01/2019
101	POLICE	1991	PENN - UTILITY TRAILER	1P9C714D1ML016195	M52187	6,000	\$2,900	L	68499	ACV	N	NO COV	NO COV	NO COV	07/01/2019
102	POLICE	1999	SPEED - ALERT TRAILER	1P9141010XG301142	M55226		\$6,490	L	69499		N	NO COV	NO COV	NO COV	07/01/2019
103	POLICE	1999	SPEED - ALERT TRAILER	1P9141011XG301196	M60609		\$6,490	L	69499		N	NO COV	NO COV	NO COV	07/01/2019
104	POLICE	2005	FORD - CROWN VICTORIA	2FAHP74W85X121900	195XWN		\$28,180	L	79110	RC	N	\$500	\$500	\$500	07/01/2019
105	POLICE	2007	FORD - EXPLORER	1FMEU73807UB07276	MP607W		\$32,320	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
106	POLICE	2009	FORD - EXPEDITION	1FMFU16539EB27005	MP610W		\$36,100	L	79110	RC	N	\$500	\$500	\$500	07/01/2019
107	POLICE	2009	FORD - CROWN VICTORIA	2FAHP71V89X115046	MP616W		\$31,928	L	79110	RC	N	\$500	\$500	\$500	07/01/2019
108	POLICE	2009	CARMATE - UTILITY TRAILER	5A3C612S28L001282	M78221	2,990	\$6,000	L	69499	ACV	N	\$500	\$500	\$500	07/01/2019
109	POLICE	2011	FORD - E250 VAN	1FTNE2ELXBD04268	MP608W		\$21,324	L	79120	ACV	N	\$500	\$500	\$500	07/01/2019
110	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV0BX104147	MP613W	4,010	\$29,895	L	79110	RC	N	\$500	\$500	\$500	07/01/2019
111	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV2BX163250	MP609W		\$30,683	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
112	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV4BX163251	MP617W		\$28,120	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019

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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GW	Cost New	Type	Class	RC	Med Pay	Comp Deduct	\$	Coil Deduct	Effective Date
113	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV8BX100524	MP614W		\$28,485	L	79110	RC	N	\$500	\$500	\$500	07/01/2019
114	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV7BX172395	MP611W	4,011	\$28,120	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
115	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV8BX100525	MP615W		\$28,485	L	79110	RC	N	\$500	\$500	\$500	07/01/2019
116	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV9BX104146	MP612W	4,010	\$29,885	L	79110	RC	N	\$500	\$500	\$500	07/01/2019
117	POLICE	2012	FORD - TAURUS	1FAHP2HWXCG106802	883RF8	4,010	\$26,888	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
118	POLICE	2013	FORD - EXPLORER	1FM5K8AR7DGB71297	MP616W		\$42,988	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
119	POLICE	2014	FORD - EXPLORER	1FM5K8AR2EGA60208	MP3203		\$33,038	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
120	POLICE	2014	FORD - EXPLORER	1FM5K8AR4EGA60207	MP607W		\$33,038	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
121	POLICE	2014	FORD - FUSION	3FA6P0LUTER104275	375VA4		\$32,135	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
122	POLICE	2015	FORD - EXPLORER	1FM5K8AR3FGB13044	MP608W		\$48,967	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
123	POLICE	2015	FORD - FUSION	3FA6P0RU1FR119752	2DE135		\$31,460	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
124	POLICE	2016	FORD - EXPLORER	1FM5K8AR0GGA04347	MP612W		\$33,136	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
125	POLICE	2016	FORD - EXPLORER	1FM5K8AR7GGA04345	MP619W		\$31,207	L	79650	RC	Y	\$500	\$500	\$500	07/01/2019
126	POLICE	2016	FORD - EXPLORER	1FM5K8AR9GGA04346	MP618W		\$33,136	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
127	POLICE	2016	FORD - EXPLORER	1FM5K8D88GGA41588			\$34,749	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
128	POLICE	2016	FORD - EXPLORER	1FM5K8AR2GGC35623			\$31,050	L	79120	RC	N	\$500	\$500	\$500	07/01/2019
129	POLICE	2016	FORD - EXPLORER	1FM5K8AR4GGC35624			\$31,050	L	79120	RC	N	\$500	\$500	\$500	07/01/2019
130	POLICE	2018	CHEVROLET - TAHOE	1GNSKDECITR251627				L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
131	POLICE	2018	FORD - EXPLORER	1FM5K8D88JGB24552	8EM973		\$38,500	L	79120	RC	Y	\$500	\$500	\$500	07/01/2019
132	POLICE	2019	FORD - FUSION	3FA6P0MUKR101468	1YL441		\$29,855	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
133	POLICE	2019	FORD - EXPLORER	1FM5K8AR8KGA63316	MP613W		\$31,251	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
134	POLICE	2019	FORD - EXPLORER	1FM5K8ARXKGA63317	MP614W		\$31,251	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
135	POLICE	2019	FORD - EXPLORER	1FM5K8AR1KGA63318	MP617W		\$31,251	L	79110	RC	Y	\$500	\$500	\$500	07/01/2019
136	RECREATION	2003	FORD - ECOWAGON	1FBSS31L63HB93262	M72100		\$20,540	L	06230	ACV	Y	\$500	\$500	\$500	07/01/2019
137	RECREATION	2017	FORD - TRANSIT	1FABAX2CM2HKA1626	M88791		\$42,827	BAO	05230	ACV	Y	\$500	\$500	\$500	07/01/2019
138	RECREATION	2018	HONDA - CLARITY	JHMECF530JC006893	M1957A		\$33,309	L	01498	RC	Y	\$500	\$500	\$500	07/01/2019
139	SCHOOL	2001	FORD - E350 VAN	1FTSE34L01HB45915	M18465		\$21,124	L	01498	ACV	N	\$500	\$500	\$500	07/01/2019

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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	RC	Med Pay	ACV	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	16VNX142X52077327	M71931	9,000	\$3,684	L	68499	ACV	N	NO COV	NO COV			07/01/2019
142	SCHOOL	2006	FORD - E350 VAN	1FTSE34L76HA38362	M70738		\$16,387	L	05650	ACV	N	\$500	\$500			07/01/2019
143	SCHOOL	2009	CHEVROLET - SILVERADO	1GCHK74K79F181190	M82984	9,900	\$37,981	L	01489	ACV	N	\$500	\$500			07/01/2019
144	SCHOOL	2009	HOMESTEADER - UTILITY TRAILER	5HABE16289N000163	M80636	7,000	\$5,998	L	68499	ACV	N	\$500	\$500			07/01/2019
145	SCHOOL	2011	FORD - E150 VAN	1FMNE18W28DB29220	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	1M0925GSEFM102837			\$20,209	H	79650	ACV	Y	\$500	\$500			07/01/2019
148	SCHOOL	2016	FORD - E350 VAN	1FDEE3FLXGDC18987	M83682	12,500	\$55,022	M	05650	ACV	Y	\$600	\$500			07/01/2019
149	SCHOOL	2016	FORD - F450 TRUCK	1FDUF4GY4GEA93147	M71570	18,500	\$46,698	M	21499	RC	Y	DEC 5C	DEC 5C			07/01/2019
150	SCHOOL	2017	CROSS UTILITY - TRAILER	431FS1823H1000088			\$8,350	T	68499	ACV	Y	\$500	\$500			07/01/2019
151	SCHOOL	2018	FORD - F-250	1FDBF2B60JEB44295	M98712		\$50,852	L	01489	RC	Y	DEC 5C	DEC 5C			07/01/2019
152	SEWER	2009	INTERNATIONAL - 700 SER	1HTWCAZR39J130423	M76544		\$253,577	H	31499	RC	N	DEC 5C	DEC 5C			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	M6591		\$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 5C	DEC 5C			07/01/2019

Vehicle Inventory – FY21

Department FIRE (All readings as of 09/29/2020)

Vehicle	VIN	Year	Year Purch.	Mileage	Vehicle is Used For	Scheduled Year of Replacement	Comments
E1	4EN6AAA8231006799	2003	2004	59681	Reserve Status - Structure/Vehicle Fires	2025	Engine
E2	1F9455429HH140575	2017	2017	27506	Incident Response	2030	Engine
E5	1F9455420HH140576	2017	2017	15571	Incident Response	2035	Engine
L1	4ENGABA8021005711	2002	2003	20061	Structure Fires	2024	Ladder Truck
L2	1F9455622EH140103	2014	2014	17030	Structure Fires	2030	Quint Ladder Truck
Sq1	1HTSENNIMH35008	1991	1991	30175	Brush Fires – multi-purpose	TBD	Combination
Sq2	1HTSDTVNILH278904	1990	1990	n/a	Brush Fires (Out of Service)	TBD	Combination
B1	1FDXF47F31ED00243	2001	2001	4688	Brush Fires	Refurbish 2025	Brush Truck
A1	1FOUF5HT0GEA30025	2015	2015	79589	Medical	2025	Ambulance
A2	1FDUF5HT6KDA12608	2018	2019	20280	Medical	2028	Ambulance
A3	1FDXE4FP3ADA40378	2010	2016	114890	Medical	2022	Ambulance
C1	1GNSKDEC7KR293401	2019	2019	10376	Command	2024	SUV
C2	1FM5K8D80HGE39633	2017	2018	20637	Command	2023	SUV
C4	1FMHK8D89CGA09816	2012	2011	95100	Command	Transfer of C2	SUV
C3	1FMJU1JT5GEF15480	2016	2016	42337	Command	2021	SUV
C5	1FMHK8D87CGA09815	2009	2009	68595	Fire Prevention/Spare Command	Transfer of C1	SUV
C6	1FT7X2BT4JEC28018	2017	2018	6837	Utility Truck F250	2027	Utility Truck
M1	1FDAF56F9YEC39911	2000	2014	138516	Fire Alarm	Refurbish 2022	Bucket Truck
K1	A5KB1FDAPDG0E1517	2013	2013	124 hours	Utility	2033	ATV

**Scheduled replacement has been upgraded

Normal Replacement cycle:

- Ambulance – 9-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.

WESTWOOD POLICE FLEET AS OF 9/29/2020

ID	PLATE	YEAR	MODEL	V.I.N.	ASSIGNED	TYPE	MILEAGE
601	1GJN98	2020	FORD EXPLORER	1FM5K8FW5LGA21234	CHIEF SILVA	HYBRID	12,981
602	8EM973	2018	FORD EXPLORER	1FM5K8D86JGB24552	LIEUTENANT VINCI	SUV	13,347
603	1BJS79	2019	TOYOTA HIGHLANDER	5TDJGRFHXXSO59557	DETECTIVE SGT SICARD	HYBRID	2,123
604	2DE135	2015	FORD FUSION	3FA6PORU1FR119752	DETECTIVE AYLWARD	HYBRID	63,887
605	1YL441	2019	FORD FUSION	3FA6POMUOKR101468	DETECTIVE STOKES	HYBRID	8,384
606	375VA4	2014	FORD FUSION	3FA6POLU7ER104275	DETECTIVE FAFARA	HYBRID	90,859
607	578XG5	2007	FORD EXPLORER	1FM5E73807UB07276	DETECTIVE SPARE	SUV	185,063
608	MP608W	2015	FORD EXPLORER	1FM5K8AR3FGB13044	K-9 SPARE	SUV	103,094
609	MP609W	2016	FORD EXPLORER	1FM5K8AR2GGC35623	PATROL	SUV	77,741
610	MP610W	2016	FORD EXPLORER	1FM5K8AR7GGA04345	PATROL SPARE	SUV	99,179
611	MP611W	2016	FORD EXPLORER	1FM5K8AR4GGC35624	PATROL	SUV	76,504
612	MP612W	2016	FORD EXPLORER	1FM5K8AR9GGA04346	PATROL	SUV	99,111
613	MP613W	2019	FORD EXPLORER	1FM5K8AR8KGA63316	PATROL	SUV	28,529
614	MP614W	2019	FORD EXPLORER	1FM5K8ARXKGA63317	PATROL	SUV	25,682
615	MP615W	2018	CHEVY TAHOE	1GNSKDEC1JR251627	K-9	SUV	42,489
616	MP616W	2013	FORD EXPLORER	1FM5K8AR7DGB71297	SRO	SUV	79,993
617	MP617W	2020	FORD EXPLORER	1FM5K8AWXLGA19969	PATROL SUPERVISOR	HYBRID	9,301
618	MP618W	2016	FORD EXPLORER	1FM5K8AR0GGA04347	PATROL	SUV	102,765
619	MP619W	2019	FORD EXPLORER	1FM5K8AR1KGA63318	PATROL	SUV	33,792
620	MP620	2019	POLARIS RANGER	4XARSW99XK8906612	SPECIAL PURPOSE	UTV	17
S-1	MP752R	2014	FORD EXPLORER	1FM5K8AR2EGA60206	PAID DETAILS	SUV	109,631
S-2	MP21	2014	FORD EXPLORER	1FM5K8AR4EGA60207	PAID DETAILS	SUV	121,128
ACO	MP604W	2011	FORD ECONOLINE	1FTNE2ELXBDB04268	ANIMAL CONTROL	VAN	25,613

612 AND 618 ARE IN THE PROCESS OF BEING REPLACED WITH HYBRIDS. THE HYBRIDS SHOULD BE COMPLETED BY 12/2020. ONCE COMPLETED, THESE HYBRIDS WILL BECOME THE NEW 612 AND 618.

ONCE CURRENT 612 AND 618 ARE REPLACED, THEY WILL BECOME THE NEW PAID DETAIL CRUISERS. (S-1 AND S-2) THE CURRENT PAID DETAIL CRUISERS (S-1 AND S-2) WILL THEN BE SOLD/TRADED.

AUTOMOBILE FLEET SCHEDULE - TOWN OF WESTWOOD - Department of Public Works									
ITEM #	DEPARTMENT	YEAR	MANUFACTURER & MC VIN	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	1N4AZ0CP3GC311469	M77209	35,000.00	LIGHT	100.00	2028
Elect. 2	Building	2016	Nissan Leaf	1N4AZ0CP9CC301481	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	1M2AX01C8DM001799	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	2018	MACK DUMP	1M2AX01CXJM003003	M99930	155,000.00	HEAVY	5,000.00	2029
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
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	Fields and Grounds	2013	FORD DUMP F 550	1FDVF5HT5CEC96034	M85039	40,000.00	MEDIUM	1,200.00	2023
Truck 31	Fields and Grounds	2012	FORD 350 PICKUP	1FT8X3BT5CEA59415	M88266	55,000.00	MEDIUM	55,000.00	2022
Truck 32	Fields and Grounds	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 35	Fields and Grounds	2019	FORD F350 PICKUP	1FT8X3BTXKEE38800	M5033A	55,000.00	MEDIUM	100.00	2030
Truck 55	HIGHWAY	2019	FORD F350 PICKUP	(Vehicle coming in soon)			MEDIUM		2031
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	2020	TRACKLESS	MT71526	M5668A	137,095.00	LIGHT		2032
Roadside	HIGHWAY	2012	TRACKLESS	MT61540	M87416	137,095.00	LIGHT	483.00	2022
Compress.	Highway	2013	Doosan Compressor	V4FVCBBAA6DU455155	M93600		LIGHT		
Generator	SEWER	2014	Portable Generator		M93214	50,500.00	Light		
B1	HIGHWAY	2011	BOMBARDIER SW TRAI	U107440V	M88264	107,000.00	MEDIUM	NA	2020
B2	HIGHWAY	2004	BOMBARDIER SW TRAI	900200072	M80326	107,000.00		NA	2018
B3	HIGHWAY	2019	BOMBARDIER SW TRA	900200776	M5038A	107,000.00		NA	2031
K1	PARK	2000	KUBOTA - TRACTOR	L4310	M69131	24,000.00	TRACTOR	NA	
K2	PARK	2002	KUBOTA - M5700 - TRAC	M60014	M68014	30,000.00	TRACTOR	NA	2015
L1	HIGHWAY	2013	JOHN DEERE - 624K	1DW624KHCCCE648687	M85042	153,875.00	HEAVY	NA	2022
L2	HIGHWAY	2016	VOLVO LOADER	VCEL120HV0S632163	M95920	199,000.00	HEAVY		2026
JD	HIGHWAY	2015	410K BACKHOE/LOADE	1T0410KXHHEE273112	M93045	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	M93047	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			2026
RM-1	SEWER/HIGHWAY	2009	Sewer Rod Machine/Trail	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	HIGHWAY	1994	T-RAYCO STUMP CUTT	1665AC/D015492	M51177	20,000.00		NA	
Sign Trailer	HIGHWAY	2013	Car Utility Trailer	5A3C612S9DL001451	M84141	6,000.00			
Trailer 1	F&G	2000	TRAILER	431FS14642000223	M58135	\$6,000.00	MEDIUM		

Date: 11/2/2020	Trailer 2	F&G		2004	TRAILER WELCH	1W9U5141N189500	M71552	6,000.00	MEDIUM	NA				
	Trailer 3	HIGHWAY		2002	MAGNU LIGHT TRAILER	5AJLS16192B000180	M69128	7,000.00		NA				
	Trailer 4	F&G		2017	Homesteader	5HABE1621JND65490	M98795	8,500.00	MEDIUM					
	Trailer 6	Rec Dept.		1994	TRAILER - RECYCLING	RDIOCB351R1850056	M52205	\$3,000.00	MEDIUM					
	Trailer 7	HIGHWAY (Babs)		2011	Homesteader	5HABE1820BN011337	M88258	\$8,000.00	MEDIUM					
	Trailer 8	F&G		2005	TRAILER WELCH	1W9US14225N189504	M72520	\$6,000.00	MEDIUM					
	Trailer 9	HIGHWAY		2007	Cement mixer Trailer	262007004	M79491	\$3,000.00	MEDIUM					
	Trailer 10	HIGHWAY		2005	Big Tex Trailer	16VEX182152H51818	M71941							
	Trailer 12	HIGHWAY Roller trailer		2019	CAM Trailer	5JWCD121XKP502645	M3167A	\$8,000.00						
	Trailer 13	Board of Health trailer		2010	Haulmark	16HCB12146POS9112	M75531	5,000						
	Trailer 14	Sewer Generator		2016	Superior	HOMEMADE Unit	M92729							
	Trailer 15	F&G		2020	Trailer (Red)	1W9US1629LN189574	M5669A							
	Mess. Brd #1	HIGHWAY		2020	WANCO	5F12S1018L1001010	M5667A							
	Mess. Brd #2	HIGHWAY		2019	WANCO	5F12S1016J1004338	M1937A							
	HOT BOX	HIGHWAY		2016	ASPHALT TRAILER	4S9PD1826GM097972	M93803	\$35,000						

2020 Information Technology Device Inventory

Location	Users Supported	Total Number of Devices
Town Hall	41	62
Fire	57	37
Police	65	50
Library	11	9
Carby & Public Works Facilities	48	46
Recreation (High School)	9	16
Youth & Family Services (ICC)	6	11
Information Technology (High School)	11	13
Senior Center	6	11
Board & Committee Members	31	0
WPC Central Administration	22	11
Westwood High School	33	20
Thurston Middle School	7	8
Deerfield	3	3
Downey	3	5
Hanlon	3	3
Martha Jones	3	2
Sheehan	4	5
WPS Preschool	2	1
Totals	365	313

MIIA Property and Casualty Group, Inc.
 One Winthrop Square
 Boston, MA 02110
 www.emila.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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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

MPR 020
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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

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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
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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 One Winthrop Square
 Boston, MA 02110
 www.emila.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
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

MPR 020
 (ED 07/19)

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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
17	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. Harlon 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

MPR 020
 (ED 07/19)

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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

MPR 020
 (ED 07/19)

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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
--------	--------------------------------------	------------------------------------	----------------------------------

All values submitted are correct to the best of my knowledge and belief.

Name: _____
 Title: _____
 Date: _____

- | | |
|----|---|
| 1. | The values shown must be Actual Cash Value (100%) or Replacement Cost Values (100%) and should reflect the basis of coverage for each item and for either (A) Building or (B) Personal Property of the insured or both. |
| 2. | The values shall be submitted to the insurance group and subject to its acceptance. |
| 3. | Nothing contained in these instructions shall be construed as changing in any manner the conditions of the contract. |
| 4. | The group may require this Statement of Values to be signed by the insured, or in the case of firms, by a partner or an officer. |
| 5. | A value of \$0.00 indicates that coverage is not included for the corresponding entry. |
| 6. | ACV (Actual Cash Value) does not apply on a blanket basis. Coverage is available on an ACV basis, per location, per occurrence basis. |

MPR 020
 (ED 07/19)

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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, 2020

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 last evaluated in fall of 2018. Included in this memo is a summary of existing conditions from the road surface rating (RSR) survey and input of construction history since the most recent inspections.

During the 2020 construction season, Westwood allocated \$ 3,290,000 toward roadway projects, including mill & overlay on the following roads: Route 109, Dover Road, and the entire Conant Road Neighborhood totaling over 7.5 miles of work. 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 82.2. The current backlog of work is calculated to be approximately \$5,396,000.

We have developed our 2021 Roadway Improvement Plan which consists of 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	2020
Major Rehabilitation	0.17	0.7	0.78
Minor Rehabilitation	8.99	11.76	11.57
Preventative Maintenance	31.08	35.94	31.63
Routine Maintenance	17.38	9.15	7.9
No Maintenance Required	25.52	25.6	31.3

Yearly Backlog Comparison - In Dollars

	2018	2019	2020
Major Rehabilitation	\$98,653	\$523,732	\$415,117
Minor Rehabilitation	\$1,854,956	\$2,388,553	\$2,283,698
Preventative Maintenance	\$2,633,041	\$3,070,488	\$2,637,366
Routine Maintenance	\$123,891	\$65,375	\$59,807
No Maintenance Required	\$0	\$0	\$0
	\$4,710,541	\$6,048,148	\$5,395,988

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

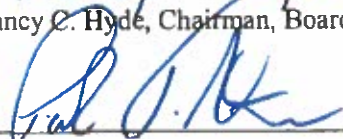
- The Town shall maintain a Capital Improvements Stabilization Fund. The goal of this Fund is to provide for funding long term maintenance and replacement of the Town's existing capital assets – primarily buildings and equipment and to serve as a funding source for new buildings and equipment.
- Funds 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:

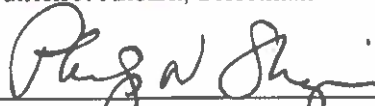
**Adopted January 12, 2004
Revised January 13, 2014**



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

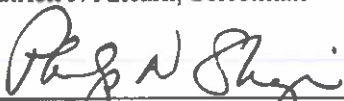
Revised January 13, 2014



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:

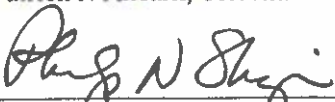
**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman

Financial Policies Status Update – September 2020

	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.	\$437,289 .5%	FY21 Budget \$405,000	At approximate target. \$405,000 is a comfortable budget, but could increase to \$425K in FY22. Reserve fund not used in FY20.	✓	Continue to Meet Target
B. 3. Free Cash – shall maintain at 4% of general fund operating budget, net of debt service.	\$3,498,313 4%	\$6,124,816 7%	Actual is at goal. Full amount before use of any free cash. This allows us to utilize standard free cash amount for FY22 budget and still meet target. FY20 unused was \$2.7M 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% \$3,718,126 Total 8% or \$7,436,252	Stabilization 3.9% \$3,596,518 Total 10.5% or \$9,721,334	Stabilization approximately \$121K short of target. Total is over target. This would be <u>before</u> use of free cash. 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	\$1,465,000	FY21 budget includes \$1,465,000 appropriation. Above minimum target and on track with required funding.	✓	Continued Improvement Minimum Target Could be Increased
E. 4. General fund nonexempt debt service should not exceed 8% of net general fund revenues.	Not exceed 8% Or \$7,436,252	3.6% \$3,312,167	Target is met. Non exempt debt service is below 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 \$11,154,378	6.4% \$5,949,779	Target is met. Total debt is well below target. There is already approved, but not yet issued debt of \$1.1M	✓	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.	\$2,623,735 3%	\$2,321,000 2.7%	Actual is approximately \$300K short of target. Actual at 89% of target. Base capital has been increased incrementally from \$823K to \$2.33M. In each of the last 5 years, there have been appropriations of an additional \$700-\$1.3M of capital above the base.	Close to Target	Continued Improvement and Additional Capital

<p>G. 5. Maintain sewer retained earnings – will maintain 10% of sewer fund revenues.</p>	<p>\$561,446 10%</p>	<p>\$3,849,515 68%</p>	<p>Actual is well above target, due to new commercial connect fees to be used for capital maintenance of system and other reserve requirements.</p>	<p>✓</p>	<p>Well Above Target</p>
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Other Policies – September 2020

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>	<p>No Free Cash used for operating budget.</p>	<p>✓</p>	<p>Target has been met consistently</p>
<p>D.3. Reserves – Town will strive to make annual appropriation to the Stabilization Fund</p>	<p>\$125,000 appropriation to stabilization reserve at 2020 Annual Town Meeting, funded by free cash. Will continue in FY22 budget plan. Current balance in stabilization account is \$3.59M</p>	<p>✓</p>	<p>Target has been met consistently</p>
<p>D.4. OPEB – Town will strive to move towards fully funding ARC (Annual Required Contribution).</p>	<p>\$1,465,000 appropriated to OPEB reserve at 2020 Annual Town Meeting, within budget funds. This is currently on target with required annual payment (ARC). OPEB trust account now has a balance of \$12.3M.</p>	<p>✓</p>	<p>Greatly Improved On Target with ARC from Current Valuation</p>
<p>F.2. Capital Planning – Town will develop a multi-year plan for capital improvements.</p>	<p>Produced 5-year Capital Improvement Plan document; will continue to improve document and produce on an annual basis.</p>	<p>✓</p>	<p>Same</p>