

Town of Westwood, Massachusetts

Five Year Capital Improvement Plan Fiscal Years 2023-2027





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Office of the Assistant Town Administrator/Finance Director

To: Select Board
From: Pam Dukeman, Assistant Town Administrator/Finance Director
Date: October 20, 2021
Re: FY2023- FY2027 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 2023-2027.

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 \$1.58M balance, and was last used to fund the replacement of the high school turf field in the summer of 2016.

Meals/Hotels Tax Fund – For Town-wide School/Municipal and recreation projects, Meals/Hotels Tax Fund may be used.

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

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Tax Revenue		\$83,100	\$381,950				
Free Cash	\$1,678,000	\$1,742,050	\$1,769,050	\$2,178,900	\$3,163,500	\$3,383,900	\$2,321,650
Borrowing Within Proposition 2 ½	\$11,000,000	\$13,205,000	0	\$5,250,000	\$900,000	\$4,975,000	\$2,110,000
Exempt Debt							
Sewer Enterprise Funds	\$450,000	\$135,000	\$600,000	\$420,000	\$1,050,000	\$765,000	\$70,000
Sewer Enterprise Borrowing		\$234,000					\$500,000
Other Sources	\$950,000	\$432,000	\$532,000	\$443,760	\$67,500	\$64,720	\$435,000
Meals/Hotels Tax Fund				\$432,000	\$515,000		\$1,060,000

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.

FY23 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 \$205 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 for the feasibility phase and at June 2021 Annual Town Meeting an additional \$1,460,000 to continue to design the project 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. The School project, a combined Hanlon/Deerfield School at the Hanlon site was presented to the community at Special Town Meeting in 2021, where it was approved.

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 Fall 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 provided 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.

FY23 Capital Funding

The initial FY23 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 articles as done in several past years, to address larger community wide needs including fields, Town and School facilities and pool maintenance projects.

**Capital Outlay Requests - FY2023
For Approval at the 2022 Annual Town Meeting**

Current Availability for Funding - FY2023

Pay-as-you-go Capital

The current funding would provide the following capital level:

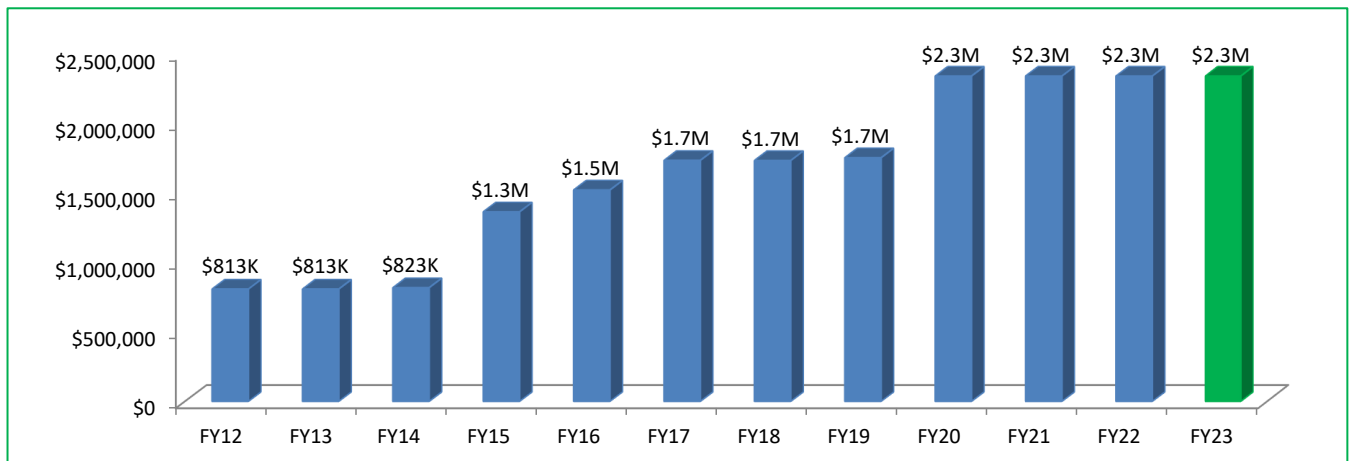
	FY18	FY19	FY20	FY21	FY22	Proposed FY23
School Capital	\$867,000	\$886,900	\$1,017,000	\$1,017,000	\$ 1,017,000	\$ 1,017,000
Municipal Capital	\$867,000	\$867,000	\$1,322,000	\$1,304,400	\$ 1,304,650	\$ 1,304,650
Additional Capital	\$949,000	\$1,300,760	\$1,339,500	\$1,062,500	\$1,060,000	TBD

- In FY23, consideration can again be given to adding additional one time request capital through use of free cash and/or use of Meals/Hotels Fund.
- 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.

	FY17	FY18	FY19	FY20	FY21	FY22
Borrowing Within Proposition 2 1/2	\$13,205,000	\$0	\$5,250,000	\$900,000	\$4,975,000	\$2,110,000
Borrowing Outside Proposition 2 1/2	\$0	\$0	0	\$0	\$0	\$0
Sewer	\$234,000	\$0	\$0	\$0	\$0	\$500,000

Base Capital Budget



Capital Budget Procedure

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

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

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

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

The School Committee reviews and prioritizes School Department capital projects, and the 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.

FY2023 – FY2027 Capital Requests

Summary of Requests FY2023 – FY2027

Summary of Requests Sorted by Department

Detail for Each Request

**FY2023 - FY2027
Summary of Capital Budget Requests**

Department	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Costs
Municipal Building Maintenance	\$ 320,000	\$ 330,000	\$ 355,000	\$ 655,000	\$ 285,000	\$ 1,945,000
COA	\$ 90,000		\$ 90,000	\$ 90,000	\$ 90,000	\$ 360,000
DPW	\$ 385,000	\$ 305,000	\$ 545,000	\$ 375,000	\$ 450,000	\$ 2,060,000
Library	\$ 105,000	\$ 85,000	\$ 90,000	\$ 15,000	\$ 15,000	\$ 310,000
Fire	\$ 333,250	\$ 1,743,500	\$ 565,000	\$ 793,800	\$ 88,672	\$ 3,524,222
Information Technology	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Police	\$ 275,000	\$ 288,000	\$ 302,000	\$ 312,500	\$ 328,500	\$ 1,506,000
Westwood Affordable Housing	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 350,000
Municipal Communication Projects	\$ 95,000	\$ 99,750	\$ 104,538	\$ 109,864	\$ 115,233	\$ 524,385
Total Municipal Departments	\$ 1,828,250	\$ 2,976,250	\$ 2,176,538	\$ 2,476,164	\$ 1,497,405	\$ 10,954,607
School Department	\$ 1,410,000	\$ 1,410,000	\$ 1,400,000	\$ 1,700,000	\$ 1,300,000	\$ 7,220,000
Municipal Infrastructure	\$ 7,025,000	\$ 1,500,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 9,425,000
Community Wide - Municipal/School Infrastructure	\$ 60,000	\$ 375,000	\$ -	\$ 400,000	\$ -	\$ 835,000
Total Other Capital	\$ 7,085,000	\$ 1,875,000	\$ 300,000	\$ 700,000	\$ 300,000	\$ 10,260,000
Sewer	\$ 700,000	\$ 1,075,000	\$ 700,000	\$ 575,000	\$ 700,000	\$ 3,750,000
Total Capital Requests	\$ 11,023,250	\$ 7,336,250	\$ 4,576,538	\$ 5,451,164	\$ 3,797,405	\$ 32,184,607

FY2023 - FY2027
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 2023	FY 2024	FY 2025	FY 2026	FY 2027
Major Building Projects - Estimates Only					
Schools Elementary Building Project - Sheehan		TBD	TBD		
Town Hall Renovation		\$ 40,000	TBD		
Senior Center Expansion	\$ 1,250,000				
Fire Station 1 Site Analysis and Design			TBD		
Fire Station 1 New Build (Estimate \$16M)					
DPW Facility (Estimate \$18M)		TBD			
Sewer Maintenance Facility Design and Construction		\$ 200,000	\$ 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

FY2023 - FY2027 Capital Requests

Ongoing School and Municipal Capital Requests

Capital Project Requests	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	Total
Council on Aging						
Wheelchair Accessible Van	\$90,000		\$90,000	\$90,000	\$90,000	\$360,000
COA Department Total	\$90,000	\$0	\$90,000	\$90,000	\$90,000	\$360,000
DPW Public Works - Fleet						
One Ton Dump Truck with Plow (Truck 26)	\$80,000					\$80,000
One Ton Dump Truck (Truck 30)	\$80,000					\$80,000
Backhoe/Loader (JCB 1)	\$175,000					\$175,000
Mechanic Lift Setup	\$50,000					\$50,000
1 Heavy Duty Dump Truck (Truck 10)		\$225,000				\$225,000
One Ton Dump Truck with Plow (Truck 17)		\$80,000				\$80,000
Heavy Duty Dump Truck (Truck 27)			\$295,000			\$295,000
Front End Loader (L1)			\$250,000			\$250,000
1 Heavy Duty Dump Truck with Plow (Truck 20)				\$225,000		\$225,000
One Ton Dump Truck (Truck 13)				\$95,000		\$95,000
Asphalt Roller				\$55,000		\$55,000
1 Heavy Duty Dump Truck with Plow (Truck 8)					\$225,000	\$225,000
Heavy Duty Dump Truck (Truck 23)					\$225,000	\$225,000
DPW Department Total	\$385,000	\$305,000	\$545,000	\$375,000	\$450,000	\$2,060,000
Fire						
SCBA Full System Upgrade	\$215,000				\$15,000	\$230,000
Turnout Gear Purchase and Replacement	\$21,250	\$35,000	\$45,000	\$46,800	\$48,672	\$196,722
Rescue Upgrade and Replacement	\$32,000	\$45,000	\$25,000	\$25,000	\$25,000	\$152,000
Replacement of Command Staff Vehicles	\$65,000			\$72,000		\$205,500
Replace Ladder 1 (estimate)		\$1,400,000				\$1,400,000
Brush Truck Replacement		\$195,000				\$195,000
Replace Ambulance (rotating cycle)			\$400,000			\$400,000
Engine 1 replacement				\$650,000		\$650,000
Replacement or Refurb of Fire Alarm Vehicle			\$95,000			\$95,000
Fire Department Total	\$333,250	\$1,743,500	\$565,000	\$793,800	\$88,672	\$3,524,222
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	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Sound Dampening	\$50,000					\$50,000
Book Mobile	\$30,000					\$30,000
Mobile Shelving Units	\$10,000					\$10,000
Meeting Rooms AV Update		\$50,000				\$50,000
AHM (automated materials handler) upgrade			\$75,000			\$75,000
Website redesign and update		\$20,000				\$20,000
Library Department Total	\$105,000	\$85,000	\$90,000	\$15,000	\$15,000	\$310,000
Police						
Replacement of Police Vehicles	\$215,000	\$225,000	\$235,000	\$242,500	\$255,000	\$1,172,500
Safety Equipment	\$60,000	\$63,000	\$67,000	\$70,000	\$73,500	\$333,500
Police Department Total	\$275,000	\$288,000	\$302,000	\$312,500	\$328,500	\$1,506,000

FY2023 - FY2027 Capital Requests

Ongoing School and Municipal Capital Requests Continued

Capital Project Requests	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	Total
Municipal Buildings Maintenance						
Library Parking Lot	\$75,000					\$75,000
CSMOB mechanical upgrades	\$45,000					\$45,000
Cemetery Garage	\$50,000					\$50,000
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
Security				\$75,000		\$75,000
Town Hall Roof				\$150,000		\$150,000
CSMOB Floor					\$100,000	\$100,000
Police Station Flooring					\$35,000	\$35,000
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	\$320,000	\$330,000	\$355,000	\$655,000	\$285,000	\$1,945,000
Westwood Affordable Housing Associates						
Renovation Projects (year 5 of 5)	\$150,000					\$150,000
Building Maintenance and Improvement		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
WAHA Department Total	\$150,000	\$50,000	\$50,000	\$50,000	\$50,000	\$350,000
Municipal Communication Projects						
Radio Upgrade and Replacement	\$15,000	\$15,750	\$16,538	\$17,364	\$18,233	\$82,885
Police, Fire & EMS Radio Infrastructure	\$80,000	\$84,000	\$88,000	\$92,500	\$97,000	\$441,500
Municipal Communications Total	\$95,000	\$99,750	\$104,538	\$109,864	\$115,233	\$524,385
Total Ongoing Municipal Capital Requests	\$1,828,250	\$2,976,250	\$2,176,538	\$2,476,164	\$1,497,405	\$10,954,607
School						
Technology	\$220,000	\$220,000	\$320,000	\$620,000	\$220,000	\$1,600,000
HVAC and Controls	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Roofing	\$200,000	\$200,000	\$100,000	\$100,000	\$100,000	\$700,000
Building Improvements	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
Furniture, Fixtures, and Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Copiers / Duplicators	\$40,000	\$40,000	\$30,000	\$30,000	\$30,000	\$170,000
Schools Total	\$1,410,000	\$1,410,000	\$1,400,000	\$1,700,000	\$1,300,000	\$7,220,000
Sewer Capital Requests						
Stormwater MS-4 Requirement	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Inflow & Infiltration Program		\$500,000		\$500,000		\$1,000,000
Inflow & Infiltration Assessment	\$125,000		\$125,000		\$125,000	\$375,000
Pump Station Facility Program	\$500,000		\$500,000		\$500,000	\$1,500,000
Sewer Vac Truck Replacement		\$500,000				\$500,000
Sewer Total	\$700,000	\$1,075,000	\$700,000	\$575,000	\$700,000	\$3,750,000

FY2023 - FY2027 Capital Requests

Major School and Municipal Infrastructure Projects

Capital Project Requests	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	Total
Community Wide - Municipal/School Infrastructure						
School Street Playground Refurb	\$60,000					\$60,000
Recreation - Tennis Court Repurposing (Sheehan Site)		\$300,000				\$300,000
Pool - Acoustic Panels		\$75,000				\$75,000
WHS Tennis Court Replacement				\$400,000		\$400,000
Municipal/School Infrastructure Total	\$60,000	\$375,000	\$0	\$400,000	\$0	\$835,000

Municipal Infrastructure						
Conant Road Culvert Design	\$200,000					\$200,000
Gay Street Sidewalk Construction	\$5,500,000					\$5,500,000
Cemetery Expansion Design	\$125,000					\$125,000
Canton Street Sidewalk Design (to get State construction funding)	\$900,000					\$900,000
Cemetery Expansion Construction		\$1,200,000				\$1,200,000
Roadway Improvement	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Municipal Infrastructure Total	\$7,025,000	\$1,500,000	\$300,000	\$300,000	\$300,000	\$9,425,000

Overall Summary of Capital Requests

Summary of Requests:	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	Total
Ongoing Projects:						
Municipal	\$1,828,250	\$2,976,250	\$2,176,538	\$2,476,164	\$1,497,405	\$10,954,607
Sewer	\$700,000	\$1,075,000	\$700,000	\$575,000	\$700,000	\$3,750,000
Schools	\$1,410,000	\$1,410,000	\$1,400,000	\$1,700,000	\$1,300,000	\$7,220,000
Total Ongoing Projects	\$3,938,250	\$5,461,250	\$4,276,538	\$4,751,164	\$3,497,405	\$21,924,607
Community Wide Municipal/School Infrastructure	\$60,000	\$375,000	\$0	\$400,000	\$0	\$835,000
Municipal Infrastructure	\$7,025,000	\$1,500,000	\$300,000	\$300,000	\$300,000	\$9,425,000
Total Capital Requests	\$11,023,250	\$7,336,250	\$4,576,538	\$5,451,164	\$3,797,405	\$32,184,607

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:	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request
Schools Elementary Building Project - Sheehan			TBD		
Town Hall Renovation				TBD	
Senior Center Expansion			TBD		
Fire Station 1 Site Analysis and Design	\$1,250,000				
Fire Station 1 - New Build			TBD		
DPW Facility		TBD			
Sewer Maintenance Facility Design & Construction		\$200,000	TBD		
Community/Recreation Center Construction		\$100,000	TBD		

FY2023 - FY2027
Summary of Municipal Building Maintenance Capital Budget Requests

Project	Expenditures per Fiscal Year					Total Costs
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Municipal Building Maintenance						
Library Parking Lot	\$75,000					\$75,000
CSMOB mechanical upgrades	\$45,000					\$45,000
Cemetery Garage	\$50,000					\$50,000
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
Security				\$75,000		\$75,000
Town Hall Roof				\$150,000		\$150,000
CSMOB Floor					\$100,000	\$100,000
Police Station Flooring					\$35,000	\$35,000
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	\$320,000	\$330,000	\$355,000	\$655,000	\$285,000	\$1,945,000

**FY2023 - FY2027
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						
School Street Playground Refurb	\$60,000					\$60,000
Recreation - Tennis Court Repurposing (Sheehan Site)		\$300,000				\$300,000
Pool - Acoustic Panels		\$75,000				\$75,000
WHS Tennis Court Replacement	\$200,000			\$400,000		\$400,000
Conant Road Culvert Design	\$5,500,000					\$200,000
Gay Street Sidewalk Construction	\$125,000					\$5,500,000
Cemetery Expansion Design	\$900,000					\$125,000
Canton Street Sidewalk Design						\$900,000
Cemetery Expansion Construction	\$300,000	\$1,200,000				\$1,200,000
Roadway Improvement		\$300,000	\$300,000		\$300,000	\$1,500,000
Total Capital Requests	\$ 7,085,000	\$ 1,875,000	\$ 300,000	\$ 700,000	\$ 300,000	\$ 10,260,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY _____

Council on Aging

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
COA	New Van	\$90,000		\$90,000	\$90,000	\$90,000	\$360,000
COA	Expansion of Senior Center			\$6,000,000	\$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
				\$0			\$0
				\$0			\$0
				\$0			\$0
	TOTALS	\$90,000	\$0	\$90,000	\$6,090,000	\$90,000	\$6,360,000

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

** Please only use one line item for recurring projects

Prepared by : _____ Name

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Council on Aging	4.	Project Cost	90,000.00
2.	Prepared By	Lina Arena-DeRosa	5.	Project Reference No.	
3.	Project Title	Wheelchair Van	6.	FY23 Priority # 1 out of 1 Requests	

7. Capital Request Description and Justification

The Westwood Council on Aging provides curbside transportation for medical appointments, grocery shopping and errands five days a week to any Westwood senior or disabled adult. The state suggests that each van should not be on the road after 5 years or 60,000 miles.

We will need to replace one of our vans that has reached this threshold.

Currently, the COA has three vans as follows:

Van Number	Year	Mileage
Van #1	2016	46,851
Van #2	2017	12,340
Van #3	2010	77,382

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Wheelchair Van	90,000		90,000	90,000	90,000	360,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$90,000	\$0	\$90,000	\$90,000	\$90,000	\$360,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Council on Aging	4.	Project Cost	6,000,000
2.	Prepared By	Lina Arena-DeRosa	5.	Project Reference No.	
3.	Project Title	Center Expansion	6.	FY23 Priority # 4 out of 4 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
						\$0
						\$0
						\$0
						\$0
			6,000,000			\$6,000,000
Totals	\$0	\$0	\$6,000,000	\$0	\$0	\$6,000,000

SUMMARY CAPITAL OUTLAY SCHEDULE

Department of Public Works Fleet Summary

DEPARTMENT/AUTHORITY

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
23-Fleet-01	One Ton Dump with Plow (Truck 26)	\$80,000					\$80,000
23-Fleet-02	One Ton Dump with Plow (Truck 30)	\$80,000					\$80,000
23-Fleet-03	Backhoe Loader (JCB 1)	\$175,000					\$175,000
23-Fleet-04	Mechanic Lift Setup	\$50,000					\$50,000
24-Fleet-01	Heavy Duty Dump Truck (Truck 10)		\$225,000				\$225,000
24-Fleet-02	One Ton Dump with Plow (Truck 17)		\$80,000				\$80,000
25-Fleet-01	Heavy Duty Dump Truck (Truck 27)			\$295,000			\$295,000
25-Fleet-02	Front End Loader (Loader 1)			\$250,000			\$250,000
26-Fleet-01	Heavy Duty Dump Truck (Truck 20)				\$225,000		\$225,000
26-Fleet-02	One Ton Dump Truck (Truck 13)				\$95,000		\$95,000
26-Fleet-03	Asphalt Roller				\$55,000		\$55,000
27-Fleet-01	Heavy Duty Dump Truck (Truck 23)					\$225,000	\$225,000
27-Fleet-02	Heavy Duty Dump Truck (Truck 8)					\$225,000	\$225,000
					\$0		\$0
					\$0		\$0
					\$0		\$0
					\$0		\$0
					\$0		\$0
					\$0		\$0
					\$0		\$0
TOTALS		\$385,000	\$305,000	\$545,000	\$375,000	\$450,000	\$2,060,000

* 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 2023 - 2027
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$80,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23Fleet-01
3.	Date	August 5, 2021	7.	FY23 Priority # 1 out of 4 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? 2019, 2020	

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 26

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	80,000					\$80,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$80,000	\$0	\$0	\$0	\$0	\$80,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	DPW – Highway/Grounds/Fleet	5. Project Cost	\$80,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	23Fleet-02
3. Date	August 5, 2021	7. FY23 Priority #	2 out of 4 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? 2019, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	80,000					\$80,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$80,000	\$0	\$0	\$0	\$0	\$80,000

**Town of Westwood
Fiscal Years 2023 - 2027
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-03
3.	Date	August 13, 2021	7.	FY23 Priority #	3 out of 4 Requests
4.	Project Title	Front End Loader Backhoe (JCB1)	8.	Previously Requested? Yes X No	If so, what year? 2019, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	175000					\$175,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$175,000	\$0	\$0	\$0	\$0	\$175,000

**Town of Westwood
Fiscal Years 2023- 2027
Capital Budget Request**

1.	Department	DPW-Highway/Grounds/Fleet	5.	Project Cost	\$50,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23Fleet-04
3.	Date	August 5, 2021	7.	FY23 Priority #	4 out of 4 Requests
4.	Project Title	Mechanic Lift Setup	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If so, what year?

9. Capital Request Description and Justification

This piece of equipment will allow for our mechanics to perform maintenance on certain vehicles that require the units to be elevated off the ground. The existing unit is over 15 years old and doesn't allow for the necessary clearance to access various components of our newer vehicles.

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	FY2023	FY2024	FY2025	FY2026	FY2027	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 2023 - 2027
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 2, 2021	7. FY24 Priority #	1 out of 2 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 10)	8. Previously Requested? Yes X No	If so, what year? 2019/2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	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 2023 - 2027
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$80,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	24Fleet-02
3.	Date	August 2, 2021	7.	FY24 Priority # 2 out of 2 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? 2019/2020	

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

Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		80000				\$80,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$80,000	\$0	\$0	\$0	\$80,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$295,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	25-Fleet-01
3. Date	August 5, 2021	7. FY25 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? 2019//20120

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			295,000			\$295,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$295,000		\$0	\$295,000

**Town of Westwood
Fiscal Years 2023 - 2027
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-02
3.	Date	August 5, 2021	7.	FY25 Priority # 2 out of 2 Requests	
4.	Project Title	1-3 Yard Loader (L1)	8.	Previously Requested? Yes X No If so, what year? 2019, 2020	

9. Capital Request Description and Justification

Replacement of a 3 Yard Loader used in all functions of Public Works. The current loader is a 20012 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			250000			\$250,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$250,000	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2023- 2027
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-01
3. Date	August 7, 2021	7. FY26 Priority #	1 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? 2019, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				225,000		\$225,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0		\$0	\$225,000

**Town of Westwood
Fiscal Years 2023 – 2027
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$95,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	26Fleet-02
3. Date	August 5, 2021	7. FY26 Priority #	2 out of 3 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? 2019, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	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 2023- 2027
Capital Budget Request**

1.	Department	DPW-Highway/Grounds/Fleet	5.	Project Cost	\$55,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	26Fleet-03
3.	Date	August 5, 2021	7.	FY26 Priority # 3 out of 3 Requests	
4.	Project Title	Asphalt Roller	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2020	

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						\$0
Building and Improvements						\$0
Vehicles				\$55,000		\$55,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals		\$0	\$0	\$55,000	\$0	\$55,000

**Town of Westwood
Fiscal Years 2023- 2027
Capital Budget Request**

1.	Department	DPW –Highway/Grounds/Fleet	5.	Project Cost	\$225,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	27-Fleet-01
3.	Date	August 7, 2021	7.	FY27 Priority # 1 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? 2019, 2020	

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	FY2023	FY2024	FY2025	FY2026	FY2027	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		\$225,000	\$225,000

**Town of Westwood
Fiscal Years 2023- 2027
Capital Budget Request**

1. Department	DPW –Highway/Grounds/Fleet	5. Project Cost	\$225,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	27-Fleet-02
3. Date	August 7, 2021	7. FY27 Priority #	2 out of 2 Requests
4. Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 8)	8. Previously Requested? Yes X No	If so, what year? 2019, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	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		\$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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Fire-1	SCBA Full System Upgrade	\$215,000				\$15,000	\$230,000
Fire-2	Turnout Gear Purchase & Replacement	\$21,250	\$35,000	\$45,000	\$46,800	\$48,672	\$196,722
Fire-3	Station 1 Renovations & Replacement	\$1,250,000		\$26,000,000			\$27,250,000
Fire-5	Rescue Upgrade and Replacement	\$32,000	\$45,000	\$25,000	\$25,000	\$25,000	\$152,000
Fire-6	Radio Upgrade and Replacement	\$15,000	\$15,750	\$16,538	\$17,364	\$18,233	\$82,884
Fire-7	Replacement of Command staff vehicles	\$65,000	\$68,500		\$72,000		\$205,500
Fire-8	Replace Ladder 1 (*estimate)		\$1,400,000				\$1,400,000
Fire-9	Brush Truck Replacement		\$195,000				\$195,000
Fire-10	Replace Ambulance - Rotating cycle			\$400,000			\$400,000
Fire-11	Engine 1 replacement				\$650,000		\$650,000
Fire-12	Replacement or Refurb of Fire Alarm Vehicle			\$95,000			\$95,000
TOTALS		\$1,598,250	\$1,759,250	\$26,581,538	\$811,164	\$106,905	\$30,857,106

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

** Please only use one line item for recurring projects

Prepared by : **John Deckers, Fire Chief**

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$21,250
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-02
3. Project Title	Turnout Gear Replacement	6. FY23 Priority #	2 out of 12 requests

7. Capital Request Description and Justification

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

The more senior firefighters are now in the position of having turnout gear in excess of 10 years old, and some newer members have spare gear in excess of the age limit.

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 3 to 5 new units at the cost of \$4250/set. This includes PPE Pants, Jacket, protective hood, boots, and helmet

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	21250	35000	45000	46800	48672	\$196,722
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$21,250	\$35,000	\$45,000	\$46,800	\$48,672	\$196,722

**Town of Westwood
Fiscal Years 2023 - 2027
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.	FY23 Priority #	3 out of 12 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 FY23, 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. Reduce overall annual maintenance and repair to keep building operating

10. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements	1,250,000		26,000,000			\$27,250,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$1,250,000	\$0	\$26,000,000	\$0	\$0	\$27,250,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$32,000
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-05
3. Project Title	Rescue Equipment	6. FY23 Priority #	5 out of 12 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 in FY23 will be used to purchase (3) new Thermal Imaging Cameras that provide firefighters with better visibility inside burning buildings, the ability to search for bodies in the woods, and capability to find hidden hot spots in buildings to limit overhaul operations and reduce structural damage.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	32,000	45,000	25,000	25,000	25,000	\$152,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$32,000	\$45,000	\$25,000	\$25,000	\$25,000	\$152,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$15,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-06
3.	Project Title	Radio Upgrade and Replacement	6.	FY23 Priority # 6 out of 12 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. 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.

FY23 funds will be utilized to upgrade our spare portables assigned to apparatus, replacement batteries, purchase additional collar microphones, and adjust radio configurations to meet operational standards.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	15000	15750	16537	17364	18233	\$82,884
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$15,000	\$15,750	\$16,537	\$17,364	\$18,233	\$82,884

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$65,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-07
3.	Project Title	Replacement of Command Staff Vehicles	6.	FY23 Priority 7 out of 12 requests	

7. Capital Request Description and Justification

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. See replacement schedule for more detail.

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

With the current vehicle chip issue, the back log of vehicles is causing long delays in deliveries. Also the cost of vehicles and the equipment needs to be installed for the Fire Service operations have seen a substantial increase post COVID.

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

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

10. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles	\$65,000	\$68,500		\$72,000		\$205,500
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$65,000	\$68,500	\$0	\$72,000	\$0	\$205,500

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$1,400,000
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-08
3. Project Title	Ladder Truck	6. FY23 Priority #	8 out of 12 requests

7. Capital Request Description and Justification

The FD is not looking for any funds in FY23 in this Capital Request area – save as a placeholder.

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	FY2023	FY2024	FY2025	FY2026	FY2027	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	\$1,400,000	\$0	\$0	\$0	\$1,400,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$195,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-9
3.	Project Title	Replacement Brush 1	6.	FY23 Priority 9 out of 12 requests	

7. Capital Request Description and Justification

The FD is not looking for any funds in FY23 in this Capital Request area – save as a placeholder.

However, in FY22 during the Facilities and Strategic Master Plan Study the Fire Department will be assessing the need to replace or decommission Brush 1 in FY24 when the vehicle is scheduled to be 22 years old. Replacement cost would be around \$195,000 to meet current brush apparatus specifications.

Current Brush 1 is a 2002 Ford F450 pickup chassis designed with a portable water tank and small pump. It was specifically designed to provide suppression support at the MBTA station on University Ave.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles	0	195000	0		\$0	\$195,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$195,000	\$0	\$0	\$0	\$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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Engine 1 - 2003 - 10 yrs			Refrub	New															
Engine 2 - 2017 - 10 yrs	New				New														
Engine 5 - 2017 - 10 yrs	New																		
Squad 1	Purchased in 1990																		
	Purchased in 2003																		
	Purchased in 2014																		
	Purchased in 2019																		
	Purchased in 2020																		
	Purchased in 2021																		
	Purchased in 2022																		
	Purchased in 2023																		
	Purchased in 2024																		
	Purchased in 2025																		
	Purchased in 2026																		
	Purchased in 2027																		
	Purchased in 2028																		
	Purchased in 2029																		
	Purchased in 2030																		
	Purchased in 2031																		
	Purchased in 2032																		
	Purchased in 2033																		
	Purchased in 2034																		
	Purchased in 2035																		
	Purchased in 2036																		

New Multi-Purpose vehicle - TBD

Laddels

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

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																			
Car 2																			
Car 3																			
Car 6 - Reserve																			
Car 6 - Utility Truck																			
Car 4																			
Car 5																			
Fire Alarm - MI																			
Kabon																			
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 a 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.

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Fire	4.	Project Cost	\$400,000
2.	Prepared By	Chief Deckers	5.	Project Reference No.	Fire-10
3.	Project Title	Replace Ambulance(s)	6.	FY23 Priority # 10 out of 12 requests	

7. Capital Request Description and Justification

The FD is not looking for any funds in FY23 in this Capital Request area – save as a placeholder.

Next request will be in FY25. Funding for the regularly scheduled replacement of the front line ambulance. The Ambulance replacement plan has been fully executed and the 9 year service life rotation is now in affect and units will be decommissioned at the end of their 9 year rotation.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles			400,000			\$400,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$400,000	\$0	\$0	\$400,000

**Town of Westwood
Fiscal Years 2023-2027
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$650,000
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-11
3. Project Title	Replace Engine 1	6. FY23 Priority #	11 out of 11 requests

7. Capital Request Description and Justification

The FD is not looking for any funds in FY23 in this Capital Request area – save as a placeholder.

In FY22 during the Facilities and Strategic Master Plan Study the Fire Department will be assessing the need to replace or decommission Engine 1 in FY26 when the vehicle is scheduled to be 23 years old. Replacement cost would be around \$650,000 to meet current engine apparatus specifications.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles				650,000		\$650,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0		\$0	\$650,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	Fire	4. Project Cost	\$95,000
2. Prepared By	Chief Deckers	5. Project Reference No.	Fire-12
3. Project Title	Fire Alarm Vehicle – Refurbish/Replacement	6. FY23 Priority 12 out of 12 requests	

7. Capital Request Description and Justification

The FD is not looking for any funds in FY23 in this Capital Request area – save as a placeholder.

In FY22 during the Facilities and Strategic Master Plan Study the Fire Department will be assessing the need to replace or decommission the Fire Alarm truck due to changes in the town wide Fire Alarm system and with the vehicle being over 20 years old. Replacement cost would be around \$95,000 to meet potential needs and current safety specifications.

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.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles			95000			\$95,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$95,000	\$0	\$0	\$95,000

**Town of Westwood
Fiscal Years 2023 - 2027
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.	FY23 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 350 users with over 300 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

Project	FY2023	FY2024	FY2025	FY2026	FY2027	Total
End User Technology	75000	75000	75000	75000	75000	\$375,000
						\$0
						\$0
						\$0
						\$0
Totals	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Library

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Lib2023-Sound	Library-Sound Dampening	\$50,000					\$50,000
Lib2023-Tech	Patron/Staff End-User Technology	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Lib2023-Mobile	Library- BookMobile	\$30,000					\$30,000
Lib-2023-Shelving	Library-Mobile Shelving Units	\$10,000					\$10,000
Lib2024-Web	Library-Website Redesign and Upgrade		\$20,000				\$20,000
Lib-2024-AV	Library-Meeting Rooms AV Update		\$50,000				\$50,000
Lib02025-Bib	AHMI (Automated Materials Handler) New			\$75,000			\$75,000
	TOTALS	\$105,000	\$85,000	\$90,000	\$15,000	\$15,000	\$310,000

* 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 : Elizabeth McGovern, Library Director
Name

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$50,000
2.	Prepared By	Lizzy McGovern, Director		Project Reference No.	Lib2023-Sound
3.	Project Title	Sound Dampening	6.	FY23 Priority # 1 out of 4 Requests	

7. Capital Request Description and Justification

Library Sound Dampening

Since opening the main library building in 2013, it has become apparent that sound travels extensively from the areas surrounding the open staircase/atrium which interrupts the many simultaneous uses of the library public space. Most notably, the teen room located on the second floor was built without a floor to ceiling wall and without a door; noise easily carries out to the periodical space that is across from the teen room. The library is the “destination” for many of Westwood’s middle school students who arrive most afternoons in packs. In the past we have had upwards of 100 students visit at once! The teen room is only a location in the library that can hold comfortably a dozen teens and “normal” level of conversation can be quite loud and disturb the uses of others at the library.

We would like to investigate and invest in sound dampening techniques for the library and specifically the teen room. The first step would be to bring in an acoustical consultant to assess and advise on the best course of action for the library space. Potential measures: engineering and installation of wall that meets the ceiling and a doorway to the teen room; sound absorbing panels installed in space surrounding the atrium and/or the teen space. I have spoken to other library directors and learned that Newton, Milton, and Wellesley have similarly invested in teen spaces that are enclosed and libraries in Watertown and Martha’s Vineyard have added sound panels to their study spaces and café areas. The facilities director was consulted and the estimated cost is based on prior work on other town facilities.

Sound dampening measures in the library will benefit the community as a whole so that we can simultaneously meet the different needs of those who visit/use the space. Those who wish to come for quiet study, zoom meetings, research and computer help can use the same building as the gathering space for tweens/teens, and families with young children.

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

9. Impact on Annual Operating Budget

10. Capital Cost Summary

Project	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Sound Dampening	50,000					50,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$50,000	\$0	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$15,000
2.	Prepared By	Lizzy McGovern, Director		Project Reference No.	Lib2023-Tech
3.	Project Title	Patron/Staff End-User Technology	6.	FY23 Priority # 2 out of 4 Requests	

7. Capital Request Description and Justification

Patron/Staff End-User Technology

Technology is continually advancing and the library will need to upgrade our equipment on a rolling basis to match the growing needs for students, small business owners, senior citizens, and the multitudes of other library users.

In FY23 the library will need to upgrade and replace numerous desktops for public use as well as staff computers. The computers will also need to be upgraded with more RAM for faster and more efficient use for both public and staff. We will be focusing specifically on purchasing new laptops (PC and Macs) for in-library study use (since COVID19 pandemic library users are looking for quiet study space spread out in the library to work and use laptops), continuing upgrades of staff desktops, ipads for reading online newspapers, hotspots, and added Wi-Fi coverage.

The cost of technology is continually increasing, most notably with the shortage of chips used in many different pieces of tech equipment, so the library will need to increase the budget for end-user technology so that we continue to provide equitable access to technology and bridge the digital divide.

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)**

Project	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Patron/Staff End-User Technology	15000	15000	15000	15000	15000	75000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$30,000
2.	Prepared By	Lizzy McGovern, Director		Project Reference No.	Lib2023-Mobile
3.	Project Title	BookMobile	6.	FY23 Priority # 3 out of 4 Requests	

7. Capital Request Description and Justification

Retrofitting former COA van into Library Bookmobile

Westwood Library has a beautiful main library building and a newly renovated Islington Branch located across town but during the last year of the COVID19 pandemic it was increasingly clear that outreach was no longer a luxury of library services but essential and necessary service. Being able to bring library materials, computers, and Wifi access to the community is part of a 21st century library experience.

Since the pandemic more and more libraries (even those with smaller population size and small footprint) are investing in outreach vehicles to expand library services and collaborate with other town departments. Watertown is about 4 miles in size and recently purchased a new bookmobile for outreach initiatives to their community. Having a mobile library is another step forward to bridging the digital divide that exists in every community and creating equitable access to library services for all members of the community whether they can physically get to the library or not. This initiative would be a great opportunity to partner with fellow town departments: Youth and Family Services, Police/Fire, COA, Schools, Recreation, Food pantry, and so many more.

Services that can be offered with a Bookmobile:

- Wi-Fi antenna with mobile hotspot and printer for Wi-Fi printing.
- Homebound delivery/pop up library to Senior living residential communities and neighborhoods that are located the furthest from both library buildings as well as apartment complexes.
- Preschools/daycares
- Elementary school visits: have specific classes visit the bookmobile for booktalks and computer/ipads to sign up and check out materials.
- Storytimes located in different community neighborhoods and playgrounds
- Partner with COA/BOH/Fire Department on educational/awareness health campaigns
- Westwood Day

The Council On Aging will be receiving a new van to replace their current vehicle. I would like the library to take ownership of the older van and retrofit it for outreach to the community. The van is in good condition and will only be used for trips around town, parking at a location, and then back to the library so gas and wear and tear would be minimal. There is no special licensing required for driving the van and if properly outfitted can be in use all year round (and not just warm weather months).

I spoke with a consultant from *Vehicle Success* (company that creates and retrofits vehicles into bookmobiles) and to create a pop-up bookmobile vehicle is in the \$30,000 range. This would cover taking out the seats and adding some shelving, Wi-Fi accessibility, and graphics for the outside. Next step would be to partner with various fundraising organizations to add features that will enhance the patron experience. To add full shelving, walk-in ability (patrons can go inside and browse which depends on roof height of the vehicle), climate control, and a desk, would cost additional funds of upwards \$50,000.

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

I plan on looking into state and federal grants that will fund access to internet and services as well as connecting with local foundations as well as the library's fundraising group to make up the difference for the added enhanced features.

9. Impact on Annual Operating Budget

The library will cover gas and annual vehicle maintenance (\$2000) in its annual operating budget. Bookmobile collection will consist of a highly curated selection of books that will rotate depending on where the outreach is located and will consists of current duplicate copies of popular materials already being purchased in the collection.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Book Mobile	30,000					30,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$30,000	\$0	\$0	\$0	\$0	\$30,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$10,000
2.	Prepared By	Lizzy McGovern, Director		Project Reference No.	Lib2023-Shelving
3.	Project Title	Mobile Shelving Units	6.	FY23 Priority # 4 out of 4 Requests	

7. Capital Request Description and Justification

Mobile Shelving Units for Adult Collection

The use of the library space is a balance between meeting/study space and housing physical collections. Since the library reopened it is increasingly clear that remote workers and students need places to study and work independently and socially distanced. We have had to reconfigure the needs of working with the placement of the collections to better suit the balancing needs of both priorities. Having bookshelves on wheels makes it easy for the library to adapt and reconfigure spaces depending on the most pressing need at the time.

When the main library was built the Children’s department’s shelving came with 10 low shelves on wheels and is by the far the best feature of the building. Staff have moved shelves into different configurations depending on the time and have even rolled shelves aside to use the main area of the department for large programs for the community. When the library reopened during the COVID19 pandemic for express browsing we were easily able to create a mini children’s department in the gallery by moving the shelves on wheels to that side of the building. The newly renovated Islington branch will also feature mobile shelving. We would like to have Tucker Interiors put castors on 6 low shelves currently in use in the adult department so we will be able to move collections and create more study space as needed. The cost is an estimate from previous work done for mobile shelving at Islington branch.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Mobile Shelving	10,000					10,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$10,000	\$0	\$0	\$0	\$0	\$10,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$20,000
2.	Prepared By	Lizzy McGovern, Director		Project Reference No.	Lib2024-Web
3.	Project Title	Website Redesign and Update	6.	FY24 Priority # 1 out of 3 Requests	

7. Capital Request Description and Justification

Library Website Redesign and update

The current hosted library website is coming up on 9 years and needs to be redesigned and updated for a more responsive and streamlined use. Westwood library needs to create a more robust digital library experience for the community and will need a new website that can meet the needs and challenges of the many ways librarians interact with patrons via the website portal, facilitate information, research, and more. Since the COVID19 pandemic, the library relied heavily on website presence to communicate with patrons to direct them to up to date information, how to access digital media, and be the “one stop shop” for information and entertainment; this was extremely hard to do with the limited functionality of the current website.

The cost for a new website redesign will likely be in the \$20,000 range.

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

9. Impact on Annual Operating Budget
 Hosting and preventative maintenance costs will 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Website Redesign/Upgrade		20,000				20,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$20,000	\$0	\$0	\$0	\$20,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$50,000
2.	Prepared By	Lizzy McGovern, Director		Project Reference No.	Lib2024-AV
3.	Project Title	AV Upgrade: Meeting Rooms	6.	FY24 Priority # 3 out of 3 Requests	

7. Capital Request Description and Justification

The Main library meeting rooms AV technology is from 2013 when the library was built. There have been significant advancements in technology used for meetings/programs in terms of projection, assistive technology, broadcasting, hybrid meetings, etc. Over the years we have created a patchwork of different systems layered over the original set up which makes it difficult in terms of ease of use for staff, patrons, and town departments using the rooms. After consulting with Westwood Media, a complete overhaul of both the large meeting room and conference room would be about \$50,000. Investing in a complete upgrade will enhance the experience of the many patrons attending events and those who are conducting events in the meetings rooms (for reference in FY19 the meeting rooms were used over 1000 times).

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Meeting Rooms AV Upgrade		50,000				50000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$50,000	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Library	4.	Project Cost	\$ 75,000
2.	Prepared By	Lizzy McGovern, Director		Project Reference No.	Lib2025-AMH
3.	Project Title	AMH (Automated Materials Handler) Replacement	6.	FY25 Priority # 1 out of 2 Requests	

7. Capital Request Description and Justification

Library Automated Materials Handler (Sorter) Replacement

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 we upgraded the software and other assets that integrate with the sorter machine such as gates, cables, and RFID pad workstations but the physical machine had not reached its end of life status.

By FY25 the physical sorter machine will be 12 years old and in need of replacement. The AMH (Automated Materials Handler) that the library currently has is discontinued by Bibliotheca which means we will need a custom designed AMH to fit in the footprint of the room. The room that holds the AMH was specifically designed for the L shaped sorter which means the new machine will have to match the shape of the room.

The cost of a custom built AMH will be about \$75,000.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Automated Materials Handler Replacement			75,000			75000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$75,000	\$0	\$0	\$75,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY POLICE

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
POLICE-1	Police Vehicles	\$215,000	\$225,000	\$235,000	\$242,500	\$255,000	\$1,172,500
POLICE-2	Safety Equipment	\$60,000	\$63,000	\$67,000	\$70,000	\$73,500	\$333,500
POLICE-3	Radio Telecom Infrastructure	\$80,000	\$84,000	\$88,000	\$92,500	\$97,000	\$441,500
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
	TOTALS	\$355,000	\$372,000	\$390,000	\$405,000	\$425,500	\$1,947,500

* 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 2023 - 2027
Capital Budget Request**

1.	Department	POLICE	4.	Project Cost	\$215,000
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	POLICE-1
3.	Project Title	Police Vehicles	6.	FY23 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, and microchip shortages have caused higher than normal cost escalation. Hybrid vehicles are purchased whenever feasible, and while their upfront cost is higher than only gas-powered vehicles, their fuel economy and environmental benefits offset this cost over their life cycle. Three 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, however we have a grant pending for electric charging stations with the hopes of charging fully electric police vehicles. Replaced 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		FY2023	FY2024	FY2025	FY2026	FY2027	Total
POLICE-1	Police Vehicles	\$215,000	\$225,000	\$235,000	\$242,500	\$255,000	\$1,172,500
							\$0
							\$0
Totals		\$215,000	\$225,000	\$235,000	\$242,500	\$255,000	\$1,172,500

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	POLICE	4.	Project Cost	\$60,000
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	POLICE-2
3.	Project Title	Safety Equipment	6.	FY23 Priority # 2 out of 3 Requests	

7. Capital Request Description and Justification

The Police Department has a contractual obligation to provide bulletproof vests and other equipment to officers. Every officer is required by policy to wear a bulletproof vest and by contract or policy to be issued 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. With the retiring of veteran officers, initial issue equipment costs are also higher. The Police Department has implemented a rotational replacement plan (like police cruisers) for bulletproof vests, as well as for required equipment that 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
POLICE-2 Safety Equipment	\$60,000	\$63,000	\$67,000	\$70,000	\$73,500	\$333,500
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$333,500

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	POLICE	4.	Project Cost	\$ 80,000
2.	Prepared By	Chief Jeffrey Silva	5.	Project Reference No.	POLICE-3
3.	Project Title	Radio/Telecom Infrastruct.	6.	FY23 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 have been 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.

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

Project	FY2023	FY2024	FY2025	FY2026	FY2027	Total
POLICE-3 Radio Telecom Infra	\$80,000	\$84,000	\$88,000	\$92,500	\$97,000	\$441,500
						\$0
						\$0
						\$0
						\$0
Totals	\$80,000	\$84,000	\$88,000	\$92,500	\$97,000	\$441,500

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
23-FAC-01	Facilities Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
23-FAC-02	Energy Efficiency	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
23-FAC-03	Library parking lot	\$75,000					\$75,000
23-FAC-04	CSMOB mechanical	\$45,000					\$45,000
23-FAC-05	Cemetery garage	\$50,000					\$50,000
23-FAC-06	DPW facility	\$18,000,000					\$18,000,000
24-FAC-03	COA kitchen		\$75,000				\$75,000
24-FAC-04	DPW garages		\$75,000				\$75,000
24-FAC-05	Municipal parking lots		\$30,000		\$30,000		\$60,000
24-FAC-06	Town Hall Renovation		\$10,500,000				\$10,500,000
25-FAC-03	Library painting			\$75,000			\$75,000
25-FAC-04	ADA improvements			\$100,000			\$100,000
25-FAC-05	COA doors			\$30,000			\$30,000
26-FAC-04	CSMOB renovation				\$250,000		\$250,000
26-FAC-05	Security				\$75,000		\$75,000
26-FAC-06	Town hall roof				\$150,000		\$150,000
27-FAC-03	CSMOB roof					\$100,000	\$100,000
27-FAC-04	Police station flooring					\$35,000	\$35,000
	TOTALS	\$18,320,000	\$10,830,000	\$355,000	\$655,000	\$285,000	\$30,445,000

* 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 : **James McCarthy**
Name

**Town of Westwood
Fiscal Years 2023 – 2027
Capital Budget Request**

1.	Department	DPW Facilities	4.	Project Cost	\$100,000 Annually
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-01
3.	Project Title	Facilities Maintenance	6.	FY23 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	FY2023	FY2024	FY2025	FY2026	FY2027	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 2023 – 2027
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$50,000 Annually
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-02
3.	Project Title	Energy Efficiency	6.	FY23 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Facilities maintenance energy	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-03
3.	Project Title	Library parking lot	6.	FY23 Priority # 3 out of 6 Requests	

7. Capital Request Description and Justification

The inset granite and cobble stones in the parking lot at the library have started to settle. This is causing a tripping hazard. In order to fix this issue we need to remove the granite, cobbles and asphalt in this area. The subbase will be corrected the area will be repaved and we will apply a decorative surface treatment to replicate what was removed. This is the same process that was used for the crosswalks on 109.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Library parking lot	\$75,000					\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$75,000

Town of Westwood

Fiscal Years 2023 - 2027
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$50,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-05
3.	Project Title	Cemetery garage	6.	FY23 Priority # 5 out of 6 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Cemetery garage	\$50,000					\$50,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$50,000

Town of Westwood

**Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$45,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-04
3.	Project Title	CSMOB mechanical	6.	FY23 Priority # 4 out of 6 Requests	

7. Capital Request Description and Justification

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

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

9. Impact on Annual Operating Budget
Reduced energy cost.

Is this an annual, recurring expense?

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

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

Project	FY2023	FY2024	FY2025	FY2026	FY2027	Total
CSMOB mechanical	\$45,000					\$45,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$45,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$18,000,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	23-FAC-06
3.	Project Title	DPW/Sewer Facility	6.	FY23 Priority #	6 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
DPW facility	\$18,000,000					\$18,000,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$18,000,000

Town of Westwood

Fiscal Years 2023 - 2027
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.	FY24 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Senior center kitchen		\$75,000				\$75,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$75,000

Town of Westwood

Fiscal Years 2023 - 2027
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	24-FAC-04
3.	Project Title	DPW garages	6.	FY24 Priority #	4 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
DPW garages		\$75,000				\$75,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$75,000

Town of Westwood

Fiscal Years 2023 - 2027
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	Municipal parking lots	6.	FY24 Priority #	5 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Municipal parking lots		\$30,000		\$30,000		\$60,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$60,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW Facilities	4.	Project Cost	\$10,500,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	24-FAC-06
3.	Project Title	Town Hall renovation	6.	FY23 Priority #	6 out of 6 Requests

7. Capital Request Description and Justification

The Town Hall was constructed in 1910. Over the years there have been many changes to the use of the building without a substantial renovation. Many components in the building are original and have far exceeded their life expectancy. This request would allow us to remodel the building for its current use including making the entire building ADA compliant.

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

9. Impact on Annual Operating Budget
Continued improvements to 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Town Hall renovation		10,500,000				\$10,500,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$10,500,000	\$0	\$0	\$0	\$10,500,000

Town of Westwood

**Fiscal Years 2023 - 2027
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.	FY25 Priority #	3 out of 5 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Library Painting			75000			\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$75,000	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2023 - 2027
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.	FY25 Priority # 4 out of 5 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
ADA improvements			100000			\$100,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$100,000	\$0	\$0	\$100,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW Facilities	4.	Project Cost	\$30,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	25-FAC-05
3.	Project Title	COA Doors	6.	FY25 Priority # 5 out of 5 Requests	

7. Capital Request Description and Justification

Three of the exterior 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	FY2023	FY2024	FY2025	FY2026	FY2027	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 2023 - 2027
Capital Budget Request

1.	Department	DPW-Facilities	4.	Project Cost	\$250,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	26-FAC-04
3.	Project Title	CSMOB office renovation	6.	FY26 Priority #	4 out of 6 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
CSMOB renovation				250000		\$250,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$250,000	\$0	\$250,000

Town of Westwood

**Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	26-FAC-05
3.	Project Title	Security	6.	FY26 Priority # 5 out of 6 Requests	

7. Capital Request Description and Justification

The Facilities department is looking to increase the security at town buildings. This \$75,000 request would allow us to add card access systems, cameras and other security additions/improvements.

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

9. Impact on Annual Operating Budget
Improved safety for town staff and visitors 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Security				\$75,000		\$75,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2023 – 2027
Capital Budget Request**

1.	Department	DPW-Facilities	4.	Project Cost	\$150,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	26-FAC-06
3.	Project Title	Town hall roof	6.	FY26 Priority #	6 out of 6 Requests

7. Capital Request Description and Justification

The existing roof at Town hall is over 25 years old and has exceeded its life expectancy. Replacement of the roof is critical to the infrastructure of the building. This \$150,000 request would allow us to replace the existing asphalt roof and other associated work.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Town hall roof				\$150,000		\$150,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$150,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW Facilities	4.	Project Cost	\$100,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	27-FAC-03
3.	Project Title	CSMOB roof	6.	FY27 Priority # 3 out of 4 Requests	

7. Capital Request Description and Justification

The Carby Street Municipal Office Building was constructed in 2004. By FY27 the roof will have outlasted its useful life and will require replacement.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
CSMOB roof						
					100000	\$100,000
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$100,000	\$100,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW Facilities	4.	Project Cost	\$35,000
2.	Prepared By	James McCarthy	5.	Project Reference No.	27-FAC-04
3.	Project Title	Police station flooring	6.	FY27 Priority # 4 out of 4 Requests	

7. Capital Request Description and Justification

Flooring in heavily used are of the station are showing wear and need to be replaced.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Police station flooring					35000	\$35,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$0	\$35,000	\$35,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	WHA/WAHA	4.	Project Cost \$150,000
2.	Prepared By	Jane O'Donnell	5.	Project Reference No. WAHA-2023-1 1270/1274H
3.	Project Title	WHA/WAHA Properties Renovation Projects (Year 5 of 5)	6.	FY23 Priority # 1 out of 1 Requests

7. Capital Request Description and Justification

For FY23, WHA is requesting \$150,000 to complete the final year of our 5-year project to renovate, repair and landscape all the properties owned by WAHA. The final property to be renovated is located 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 our ability with very limited resources, this property is now in need of major renovation. This property is one of WAHA's oldest and is the largest of the multi-family properties with each unit having 3 bedrooms, and is a 2-story building. Estimates to update, upgrade and remodel the interior units is estimated at around \$60,000 each. The exterior estimate, including a free-standing garage, repairs for landscaping, new driveways, new fences comes in at around \$30,000. This is a vital property for WAHA as these units are larger than our typical 2-families and the proximity to the Sheehan Elementary School lends itself nicely for WAHA to continue its mission to provide affordable housing, particularly to younger families with school aged children.

For FY23, WHA/WAHA is requesting \$150,000 for the final year to complete the much needed and overdue work of renovating each property owned by WAHA. We anticipate that this property will have the same successful results as the last 4 years of the project did which was to upgrade all WAHA properties and provide much needed affordable family housing in Westwood.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Renovation Projects	\$150,000					\$150,000
						\$0
						\$0
						\$0
						\$0
Totals	\$150,000	\$0	\$0	\$0	\$0	\$150,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	WHA/WAHA	4.	Project Cost \$50,000	
2.	Prepared By	Jane O'Donnell	5.	Project Reference No. WAHA-2024-1-4 ANNUAL MAINTENANCE	
3.	Project Title	WHA/WAHA Properties Maintenance	6.	FY24 Priority # 1 out of 4 Requests	

7. Capital Request Description and Justification

Starting in FY24, WHA is requesting \$50,000 to complete routine repair and landscape for all the properties owned by WAHA. At that time the final property in our 5-year project will be completely renovated allowing WAHA to continue the important task of keeping all properties up to par and continuing to make the necessary repairs as needed in order to maintain the renovations completed over the last 5 years. In March of 2021, the joint WHA/WAHA Board appointed a sub-committee to develop long-range goals, including a short and long-term work schedule that will track and manage projects and maintenance for each unit going forward. The goal of this group is to develop a plan for major repairs like roof replacement, heating & electrical upgrades etc., for each property with the goal of predicting when & what work will need to be completed on a regular basis. The WHA/WAHA Board feels that maintaining each unit is part of their commitment to being a good neighbor in order to also have good neighbors in the Town of Westwood. They are committed to ensuring that WAHA properties never go back to the state of disrepair that had plagued them following several years of properties being gifted in disrepair and WAHA not having the funding to make the necessary upgrades in order to complete their mission to provide affordable housing in Westwood. Although WAHA has maintained each property to the best of our ability with very limited resources before beginning the 5-year capital renovation project, this annual stipend will allow WAHA to continue the upkeep for all current and future properties without having to scramble to fix any major or unexpected situations. Keeping all WAHA properties in the best possible condition is a priority not only for WHA/ WAHA to continue its mission to provide affordable housing, but particularly for young families with school-aged children, and also for the Town of Westwood as WAHA is a key player in the Town's goal to remain within the 10% of affordable units required by the State. WAHA is a vital contributor to the Town's SHI inventory, including 2 units purchased in 2020 and 2 units that had been gifted and needed renovation. These properties will add a total of 4 units to the Town SHI by the end of 2021, which could be the difference-maker for that key 10% goal.

For FY24-FY27, WHA/WAHA is requesting \$50,000 per year for a four-year period, to be evaluated annually going forward, to complete the essential work of maintaining each property owned by WAHA. WAHA will continue its goal of enlarging its inventory of affordable properties and providing much-needed affordable family housing in Town to respond to Westwood's growing, evolving and, changing community, as evidenced in the 2020 Census.

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

WAHA is currently the recipient of linkage fees on development projects in Town. However, those projects stipulate that any funding received by WAHA must be solely used to increase inventory exclusively and cannot be used for maintenance purposes under any circumstances.

9. Impact on Annual Operating Budget

Project	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building Maintenance and Improvement		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$220,000+ annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-1
3.	Project Title	Technology	6.	FY23 Priority # 1	out of 6 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.

Each year, we will be replacing Grade 6 and 9 Chromebooks at a cost of approximately \$135,000. In addition, teacher devices will need to be replaced at the High School in FY2025 and at Elementary in FY202 and teacher iPads and Pencils will need to be replaced in FY2026. A digital photography lab will need to be replaced in FY2026. In FY2026, we will need to replace iPads and Chromebooks at Grades K-5, at a cost of \$400,000.

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. We have set aside funds in prior years to prepare for this network upgrade.

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.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Technology	\$220,000	\$220,000	\$320,000	\$620,000	\$220,000	\$1,600,000
						\$0
						\$0
						\$0
						\$0
Totals	\$220,000	\$220,000	\$320,000	\$620,000	\$220,000	\$1,600,000

**Town of Westwood
Fiscal Years 2023 - 2027
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-2
3.	Project Title	HVAC and Controls	6.	FY23 Priority # 2 out of 6 Requests	

7. Capital Request Description and Justification

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 \$15,000.

In addition to these repair and replacement efforts, we anticipate a near-term renewed focus on ventilation for healthy school buildings.

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. This impacts funding for preventative maintenance on other equipment, or the ability to use the maintenance budget to professionally clean supply ducts, etc.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
HVAC and Controls	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
						\$0
						\$0
						\$0
						\$0
Totals	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$100-200K annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-3
3.	Project Title	Roofing	6.	FY23 Priority # 3 out of 6 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. We also foresee a roof replacement over the Deerfield modulars (cost TBD). The balance for roofing in our Capital accounts at the first quarter of FY2022 is \$669,000.

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.

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

9. Impact on Annual Operating Budget

Failure to replace roofs impacts depletes the maintenance budget. 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. Even when repairs are executed promptly, there are ripple effects on operating funds set aside for building maintenance and cleaning.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Roofing	\$200,000	\$200,000	\$100,000	\$100,000	\$100,000	\$700,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$200,000	\$200,000	\$100,000	\$100,000	\$100,000	\$700,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$550,000 annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-4
3.	Project Title	Building Improvements	6.	FY23 Priority # 4 out of 6 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, outdoor court resurfacing, minor building interior modifications, energy efficiency upgrades, windows, fencing, and security.

In coming years, we foresee some minor building projects that will be driven by program shifts in the Westwood Public Schools. For example, if the WABA program at Downey moves to a new building, there may be a need for building modifications to repurpose existing spaces at Downey. There has been ongoing change in our curriculum as part of the district's Strategic Improvement Plan and this may also drive a redesign of our libraries and makerspaces in alignment with our goal to provide meaningful learning experiences.

This line item allows the School Department to address instructional needs that arise in the buildings and to ensure the safety of our students by making key upgrades. Even without program shifts, historical spending in this area has exceeded \$400,000 per year.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building Improvements	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000

**Town of Westwood
Fiscal Years 2023 - 2027
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-5
3.	Project Title	Furniture, Fixtures, and Equipment	6.	FY23 Priority # 5 out of 6 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

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Furniture, Fixtures, and Equipmen	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
						\$0
						\$0
						\$0
						\$0
						\$0
Totals	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Westwood Public Schools	4.	Project Cost	\$30-40K annually
2.	Prepared By	Lemma Jn-baptiste	5.	Project Reference No.	SCH-6
3.	Project Title	Copiers	6.	FY23 Priority # 6 out of 6 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

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Copiers	\$40,000	\$40,000	\$30,000	\$30,000	\$30,000	\$170,000
						\$0
						\$0
						\$0
						\$0
Totals	\$40,000	\$40,000	\$30,000	\$30,000	\$30,000	\$170,000

SUMMARY CAPITAL OUTLAY SCHEDULE

Department of Public Works Sewer

DEPARTMENT/AUTHORITY

Project Reference No.	Project or Acquisition (**) Description	Expenditures per Fiscal Year					Total Costs*
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
23-Sewer-01	Inflow and Infiltration Assessment	\$125,000		\$125,000		\$125,000	\$375,000
23-Sewer-02	Pump Station Upgrade Program	\$500,000		\$500,000		\$500,000	\$1,500,000
23-Sewer-03	Stormwater MS-4 Requirement	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
24-Sewer-01	Inflow and Infiltration Program		\$500,000		\$500,000		\$1,000,000
24-Sewer-02	Sewer Vac Truck Replacement		\$500,000				\$500,000
24-Sewer-03	Sewer Maintenance Facility Design		\$200,000				\$200,000
25-Sewer-01	Sewer Maintenance Facility Construction			\$3,000,000			\$3,000,000
						\$0	\$0
						\$0	\$0
						\$0	\$0
						\$0	\$0
						\$0	\$0
						\$0	\$0
						\$0	\$0
						\$0	\$0
						\$0	\$0
						\$0	\$0
	TOTALS	\$700,000	\$1,275,000	\$3,700,000	\$575,000	\$700,000	\$6,950,000

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

** Please only use one line item for recurring projects

Prepared by : Todd Korehin
Name

**Town of Westwood
Fiscal Years 2023 - 2027
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, 2021	7.	FY23 Priority #	1 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, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	125,000		125,000		125,000	\$375,000
Totals	\$125,000	\$0	\$125,000	\$0	\$125,000	\$375,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-SEW-02
3. Date	August 5, 2021	7. FY23 Priority # 2 out of 3 Requests	
4. Project Title	Pump Station Upgrades	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2017, 2019

9. Capital Request Description and Justification

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

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

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

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

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

12. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
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 2023- 2027
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$75,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-SEW-03
3. Date	August 5, 2021	7. FY23 Priority # 3 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? 2019/2020	

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 \$75,000 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	75,000	75,000	75,000	75,000	75,000	\$375,000
Totals	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000
2. Prepared By	Todd Korchin	6. Project Reference No.	24-SEW-01
3. Date	August 5, 2021	7. FY24 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? 2019, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		\$500,000				\$500,000
Totals		\$500,000	\$0	\$0		\$500,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	24-SEW-02
3. Date	8/6/2021	7. FY24 Priority #	2 out of 4 Requests
4. Project Title	Sewer jet/vac truck (truck #24)	8. Previously Requested?	Yes X No If so, what year? FY19, FY20

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	FY2023	FY2024	FY2025	FY2026	FY2027	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

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$200,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	24SEW-03
3.	Date	August 5, 2021	7.	FY24 Priority # 3 out of 4 Requests	
4.	Project Title	Sewer maintenance facility design	8.	Previously Requested? Yes X No If so, what year? 2019/2020	

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 \$200,000

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design		200000				\$200,000.00
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$200,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$3,000,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	25-SEW-01
3.	Date	August 6, 2021	7.	FY25 Priority #	1 out of 4 Requests
4.	Project Title	Sewer maintenance garage facility	8.	Previously Requested? Yes X No	If so, what year? 2018/2019/2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	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	\$0	\$3,000,000	\$0	\$0	\$3,000,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$60,000
2.	Prepared By	Rich Adams	5.	Project Reference No.	REC 1
3.	Project Title	School St Playground Refurbishment	6.	FY23 Priority # 1 out of 3 Requests	

7. Capital Request Description and Justification

Each year the Town's playgrounds are inspected by a certified playground inspector. The purpose of these inspections is to ensure the playground is in compliance with safety regulations. Our inspector has been indicating for several years that many of the features are reaching end of life and recommended repairs while indicating replacement would be required in the near future. After this year's inspection, the inspector is recommending replacement of many of the pieces most notably the rope climbing feature where the rope is worn through exposing the steel cable core. Furthermore, the rubber matting that was installed to make the playground handicap accessible has worn and been pulled up from excessive use and is no longer serving its purpose. In fact it may even be making the playground less accessible in certain places.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
	60000					\$60,000
						\$0
						\$0
						\$0
						\$0
Totals	\$60,000	\$0	\$0	\$0	\$0	\$60,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$300,000
2.	Prepared By	Rich Adams	5.	Project Reference No.	REC 3
3.	Project Title	Sheehan Tennis Court Repurposing to Pickleball	6.	FY23 Priority # 3 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.

This project should only go forward if and when it is determined that the site will not be disrupted by rebuilding/renovations of the Sheehan School.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
	300000					\$300,000
						\$0
						\$0
						\$0
						\$0
Totals	\$300,000	\$0	\$0	\$0	\$0	\$300,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$400,000
2.	Prepared By	Rich Adams	5.	Project Reference No.	REC 4
3.	Project Title	WHS Tennis Court Replacement	6.	FY26 Priority # 1 out of 1 Requests	

7. Capital Request Description and Justification

The tennis courts at Westwood High School are in need of repair and/or replacement. Significant cracks, measuring greater than one inch in some places, have developed throughout all six courts. The cracks are adversely affecting play and in the case of the larger ones, are creating a safety risk as they are big enough to cause tripping and falling. Based on the type and age of the surface, these cracks will continue to worsen as the surface ages and further dries out. As water seeps into the cracks in the winter months, it will further exacerbate the problem. Resurfacing was last performed 4 years ago in 2017, and is scheduled again for 2022. Discussions with a court resurfer/installer have indicated that resurfacing is only a temporary fix and can only be expected to last approximately 3 years for courts of our type and age. The recommended long term approach is to replace the courts rather than resurfacing them every 3-5 years. Since the lights were added in 2019 and the start of the COVID19 pandemic, these courts have experienced a surge in use. Outdoor play has become very popular due to the pandemic and the lights have allowed night time play further expanding the courts use. The recreation is also seeing increased demand in private tennis lessons requiring the Department to hire a second tennis pro to handle the demand in Summer 2021.

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
				400000		\$400,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$0	\$0	\$400,000	\$0	\$400,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1.	Department	Recreation	4.	Project Cost	\$3,100,000
2.	Prepared By	Rich Adams	5.	Project Reference No.	REC 5
3.	Project Title	Community/ Recreation Center	6.	FY24 Priority # 2 out of 2 Requests FY25 Priority # 2 out of 2 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. This became evident in FY21 due to the COVID19 pandemic where no space was made available.

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 highly 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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
		100000	3000000			\$3,100,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$100,000	\$3,000,000	\$0	\$0	\$3,100,000

**Town of Westwood
Fiscal Years 2023 – 2027
Capital Budget Request**

1.	Department	Recreation - Aquatics	4.	Project Cost	\$75,000
2.	Prepared By	Susan M. Perry	5.	Project Reference No.	AQUA 1
3.	Project Title	Acoustic Panels for Pool Area	6.	FY24 Priority # 1 out of 2 Requests	

7. Capital Request Description and Justification

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

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

Town appropriation

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
		75000				\$75,000
						\$0
						\$0
						\$0
						\$0
Totals	\$0	\$75,000	\$0	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2023- 2027
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$200,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23-DPW-01
3.	Date	August 5, 2021	7.	FY23 Priority # 1 out of 5 Requests	
4.	Project Title	Conant Road Culvert/Stevens Pond Dam Modifying Project Design	8.	Previously Requested? Yes X No If so, what year? 2019/2020	

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	FY2023	FY2024	FY2025	FY2026	FY2027	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 2023 - 2027
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$125,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-DPW-02
3. Date	August 15, 2021	7. FY23 Priority # 2 out of 5 Requests	
4. Project Title	Cemetery Expansion Design	8. Previously Requested? Yes X No <input type="checkbox"/>	If so, what year? 2019/2020

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.)

The cemetery expansion design will be paid for from the cemetery lot sales account.

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design	125,000					125,000
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						
Totals	\$0	\$0	\$0	\$0	\$0	\$125,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$900,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-DPW-03
3. Date	August 15, 2021	7. FY23 Priority # 3 out of 5 Requests	
4. Project Title	Canton Street Sidewalk Design	8. Previously Requested? Yes X No <input type="checkbox"/>	If so, what year? 2020

9. Capital Request Description and Justification

This project will focus on the design of a new sidewalk along Canton Street from Downey Street to University Avenue and will provide 100% connectivity, via walking throughout the entire network of sidewalks in the community.

Once this project is at 100% design the Town will pursue programs such as the TIP or Complete Streets to fund a the construction phases..

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design	900,000					900000
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						
Totals	\$0	\$0	\$0	\$0	\$0	\$900,000

**Town of Westwood
Fiscal Years 2023- 2027
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$5,500,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-DPW-04
3. Date	August 5, 2021	7. FY23 Priority # 4 out of 5 Requests	
4. Project Title	Gay Street Sidewalk construction	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2018, 2019, 2020

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	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design/Permitting						\$0
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	5,500,000					\$5,500,000
Totals	\$5,500,000	\$0	\$0	\$0	\$0	\$5,500,000

**Town of Westwood
Fiscal Years 2023- 2027
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$300,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23-DPW-05
3.	Date	August 5, 2021	7.	FY23 Priority # 5 out of 5 Requests	
4.	Project Title	Roadway/Sidewalk Improvement	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2018, 2019, 2020	

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 differed to other responsibilities.

12. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	300,000	300,000	300,000	300,000	300,000	\$1,500,000
Totals	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000

**Town of Westwood
Fiscal Years 2023 - 2027
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$1,200,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	24-DPW-01
3. Date	August 15, 2021	7. FY24 Priority # 1 out of 2 Requests	
4. Project Title	Cemetery Expansion Construction	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2019, 2020

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.)

The cemetery expansion design will be paid for from the cemetery lot sales account

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Design						0
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		\$1,200,000				\$1,200,000
Totals	\$0	\$1,200,000	\$0	\$0	\$0	\$1,200,000

Prior Approved Capital

**Projects Approved for Borrowing Within Proposition 2 1/2
Fiscal Years 2000 - 2021**

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 Feasibility 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
Equipment Borrowing - DPW and Fire	\$650,000	ATM 2021
Sewer Capital Borrowing - MWRA	\$500,000	ATM 2021
Elementary School Bridge Funding	\$1,460,000	ATM 2021

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 - FY2022
Approved at 2021 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	\$ 75,000	Free Cash
Fire Engines (2) Lease Payments Year 5 of 5	Fire	\$ 226,400	Free Cash
Fire Turnout Gear	Fire	\$ 45,000	Free Cash
Fire - Radio Upgrade and Replacement	Fire	\$ 32,500	Free Cash
End User Technology - all departments	Information Technology	\$ 75,000	Free Cash
Patron/Staff End User Technology	Library	\$ 12,500	Free Cash
Automated Materials Handler Upgrade	Library	\$ 32,000	Free Cash
Replacement of Vehicles	Police	\$ 194,750	Free Cash
Safety Equipment	Police	\$ 55,000	Free Cash
Police, Fire and EMS Radio Infrastructure	Police	\$ 76,500	Free Cash
Municipal Buildings - Facilities Maintenance	DPW	\$ 100,000	Free Cash
Municipal Buildings - Energy Efficiency	DPW	\$ 50,000	Free Cash
Carby Municipal Building - Flooring/Maintenance	DPW	\$ 40,000	Free Cash
Building Management Controls System	DPW	\$ 50,000	Free Cash
Building Maintenance and Improvement (Year 4 of 5)	Housing	\$ 150,000	Free Cash
	Total	<u>\$1,304,650</u>	
Schools Capital			
Technology	School	\$ 130,000	Free Cash
Roofing	School	\$ 100,000	Free Cash
Facilities Improvement	School	\$ 400,000	Free Cash
Furniture, Fixtures and Equipment	School	\$ 100,000	Free Cash
HVAC	School	\$ 217,000	Free Cash
Copiers	School	\$ 20,000	Free Cash
Vehicles	School	\$ 50,000	Free Cash
	Total	<u>\$1,017,000</u>	
Additional Capital			
Turf Field Replacement (HS Multipurpose Field)	DPW	\$ 750,000	Meals/Hotels Fund
Pool Deck Surfacing Replacement	Recreation	\$ 200,000	Meals/Hotels Fund
Pool Drainage and Refurbishment	Recreation	\$ 110,000	Meals/Hotels Fund
	Total	<u>\$1,060,000</u>	
Sewer Capital			
Stormwater Compliance	Sewer	\$70,000	Sewer Retained Earnings
	Total	<u>\$70,000</u>	
Ambulance Capital			
Self Contained Breathing Apparatus Upgrade and Replacement	Fire	\$ 37,500	Ambulance Receipts
Ambulance	Fire	\$ 387,500	Ambulance Receipts
Fire Rescue Equipment	Fire	\$ 10,000	Ambulance Receipts
	Total	<u>\$435,000</u>	
Sewer Infiltration & Inflow - MWRA Program	DPW	\$500,000	Sewer Borrowing
Equipment Borrowing			
DPW Roadside Sweeper	DPW	\$ 250,000	Borrowing
Fire Multipurpose Vehicle	Fire	\$ 400,000	Borrowing
	Total	<u>\$650,000</u>	
School			
Elementary School Building Project Bridge Funding	School	\$ 1,460,000	Borrowing

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
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, 2021	
Fiscal Year 2021 equalized valuation	\$5,214,138,300
Debt Limit – 5% of equalized valuation	\$260,706,915
Less:	
Total debt applicable to limitation	\$33,120,000
Authorized and unissued debt	\$9,010,000
Legal debt margin	\$218,576,915

Credit Rating

In conjunction with the March 2021 sale of a \$7.715M long term bond and a \$4.45M short term BAN, which included the refinancing of the Thurston School Modular and New Library bonds, the Town underwent an updated credit rating review with Standard & Poor's. The resulting rating of AAA reaffirmed the previous rating.

The Town's current credit ratings:

- Standard & Poor's – AAA (March 2021).
- 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 when appropriate for equipment and recurring projects.
- 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.

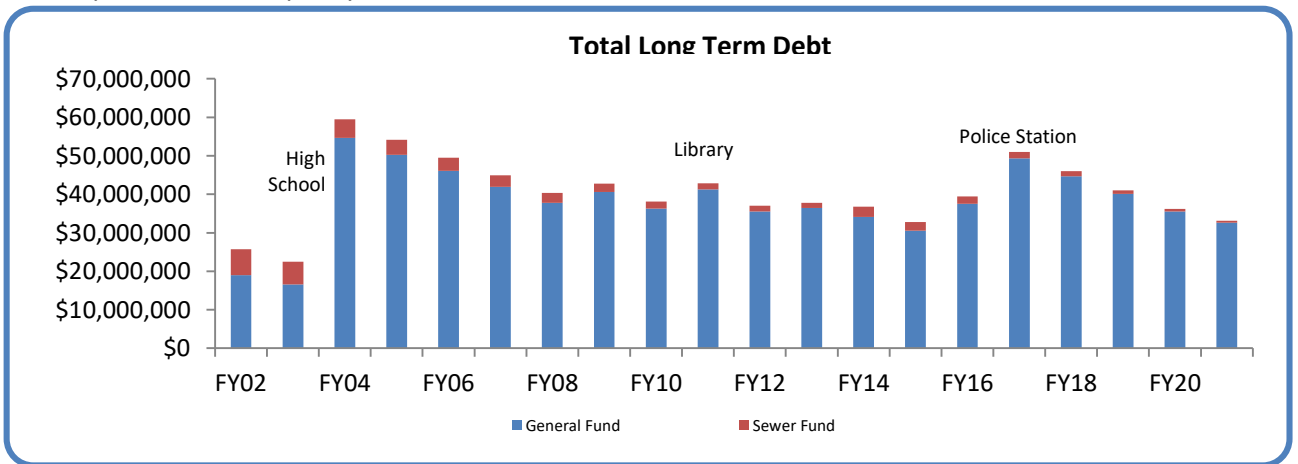
Credit Rating

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 March 2021, in conjunction with the sale of a \$7.7M bond. Current Credit Ratings:

AAA Standard & Poor’s (2021)
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	FY16	FY17	FY18	FY19	FY20	FY21
General Fund	37,525,000	49,355,000	44,710,000	40,120,000	35,545,000	32,655,000
Sewer Fund	2,122,060	1,680,000	1,274,700	868,600	666,800	465,000
Total	39,647,060	51,035,000	45,984,700	40,988,600	36,211,800	33,120,000

Debt Management

Town Debt – Utilized Favorable Borrowing Climate

Favorable Borrowing Climate

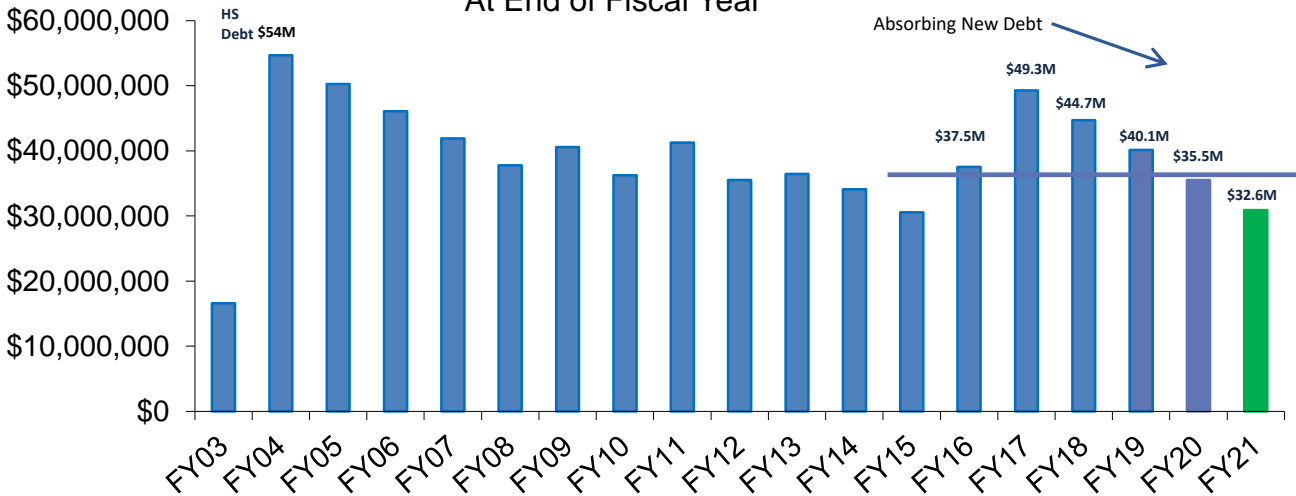
- Very strong credit ratings.
 - Standard & Poor’s AAA.
 - Moody’s AA1
- Excellent interest rate environment.
- Portion of recent bond sales replaced debt dropping off
- Next debt drop off 2023.

Recent Bond Sales

- Bond sold March 2021
 - \$7.715M, 8-20 year term, 1.148%
 - Also, completed refinance of older bonds, savings of \$1.12M achieved
 - \$4.45M BAN sale, 1 year term, .249%
- Bond sold August, 2016:
 - \$16.64M, 10-30 year term, 2.4%.

Debt Authorized, Not Yet Issued		
School MSBA Initial Phase	ATM 2018	\$ 1,750,000
Hanlon School “Bridge” Funding	ATM 2021	\$ 1,460,000
Sewer I/II – MWRA	ATM 2021	\$ 500,000
Road Improvement Bond	ATM 2020	\$ 4,650,000
DPW/Fire Capital Equipment	ATM 2021	\$ 650,000
	Total	\$ 9,010,000

General Fund Total Long Term Debt
At End of Fiscal Year



Long Term Debt Outstanding

Long Term General Fund Debt Outstanding As of July 1, 2021

Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Total Outstanding 30-Jun-21
Outside of Prop 2 1/2					
High School (2003) Refinanced 3.12	1.63	3/2012	6/2023	\$39,262,300	\$3,540,000
New Library (2011) Refinanced 4.21	1.15	4/2021	2/2031	\$9,300,000	\$3,920,000
Within Prop 2 1/2					
High School Completion	3.48	8/2008	2/2023	\$1,950,000	\$260,000
Thurston Modulares (2009) Refinanced 4.21	1.15	4/2021	2/2029	\$3,500,000	\$1,068,304
School Roof	1.43	12/2012	6/2022	\$935,000	\$89,000
DPW Roads/Equipment	1.43	12/2012	6/2022	\$3,700,000	\$366,000
DPW Roads/Equipment	1.62	5/2014	5/2024	\$1,400,000	\$420,000
Design Fire Station	2.66	9/2015	9/2035	\$850,000	\$637,500
Construct Fire Station	2.66	9/2015	9/2035	\$8,650,000	\$6,487,500
LED Lights Upgrade	2.66	9/2015	9/2025	\$500,000	\$250,000
Cemetery Expansion	2.66	9/2015	9/2020	\$450,000	\$0
Deerfield Rd/Parking Imprvments	2.42	9/2016	3/2026	\$2,000,000	\$1,000,000
Land Purchase	2.42	9/2016	3/2026	\$890,000	\$440,000
Police Station Design	2.42	9/2016	3/2045	\$1,000,000	\$825,000
Police Station Construction	2.42	9/2016	3/2046	\$12,755,000	\$10,625,000
Islington/Wentworth Library	1.15	4/2021	2/2041	\$1,831,696	\$1,831,696
Road improvement	1.15	4/2021	2/2031	\$895,000	\$895,000
Total General Fund					\$32,655,000

General Fund Debt Authorized - Not Yet Issued Long Term

School MSBA Eligibility Phase	ATM 2018	\$1,750,000
Hanlon School "Bridge" Funding	ATM 2021	\$1,460,000
Road Improvement Project	ATM 2020	\$4,650,000
Sewer I/I - MWRA	ATM 2021	\$500,000
DPW/Fire Capital Equipment	ATM 2021	\$650,000
Total		\$9,010,000

Short term debt outstanding: \$4,450,000 one year Ban issued 4/08/2021

Long Term Sewer Fund Debt Outstanding

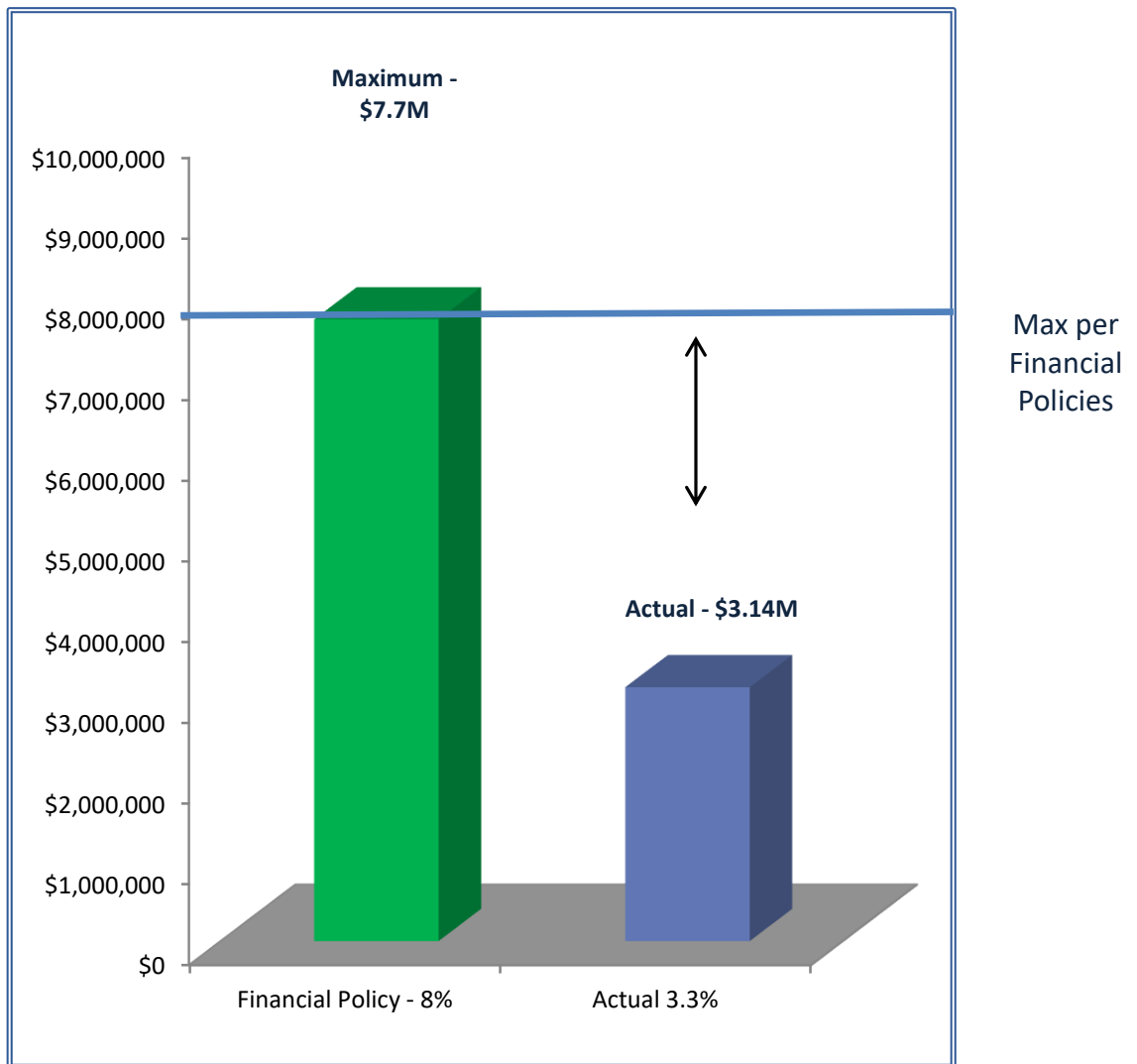
Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Outstanding 30-Jun-21
MWRA - no interest loan	0.00	6/2016	6/2021	\$234,000	\$0
Sewer Bond	2.50	5/2014	5/2024	\$1,570,000	\$465,000
Total Sewer Fund					\$465,000

Total General Fund and Sewer Debt Outstanding \$33,120,000

Debt Level

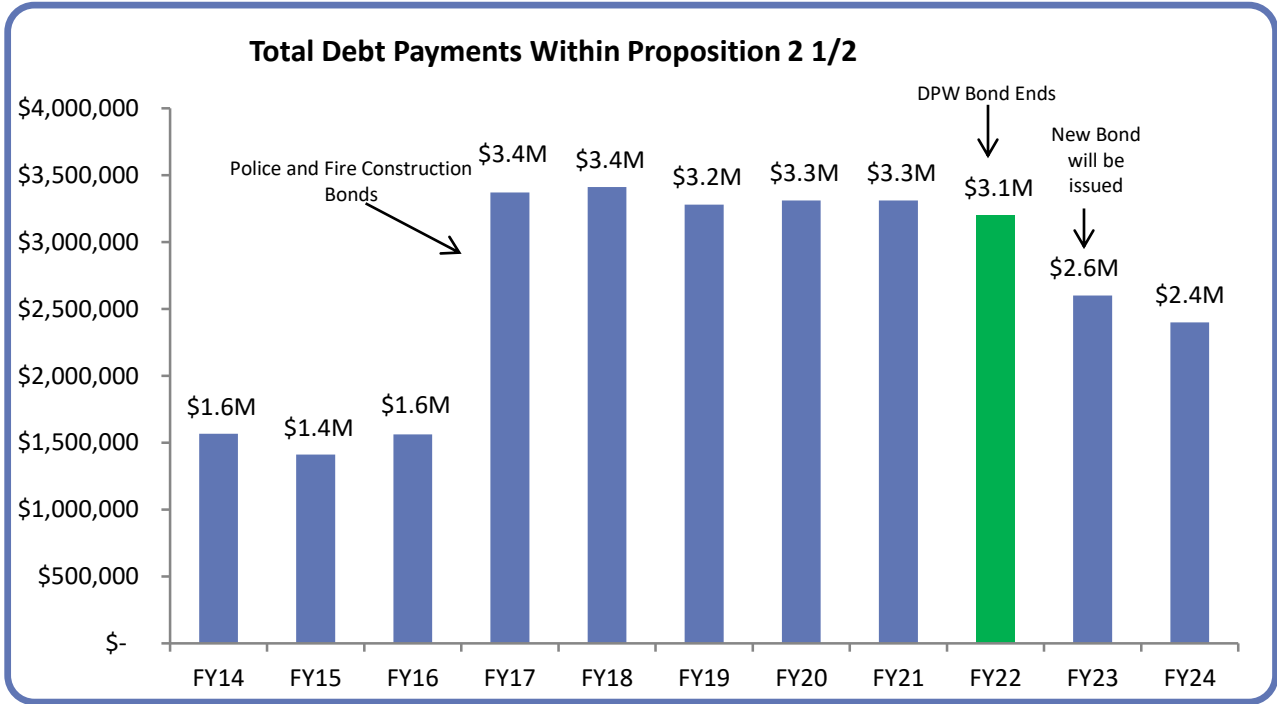
Debt Level – Well Within Guidelines

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



Debt is well within guidelines

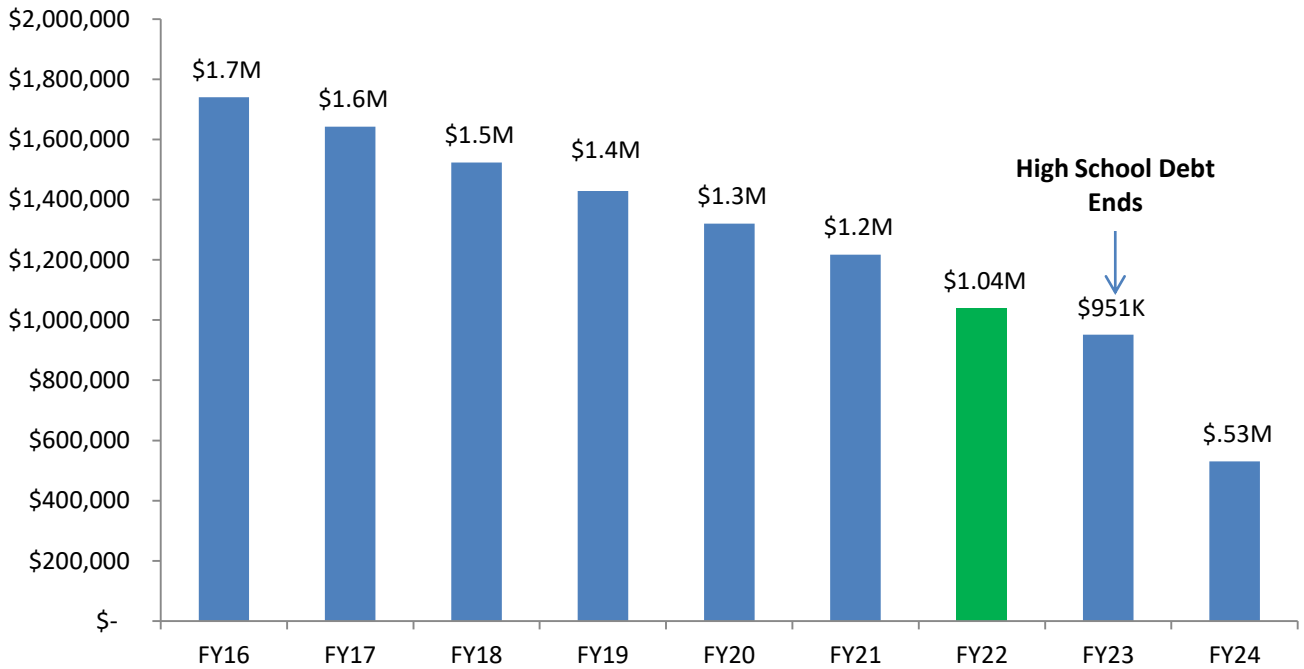
Non-Exempt Debt



Debt 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.
 - This provides space for new \$4.65M road bond approved at 2020 Town Meeting within Proposition 2 ½ .

Total Net Exempt Debt Payments
Outside Proposition 2 1/2



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.
- FY22: High School \$485K, Library \$563K.
- High School bond ends FY2023, Library FY2031.
- High School payments decline approximately \$100K per year.
- High School bond ends 2023
 - Debt rollover will help with Elementary School Project
- Library refinanced in April 2021
 - Total savings \$759K
 - Approximately \$75K per year savings for remaining life of bond

Total Principal and Interest Payments

	Outstanding as of 30-Jun-21	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31-46	Total FY22-FY46
Debt Outside of Proposition 2 1/2													
HS Construct (Exempt)-Refi 3/12	3,540,000	1,980,800	1,891,200	1,807,650	0								\$3,698,850
Library Construct (Exempt) 4.21	3,920,000	656,813	563,093	547,600	533,600	519,350	499,850	480,350	460,850	446,350	426,600	406,850	\$4,884,493
Debt Within Proposition 2 1/2													
High School Completion 8/08	260,000	145,990	140,660	135,330	0								\$275,990
Middle Sch Modulars 2009. Refi 4.21	1,068,304	239,838	186,778	181,250	174,500	167,750	156,000	149,500	143,000	136,500	0		\$1,295,278
DPW Roadway 12/12	150,000	159,000	154,500	0									\$154,500
School Roof 12/12	89,000	99,490	91,670	0									\$91,670
DPW Equipment 12/12	46,000	48,760	47,380	0	Will be replaced by new road bond \$4,.65 m approved 2020ATM								\$47,380
DPW Drainage 12/12	20,000	21,200	20,600	0									\$20,600
DPW Equipment 12/12	150,000	159,000	154,500	0									\$154,500
DPW Roads 5/14	90,000	32,475	31,875	31,275	30,675	0							\$93,825
DPW Drainage 5/14	180,000	64,950	63,750	62,550	61,350	0							\$187,650
DPW Equipment 5/14	150,000	54,125	53,125	52,125	51,125	0							\$156,375
Fire Station Design 8/15	637,500	66,619	64,494	62,369	60,244	58,119	55,994	54,400	53,338	52,169	50,894	278,482	\$790,503
Fire Station Construction 8/15	6,487,500	677,944	656,319	634,694	613,069	591,443	569,818	553,600	542,788	530,894	517,919	2,833,957	\$8,044,500
Street Lights LED upgrade 8/15	250,000	63,750	61,250	58,750	56,250	53,750	51,250	0					\$281,250
Cemetery Expansion 8.15	0	92,250	0										\$0
Deerfield Rd/Parking 8/16	1,000,000	248,000	240,000	232,000	224,000	216,000	208,000	0					\$1,120,000
Land Purchase 8/16	440,000	111,200	107,600	104,000	100,400	91,800	88,400	0					\$492,200
Police Design 8/16	825,000	60,494	59,094	57,694	56,294	54,894	53,494	52,094	50,694	49,994	49,294	623,751	\$1,107,296
Police Construction 8/16	10,625,000	752,781	735,781	718,781	701,781	684,781	667,781	650,781	633,781	625,281	616,781	8,461,750	\$14,497,281
Islington/Wentworth Hall 4.21	1,831,696	0	148,528	153,850	149,100	144,350	139,600	134,850	125,100	120,600	116,100	1,111,500	\$2,343,578
Road Improvement Bond 4.21	895,000	0	125,038	128,550	124,050	119,550	115,050	110,550	106,050	101,550	97,050	87,550	\$1,114,988
New Debt - Budget Adjustment		214,302		529,724	529,724	529,724	529,724	529,724	529,724	529,724	529,724	1,059,448	\$5,297,240
Total General Fund Debt	32,655,000	5,949,779	5,597,235	5,498,192	3,466,162	3,231,511	3,134,961	2,715,849	2,645,325	2,593,062	2,404,362	14,863,288	46,149,947
Total Non - Exempt Debt	25,195,000												
Non - Exempt Debt Payments		3,312,167	3,142,942	3,142,942	2,932,562	2,712,161	2,635,111	2,235,499	2,184,475	2,146,712	1,977,762	14,456,438	\$37,566,604
Change in non- Exempt Debt		0	(169,225)	0	(210,380)	(220,401)	(77,050)	(399,612)	(51,024)	(37,763)	(168,950)		
Total Exempt Debt	7,460,000												
Total Exempt Debt Payments		2,637,613	2,454,293	2,355,250	533,600	519,350	499,850	480,350	460,850	446,350	426,600	406,850	\$8,583,343
Change in Gross Exempt Debt		(107,000)	(183,320)	(99,043)	(1,821,650)	(14,250)	(19,500)	(19,500)	(19,500)	(14,500)	(19,750)	(19,750)	
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	0								\$2,802,552
High School Bond Premium		6,648	4,197	2,098	0								\$6,295
Library Bond Premium		12,453	0										\$0
Total State/Bond Premium Annual payments		1,420,377	1,405,473	1,403,374	0	0	0	0	0	0	0	0	2,808,847
Net annual Exempt Debt		1,217,236	1,048,820	951,876	533,600	519,350	499,850	480,350	460,850	446,350	426,600	406,850	5,774,496
Change in annual Exempt Debt		(103,570)	(168,416)	(96,944)	(418,276)	(14,250)	(19,500)	(19,500)	(19,500)	(14,500)	(19,750)	(19,750)	

Sewer Total Principal and Interest Payments

	Outstanding as of 30-Jun-21	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Total
Principal and Interest payments for current Sewer Debt Outstanding									
Balance	0	0	0	0	0	0	0	0	\$0
MWRA no interest loans - 2016	0	46,800	46,800	0	0	0	0	0	\$0
Sewer - \$1.5m bond 5/14 (ends 2024)	465,000	170,888	167,788	164,688	161,588	158,488	0	0	\$484,764
		0	0	0	0	0	0	0	\$0
Total Sewer Debt	465,000	217,688	214,588	164,688	161,588	158,488	0	0	484,764

All debt funded by sewer user fees

RatingsDirect®

Summary:

Westwood, Massachusetts; General Obligation

Primary Credit Analyst:

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Summary:

Westwood, Massachusetts; General Obligation

Credit Profile

US\$8.365 mil GO mun purp loan bnds ser 2021 due 02/01/2041

<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

Rating Action

S&P Global Ratings assigned its 'AAA' long-term rating to Westwood, Mass.' approximately \$8.4 million general obligation (GO) municipal-purpose bonds. We also affirmed our 'AAA' long-term rating on the city's GO debt outstanding. The outlook is stable.

The city's full-faith-and-credit pledge secures the notes; a portion of this debt is subject to Proposition 2-1/2 limitations. Despite these limitations, we rate the limited-tax GO debt at the same level as our view of the city's creditworthiness due to a lack of limitations on resource fungibility available for debt service.

Bond proceeds will finance new money debt totaling \$3.1 million for various town-wide capital needs, as well as refunding about \$5.3 million of the town's 2009 and 2011 debt.

Credit overview

Westwood's 'AAA' represents the town's very strong wealth and income metrics, as well as its very strong financial management practices that have enabled the town to produce consistent surpluses over the last decade, continuing a growth in its fund balance. While the town is primarily residential, its growing commercial base, largely focused in the University Station development, has proven to be a supplementary economic strength for the town, which we believe will continue to be an added benefit to the local economy. The pandemic did not have a material impact on the town's finances or budgeting, as its primary revenue source (property taxes, 74%) remained strong at over 99% collected in fiscal 2020. Furthermore, the town's state aid revenues (20%) remained stable and is expected to remain at least level in fiscal 2021. Given the combination of the town's prudent budgetary practices, reliable revenue sources, and very strong flexibility, we believe its credit profile will remain stable over the outlook period.

Under our criteria, "Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions," published Nov. 19, 2013, we rate Westwood higher than the sovereign because we believe the town can maintain better credit characteristics than the nation in a stress scenario based on its predominantly locally derived revenue base and our view that pledged revenue supporting bond debt service is at limited risk of negative sovereign intervention. In 2020, local property taxes generated 68% of revenue, which demonstrated a lack of dependence on

central government revenue.

The rating further reflects our opinion of the town's:

- 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 operating results that we expect could improve in the near term relative to fiscal 2020, which closed with a slight operating surplus in the general fund and break-even operating results at the total governmental fund level in fiscal 2020;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2020 of 17% of operating expenditures;
- Very strong liquidity, with total government available cash at 33.3% of total governmental fund expenditures and 6.5x 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 32.1% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value; and
- Strong institutional framework score.

Environmental, social, and governance factors

We analyzed the town's social, environmental, and governance risks relative to its economy, management, financial measures, and debt and liability profile and determined that all are in line with our view of the sector standard.

Stable Outlook

Downside scenario

We could lower our rating or revise the outlook if Westwood's performance deteriorated leading to declines in reserves.

Credit Opinion

Very strong economy

We consider Westwood's economy very strong. The town, with an estimated population of 15,765, is located in Norfolk County in the Boston-Cambridge-Newton, Ma.-N.H. MSA, which we consider to be broad and diverse. The town has a projected per capita effective buying income of 214% of the national level and per capita market value of \$314,878. Overall, the town's market value grew by 2.7% over the past year to \$5.0 billion in 2021.

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. Town residents primarily work in professional industries, which continues to bolster Westwood's economic metrics. The town reports that because of this, many residents remained employed during the pandemic, which, in our view, continues to add stability to the credit.

The county unemployment rate was 2.5% in 2019; however, it increased significantly due to the stay-at-home orders related to the pandemic, peaking in June 2020 to 17.2%; as of December 2020, unemployment for the county was at 6.4%.

The town's University Station, a mixed-use development, has increased the town's tax levy by a cumulative \$6.4 million since it opened in 2015. Located adjacent to commuter rail, including the Amtrak and Acela station, University Station's anchor businesses include Wegmans and Target, in addition to 35 shops and restaurants. Citizen's Bank's 100,000 square foot regional headquarters was completed in 2020, and currently, Brigham and Women's Hospital is in phase II of its 80,000 square foot facility expected to open sometime in 2021. Hotels and office/medial use is being discussed as additional development opportunities for the 50,000 square feet of remaining space. 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 continue to positively serve the town.

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.

In our opinion, Westwood maintains best practices in support of high credit quality, which are well embedded in the government's daily operations and practices. The town maintains a conservative approach to budget management, which has facilitated ample financial flexibility. Management presents monthly budget and treasury reports to the select board, in addition to conducting regular self-audits to ensure adherence to internal policies. Management maintains a five-year capital improvement plan that identifies funding sources for all projects, as well as a five-year financial plan that it updates on an annual basis. The town has a debt management policy limiting the its nonexempt debt service to 8% of general fund revenues, while its total debt service is limited to 10%-12% of net general fund operating revenues 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 balanced results across all governmental funds of 0.1% in fiscal 2020. General fund operating results of the town have been stable over the last three years, with a result of 2.0% in 2019 and a result of 1.6% in 2018.

The town has generated a general fund surplus since 2011. Its revenue mix strengthens the town's budgetary profile, as it is primarily reliant on property taxes (74%) and state aid (19%). Management attributes its trend of favorable performance to conservative, forward-thinking budgeting. Its positive fiscal 2020 results were partially due to typical conservative budgeting, as well as savings relative to budget for expenditures such as conferences and trainings, because such events were cancelled. The town's pandemic-related expenditures totaled about \$500,000, which were covered by the CARES Act or FEMA reimbursement. The town did not experience any cut to state aid and had no disruption in its property tax receipts.

The town's fiscal 2021 budget was approved at a balanced \$98 million, which is a 3.8% increase over fiscal 2020. The budget assumes a 3% growth for capital outlay, as well as an appropriation of \$1.4 million to the other

postemployment benefits (OPEB) trust. The state recently announced aid would remain level at a minimum, and management reports its budget-to-actuals are tracking well. The town received \$1.4 million in CARES Act funding in fiscal 2021, \$675,000 of which was allocated to the school department to cover expenditures, such as the purchase of Chromebooks, required for remote schooling. The American Rescue Plan Act apportioned \$8.1 million to Massachusetts state and local governments, of which we expect the town may receive some portion. Given this, in combination with the town's proven conservative budgeting, we expect the town to end fiscal 2021 with at least break-even results.

The town's proposed fiscal 2022 budget is still preliminary and totals \$101 million, which is a 3.2% increase over fiscal 2021. This preliminary budget does not include federal stimulus monies potentially allocated to the town through the American Rescue Plan Act

Very strong budgetary flexibility

Westwood's budgetary flexibility is very strong, in our view, with an available fund balance in fiscal 2020 of 17% of operating expenditures, or \$18.6 million.

The town has consistently improved its budgetary flexibility year-over-year since 2011. Between fiscal years 2017 and 2020, the town increased its reserves by a cumulative 25%. We understand that town officials do not currently plan to spend down reserves over the next few fiscal years. As previously noted, the town's policy is to maintain available reserves at more than 8% of revenue, net of debt service. In addition, Westwood's additional flexibility in unused levy capacity in its proposed 2022 budget totals \$222,000.

Very strong liquidity

In our opinion, Westwood's liquidity is very strong, with total government available cash at 33.3% of total governmental fund expenditures and 6.5x governmental debt service in 2020. 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 32.1% of total governmental fund revenue. Overall net debt is low at 0.8% of market value, which is in our view a positive credit factor.

Following this bond issuance, Westwood has roughly \$37.7 million of total direct debt outstanding, roughly \$239,000 of which is self-supporting enterprise debt. The town expects to issue about \$4 million of new money debt over the near term, including about \$3.5 million in a bond anticipation note for an ongoing road reconstruction project, as well as about \$650,000 for the purchase of a street sweeper and a multipurpose fire vehicle. We do not expect this debt to change our view of the town's debt burden.

Pension and other postemployment benefits

- In our opinion, a credit weakness is Westwood's large pension and OPEB obligations.
- While the use of an actuarially determined contribution (ADC) is a positive, we believe some of the assumptions used to build the pension ADC reflect what we view as slightly weak assumptions and methodologies that we believe increase the risk of unexpected contribution escalations.
- Although OPEB liabilities are funded on a pay-as-you-go basis, costs remain low despite the large liability, and we expect the town will continue adding to its OPEB trust fund.

As of June 30, 2020, the town participates in the following plans:

- Norfolk County Retirement System (NCRS): 64.6% funded, with a \$42.4 million proportionate share of the net pension liability.
- A defined-benefit plan providing health care and life insurance benefits to eligible retirees and their dependents: 22% funded, with a net liability of \$37.1 million.

Westwood's combined required pension and actual other postemployment benefits (OPEB) contributions totaled 7.5% of total governmental fund expenditures in 2020. Of that amount, 4.6% represented required contributions to pension obligations, and 2.9% represented OPEB payments. The town made its full annual required pension contribution in 2020, and we expect it will continue to do so. The NCRS's adopted amortization schedule is consistent with the state requirement to meet full funding no later than 2040. However, the discount rate of 7.75%, which we believe is elevated compared with our 6.00% guideline, could lead to contribution volatility should actual performance not meet these assumptions, which we view as somewhat risky. The level-percent amortization cost method is also likely to lead to growth in future costs. For more information, see "Pension Spotlight: Massachusetts," published Oct. 14, 2020. The town met our static and minimum funding metric in the most recent year, indicating that the system is addressing current costs and making some headway in addressing its unfunded liabilities.

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Related Research

Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020

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ISSUER COMMENT

14 July 2021

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 700,437 and a high population density of 1,753 people per square mile. The county's median family income is \$129,076 (1st quartile) and the May 2021 unemployment rate was 5.6% (3rd quartile) ². The largest industry sectors that drive the local economy are health services, retail trade, and professional/scientific/technical services.

Credit Overview

The credit position for Westwood is excellent. Its Aa1 rating is above the US cities median of Aa3. The key credit factors include a very strong wealth and income profile, a moderately-sized tax base and a healthy financial position. It also reflects a small debt burden and a moderate pension liability.

Economy and Tax Base: Westwood has an exceptionally strong economy and tax base overall. The median family income equates to a robust 239.5% of the US level. Additionally, the full value per capita (\$292,138) is above other Moody's-rated cities nationwide. Lastly, the total full value (\$4.7 billion) is larger than the US median.

Finances: Overall, the town has a healthy financial position. Westwood's cash balance as a percent of operating revenues (27.4%) is below the US median but it grew modestly between 2016 and 2020. The fund balance as a percent of operating revenues (22.9%) also falls short of the US median and has remained stable. Massachusetts local governments tend to have financial ratios lower than US medians because they generally derive a majority of revenues from stable property taxes and their financials typically incorporate school operations which are predictable.

Debt and Pensions: Overall, the debt and pension liabilities of the town are low. The net direct debt to full value (0.8%) is slightly lower than the US median. Additionally, Westwood's Moody's-adjusted net pension liability to operating revenues (0.92x) is favorably below 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 costs are generally less 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.

EXHIBIT 1

Key Indicators ⁴ ⁵ Westwood

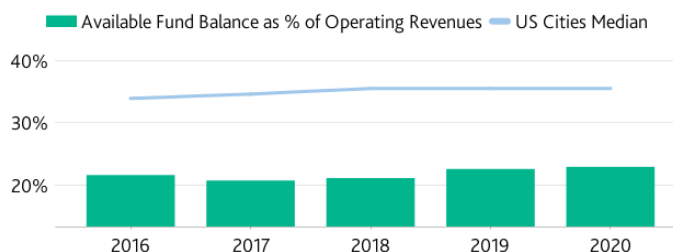
	2016	2017	2018	2019	2020	US Median	Credit Trend
Economy / Tax Base							
Total Full Value	\$3,698M	\$4,342M	\$4,342M	\$4,713M	\$4,713M	\$2,024M	Improved
Full Value Per Capita	\$240,697	\$278,408	\$273,740	\$292,138	\$292,138	\$97,657	Improved
Median Family Income (% of US Median)	237%	235%	238%	240%	240%	114%	Stable
Finances							
Available Fund Balance as % of Operating Revenues	21.6%	20.7%	21.1%	22.5%	22.9%	35.5%	Stable
Net Cash Balance as % of Operating Revenues	24.6%	24.1%	26.4%	27.5%	27.4%	40.0%	Stable
Debt / Pensions							
Net Direct Debt / Full Value	1.1%	1.2%	1.0%	0.9%	0.8%	1.1%	Stable
Net Direct Debt / Operating Revenues	0.47x	0.53x	0.45x	0.40x	0.37x	0.82x	Stable
Moody's-adjusted Net Pension Liability (3-yr average) to Full Value	2.3%	1.9%	2.0%	1.9%	2.1%	1.9%	Stable
Moody's-adjusted Net Pension Liability (3-yr average) to Operating Revenues	0.96x	0.87x	0.87x	0.89x	0.92x	1.57x	Stable
	2016	2017	2018	2019	2020	US Median	
Debt and Financial Data							
Population	15,364	15,597	15,863	16,136	16,136	N/A	
Available Fund Balance (\$000s)	\$18,983	\$19,583	\$21,117	\$23,089	\$24,648	\$8,489	
Net Cash Balance (\$000s)	\$21,662	\$22,778	\$26,428	\$28,187	\$29,553	\$9,759	
Operating Revenues (\$000s)	\$88,022	\$94,654	\$100,152	\$102,411	\$107,697	\$36,135	
Net Direct Debt (\$000s)	\$41,708	\$50,563	\$45,568	\$40,771	\$39,801	\$19,137	
Moody's Adjusted Net Pension Liability (3-yr average) (\$000s)	\$84,612	\$82,498	\$87,312	\$90,735	\$98,814	\$38,399	

Source: Moody's Investors Service

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EXHIBIT 2

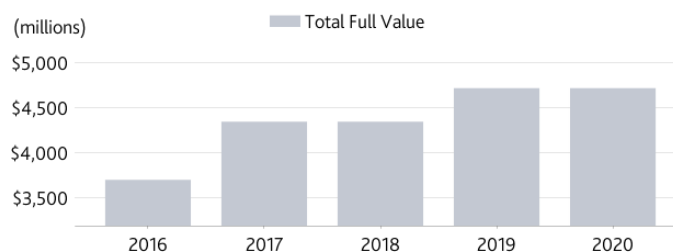
Available fund balance as a percent of operating revenues increased from 2016 to 2020



Source: Issuer financial statements; Moody's Investors Service

EXHIBIT 3

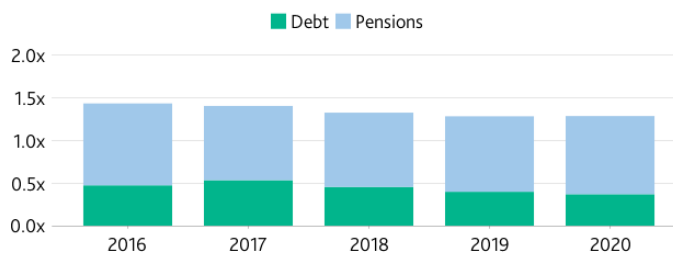
Full value of the property tax base increased from 2016 to 2020



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 2016 to 2020



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 \(July 2020\)](#) 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 expansion bolsters revenue, but pensions remain a hurdle \(May 2020\)](#), which is available on [Moody's.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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MJKK and MSFJ also maintain policies and procedures to address Japanese regulatory requirements.

CLIENT SERVICES

Americas	1-212-553-1653
Asia Pacific	852-3551-3077
Japan	81-3-5408-4100
EMEA	44-20-7772-5454

Current Infrastructure Information

Financial Policy

Document	Purpose	Most Recent Update	Maintained By	Included
FY20 Fixed Asset Summary	Required for annual audit/financial statements	June, 2021 Updated Annually	Town Accountant	√
Auto Fleet Schedule	Insurance	June, 2021 Updated Annually	Town Accountant	√
Vehicle/Equipment List by Department	Capital budget	September, 2021	Department Head	√
Information Systems – List of Town Computer Equipment	Capital budget	September, 2021	Director of IT	√
Sewer Master Plan	Sewer Maintenance, Management & Construction		Sewer Commission	
Town Buildings Replacement Schedule	Insurance	July, 2021 Updated Annually	Town Accountant	√
Road Improvement Program	Roadway Maintenance, Management & Construction	September, 2021	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-FY21**

Town		G/L#	Beg Bal 7/1/2020	Additions	Disposals	End Bal 6/30/2021
Land		99-000-1910	6,374,569	0		6,374,569
Building and Improvements		99-000-1920	136,903,666	560,090		137,463,756
Vehicles		99-000-1960	10,403,884	420,931	36,100	10,788,715
Machinery and Equipment		99-000-1950	15,611,716	1,372,299		16,984,015
Construction in Process		99-000-1980	649,393	3,756,416		4,405,809
Infrastructure		99-000-1990	63,825,838	2,869,092	1,959,211	64,735,719
Sub-total			233,769,066	8,978,828	1,995,311	240,752,583
Sewer						
Capital assets:						
Land		99-000-1911	350,850			350,850
Plant & Infrastructure		99-000-1931	19,680,272	143,210	362,526	19,460,956
Other building and Improve.		99-000-1921	6,339,070			6,339,070
Vehicles		99-000-1961	478,469	103,054		581,523
Machinery and Equipment		99-000-1951	510,212			510,212
Sub-total			27,358,873	246,264	362,526	27,242,611
Total			261,127,939	9,225,092	2,357,837	267,995,194

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Auto Fleet Schedule
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 Town of Westwood
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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost	New	Type	Class	ACV	Med	\$	Comp	\$	Coll	Effective
											RC	Pay	Deduct	Deduct			Date
1	BOH	2016	NISSAN - LEAF	1N4AZ0CP9GC301481			\$32,409		L	73980	RC	Y	\$500	\$500	\$500		07/01/2020
2	COA	2008	FORD - ECOVAN	1FT2S34L58DA67559	M55379		\$42,760		L	05230	ACV	Y	\$500	\$500	\$500		07/01/2020
3	COA	2010	FORD - E350 VAN	1FTSS3EL2ADA98529	M36945		\$44,014		L	05230	ACV	Y	\$500	\$500	\$500		07/01/2020
4	COA	2016	FORD - ECONOLINE	1FDEE3F50GDC54968			\$60,000		BAO	05230	ACV	Y	\$500	\$500	\$500		07/01/2020
5	COA	2018	FORD - TRANSIT VAN	1FTB4XM4JKA02606	M99835		\$58,879		BAO	05230	ACV	Y	\$500	\$500	\$500		07/01/2020
6	DPW	1992	RAYCO - STUMP CUTTER	1665ACD015492	M51177		\$19,986		L	79650		N	NO COV	NO COV	NO COV		07/01/2020
7	DPW	1994	CUST - UTILITY TRAILER	RD10CB351R1850056	M52205		\$3,000			68499		N	NO COV	NO COV	NO COV		07/01/2020
8	DPW	1996	CROSS - T ROLLER TRAILER	1C9FS1418T1432647	M54546		\$2,200			68499		N	NO COV	NO COV	NO COV		07/01/2020
9	DPW	2000	CROSS - UTILITY	431FS1416Y2000223	M58135		\$5,000			68499	ACV	N	NO COV	NO COV	NO COV		07/01/2020
10	DPW	2000	KUBOTA - TRACTOR	70860	M69131		\$13,514			79650		N	NO COV	NO COV	NO COV		07/01/2020
11	DPW	2002	FORD - BOX TRUCK	3FDXF75Y62MA12721	M87409	30,000	\$50,000		H	31499	RC	Y	DEC 5C	DEC 5C	DEC 5C		07/01/2020
12	DPW	2002	MORBARK - CHIPPER TRAILER	4S8SZ16142W023652	M69835		\$26,000		L	79650	ACV	N	\$500	\$500	\$500		07/01/2020
13	DPW	2002	KUBOTA - TRACTOR	53207	M68014		\$28,600			79650	ACV	N	DEC 5C	DEC 5C	DEC 5C		07/01/2020
14	DPW	2002	MAGNUM - UTILITY TRAILER	5AJLS16192B000180	M69128		\$6,495		L	68499	ACV	N	NO COV	NO COV	NO COV		07/01/2020
15	DPW	2004	WELCH - UTILITY TRAILER	1W9US14184N189500	M71552		\$2,695		L	68499	ACV	Y	NO COV	NO COV	NO COV		07/01/2020
16	DPW	2004	BOMBARDIER - SIDEWALK PLOW	900200072	M80326		\$107,000		L	79650	RC	N	DEC 5C	DEC 5C	DEC 5C		07/01/2020
17	DPW	2005	BIG TEX - UTILITY TRAILER	16VEX182152H51818	M71941	9,000	\$4,185			68499	ACV	N	NO COV	NO COV	NO COV		07/01/2020
18	DPW	2005	WELCH - UTILITY TRAILER	1W9US14225N189504	M7252	2,250	\$2,995			68499	ACV	N	NO COV	NO COV	NO COV		07/01/2020
19	DPW	2006	CARGO - UTILITY	2000544434	M79396		\$11,990		L	79650	ACV	N	\$500	\$500	\$500		07/01/2020
20	DPW	2007	STONE - CEMENT MIXER TRAILER	262007004	M79491		\$3,794		L	79650		N	NO COV	NO COV	NO COV		07/01/2020
21	DPW	2008	FORD - F550 DUMP TRUCK	1FDAF57R78EC52097	M79377		\$54,671		M	21499	RC	N	DEC 5C	DEC 5C	DEC 5C		07/01/2020
22	DPW	2009	FORD - DRWSUP TRUCK	1FDAF57R19EA00587	M76548		\$55,000		M	21499	RC	N	DEC 5C	DEC 5C	DEC 5C		07/01/2020
23	DPW	2009	FORD - DRWSUP TRUCK	1FDAF57R39EA00588	M76549		\$50,000		M	21499	RC	N	DEC 5C	DEC 5C	DEC 5C		07/01/2020
24	DPW	2009	FORD - E350 VAN	1FTSE34P09DA14618	M78207		\$26,249		L	01499	ACV	N	\$500	\$500	\$500		07/01/2020
25	DPW	2009	JCB - CONSTRUCTION TRACTOR	SLP214FC9J0912503	M76545		\$95,497		M	79650	RC	N	DEC 5C	DEC 5C	DEC 5C		07/01/2020
26	DPW	2011	FORD - F550 DUMP TRUCK	1FDUF5HT2BEE96049	M84395	19,500	\$58,458		M	21499	RC	Y	DEC 5C	DEC 5C	DEC 5C		07/01/2020
27	DPW	2011	HOMESTEADER - UTILITY TRAILER	5HABE18208ND11337	M86258	7,000	\$7,784		L	68499	ACV	Y	\$500	\$500	\$500		07/01/2020
28	DPW	2011	PRINOTH - SIDEWALK TRACTOR	U107440V	M86264		\$132,400		M	79650	RC	N	DEC 5C	DEC 5C	DEC 5C		07/01/2020

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 Territory # 16



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											RC	Pay	Deduct	Deduct	Date
29	DPW	2012	FORD - F550 TRUCK	1FDUF5HT3CEC96033	M85040		\$73,475		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
30	DPW	2012	FORD - F550 TRUCK	1FDUF5HT5CEC96034	M85039		\$70,210		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
31	DPW	2012	FORD - F550 TRUCK	1FDUF5HT7CEC96035	M85041		\$82,540		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
32	DPW	2012	FORD - F350 PICKUP	1FT8X3BT5CEA59415	M88266	11,100	\$42,711		M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
33	DPW	2012	INTERNATIONAL - DUMP TRUCK	1HTWDAAR3CJ672170	M84010		\$178,554		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
34	DPW	2012	MACK - DUMP TRUCK	1M2AX01C8CM001642	M84011		\$155,000		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
35	DPW	2012	FORD - DUMP TRUCK	3FRNF6GE2CV418177	M84130		\$82,791		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
36	DPW	2012	TRACKLESS - TRACTOR	MT61540	M87416		\$151,095		H	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
37	DPW	2012	ELGIN PELICAN - SWEEPER	NP2513D	M87411		\$185,785		H	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
38	DPW	2013	TAKEUCHI - COMPACT EXCAVATOR	178401130	M93046		\$110,500		L	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
39	DPW	2013	JOHN DEERE - LOADER	1DW624KH1CE648687	M85042		\$191,875		H	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
40	DPW	2013	FORD - EXPLORER	1FM5K8D88DGC96425	M90095		\$33,076		L	01499	ACV	Y	\$500	\$500	07/01/2020
41	DPW	2013	MACK - DUMP TRUCK	1M2AX01C2DM001797	M85867		\$176,000		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
42	DPW	2013	MACK - DUMP TRUCK	1M2AX01C4DM001798	M85879		\$176,000		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
43	DPW	2013	MACK - DUMP TRUCK	1M2AX01C6DM001799	M85868		\$176,000		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
44	DPW	2013	MACK - DUMP TRUCK	1M2AX04CXDM018326	M87422		\$193,500		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
45	DPW	2013	DOOSAN - UTILITY TRAILER	4FVCBBA6DU455155	M93600		\$34,851		L	68499	ACV	Y	\$500	\$500	07/01/2020
46	DPW	2013	CARMATE - TRAILER	5A3C612S9DL001451	M84141	2,990	\$5,000		L	68499	ACV	Y	\$500	\$500	07/01/2020
47	DPW	2014	FORD - F350 PICKUP	1FD7X3BT9EEB36443	M92344		\$45,105		M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
48	DPW	2014	FORD - F550 DUMP TRUCK	1FDUF5HT2EEA98272	M89269		\$56,508		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
49	DPW	2014	FORD - EXPLORER	1FM5K8D89EGE25359	M90084		\$33,076		L	01499	ACV	Y	\$500	\$500	07/01/2020
50	DPW	2014	FORD - F350 PICKUP	1FTRF3BT1EEB09110	M89270		\$32,498		M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
51	DPW	2014	MACK - DUMP TRUCK	1M2AX01C1EM002053	M88808		\$170,000		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
52	DPW	2014	MORBARK - CHIPPER	4S8SZ161XEW040847	M91552		\$49,259		L	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
53	DPW	2014	CAM - TRAILER	5JPBU312XEP034532	M88818	27,000	\$12,750		M	68499	ACV	N	\$500	\$500	07/01/2020
54	DPW	2015	FORD - F550 DUMP TRUCK	1FDUF5HT7FEC46871	M93591		\$68,376		H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
55	DPW	2015	DEERE - SKID STEER LOADER	1T0320EMEEJ273047	M93047		\$70,487		M	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
56	DPW	2015	DEERE - BACKHOE	1T0410KXHEE273112	M93045		\$109,950		M	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020

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#	Department	Year	Manufacturer & Model	VIN #	Plate #	GVW	Cost New	Type	Class	ACV RC	Med Pay	\$ Comp Deduct	\$ Coll Deduct	Effective Date
57	DPW	2016	FORD - F350 PICKUP	1F18X3B19GEA92861	M94048		\$53,722	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
58	DPW	2016	THREE - UTILITY TRAILER	4SPDP18266M097972	M93803	9,900	\$34,995	L	68499	ACV	Y	DEC 5C	DEC 5C	07/01/2020
59	DPW	2016	MACK - 700 GU712	1M2AX01CXGM002510			\$174,999	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
60	DPW	2017	FORD - F550	1FDUF5HTXHEB18241			\$68,400	H	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
61	DPW	2017	VOLVO - L120H	VCEL12OHV0S632163			\$253,900	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
62	DPW	2017	FORD - F450	1FD0X4HT4HEB18242			\$73,952	H	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
63	DPW	2017	FORD - F350	1F18X3B17HED14394	M98945		\$35,000	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
64	DPW	2017	FORD - F350	1F18X3B19HED22481	7GN718		\$46,140	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
65	DPW	2018	MACK - GU712	1M2AX01CXJM003003	M99930		\$192,360	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
66	DPW	2018	HOME - UTILITY TRAILER	5HABE1621JN065490	M98795		\$8,613	T	68499	ACV	Y	DEC 5C	DEC 5C	07/01/2020
67	DPW	2018	WANCO - CONSTR	5F12S1016J1004338			\$5,750	L	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
68	DPW	2018	FORD - TRANSIT	1FTYR1YM3JK812593	M1952A		\$24,995	L	01499	RC	Y	DEC 5C	DEC 5C	07/01/2020
69	DPW	2018	FORD - TRANSIT	1FTYR1YM3JK812593	M1953A		\$24,995	L	01499	RC	Y	DEC 5C	DEC 5C	07/01/2020
70	DPW	2018	FORD - F550	1FDUF5HT4JDA03078	M1835A		\$66,589	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
71	DPW	2018	FORD - F550	1FDYF5HT6JDA03079	M1834A		\$66,559	H	31499	RC	Y	DEC 5C	DEC 5C	07/01/2020
72	DPW	2018	FORD - F450	1FD0X4HT4JEC65179	M3240A		\$95,032	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
73	DPW	2019	CAM - UTILITY	5JWCD121XKP502645	M3167A		\$4,350	T	68499	ACV	Y	DEC 5C	DEC 5C	07/01/2020
74	DPW	2019	FORD - F350	1F18X3B1XKEE38800	M5033A		\$49,990	M	21499	RC	Y	DEC 5C	DEC 5C	07/01/2020
75	DPW	2019	PRINOTH - SW45S	9WZ00776	M503A		\$125,000	L	79650	RC	Y	DEC 5C	DEC 5C	07/01/2020
76	FIRE	1976	BAL KO - BOAT TRAILER	7614696			\$225		69499		N	NO COV	NO COV	07/01/2020
77	FIRE	1986	WRIGHT - TAGALONG	1S9TS1713G1132118			\$2,000	L	69499		N	NO COV	NO COV	07/01/2020
78	FIRE	1990	INTERNATIONAL - FIRE TRUCK	1HTSDTVN1LH278904	MF603		\$100,000	H	79090	RC	N	DEC 5C	DEC 5C	07/01/2020
79	FIRE	1991	INTERNATIONAL - 4800 4X4	1HTSENHN1MH353008	MF608	30,000	\$140,000	H	79090	RC	N	DEC 5C	DEC 5C	07/01/2020
80	FIRE	1991	FEDERAL - CYCLONE	46JBBAA89M1003545	MF602	38,000	\$240,000	H	79090	RC	N	DEC 5C	DEC 5C	07/01/2020
81	FIRE	1994	LONG CH - TRAILER	LCAUS0815RT135836	M52215	1,180	\$220	L	69499		N	NO COV	NO COV	07/01/2020
82	FIRE	2000	FORD - F550	1FDAF56F9YEC39911	MF4047		\$24,000	H	79090	ACV	Y	DEC 5C	DEC 5C	07/01/2020
83	FIRE	2001	FORD - F450 TRUCK	1FDXF47F3ED00243	MF6764		\$80,000	M	79090	RC	N	DEC 5C	DEC 5C	07/01/2020
84	FIRE	2002	EMERGENCY ONE - CYCLONE TRUCK	4ENGABA8021005711	MF6763		\$625,000	H	79090	RC	N	DEC 5C	DEC 5C	07/01/2020

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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost	New	Type	Class	ACV	Med \$	Comp \$	Coll Deduct	Effective Date
85	FIRE	2003	EMERGENCY ONE - PUMPER	4EN6AAA8031006817	MF605	41,800	\$350,000		H	79090	RC	N	DEC 5C	DEC 5C	07/01/2020
86	FIRE	2003	EMERGENCY ONE - FIRE PUMPER	4EN6AAA8231006799	MF6647	41,800	\$350,000		H	79090	RC	N	DEC 5C	DEC 5C	07/01/2020
87	FIRE	2008	LOAD - UTILITY TRAILER	5A4L7SL1882029317	MF9702	1,600	\$2,000		L	69499	ACV	N	\$500	\$500	07/01/2020
88	FIRE	2009	FORD - F350 PICKUP	1FTWF31529EA61063	MF601	10,100	\$43,616		L	79090	RC	N	DEC 5C	DEC 5C	07/01/2020
89	FIRE	2009	CHEVROLET - TAHOE	1GNFK03029R263526	MF6653	7,300	\$28,214		L	79080	RC	N	\$500	\$500	07/01/2020
90	FIRE	2010	FORD - E450 AMBULANCE	1FDXE4FP3ADA40378			\$18,000		M	79130	ACV	Y	\$500	\$500	07/01/2020
91	FIRE	2012	FORD - EXPLORER	1FMHK8D87CGA09815	MF8711		\$32,106		L	79080	RC	Y	\$500	\$500	07/01/2020
92	FIRE	2012	FORD - EXPLORER	1FMHK8D89CGA09816	MFA464		\$32,106		L	79080	RC	Y	\$500	\$500	07/01/2020
93	FIRE	2013	KUBOTA - UTILITY CART	ASKB1FDA0D0E1517	MFA470		\$12,450		L	79080	ACV	Y	\$500	\$500	07/01/2020
94	FIRE	2014	FERRARA - IGNITER FIRE TRUCK	1F9455622EH14004	MFB677	47,835	\$748,083		EH	79090	RC	Y	DEC 5C	DEC 5C	07/01/2020
95	FIRE	2016	FORD - AMBULANCE	1FDUF5HT0GEA30023	MFT233	18,000	\$252,756		M	79130	ACV	Y	\$500	\$500	07/01/2020
96	FIRE	2016	FORD - EXPEDITION	1FMJU1JT5GEF15480	MF4341		\$44,910		L	79080	RC	Y	\$500	\$500	07/01/2020
97	FIRE	2017	FERRARA - IGNITER	1F9455420HH140576	MF602		\$602,703		EH	40499	RC	Y	DEC 5C	DEC 5C	07/01/2020
98	FIRE	2017	FERRARA - IGNITER	1F9455429HH140575	MF605		\$602,703		EH	40499	RC	Y	DEC 5C	DEC 5C	07/01/2020
99	FIRE	2018	FORD - F250	1FT7XBT4TEC28018	MF6653		\$43,496		L	79090	RC	Y	DEC 5C	DEC 5C	07/01/2020
100	FIRE	2019	CHEVROLET - TAHOE	1GNSKDEC7KR293401	M4397A		\$45,671		L	79080	RC	Y	\$500	\$500	07/01/2020
101	FIRE	2019	FORD - F550 AMBULANCE	1FDUF5HT6GDA12608			\$305,840		H	79130	ACV	Y	\$500	\$500	07/01/2020
102	HEALTH	2006	HAUL - UTILITY TRAILER	16HCB12146P059112	M75531	1,900	\$4,228		L	68499	ACV	N	\$500	\$500	07/01/2020
103	HEALTH	2016	NISSAN - LEAF	1N4AZOCP3GC311469			\$32,384		L	73980	RC	Y	\$500	\$500	07/01/2020
104	POLICE	1991	PENN - UTILITY TRAILER	1P9C714D1ML016195	M52187	6,000	\$2,900		L	68499	ACV	N	NO COV	NO COV	07/01/2020
105	POLICE	1999	SPEED - ALERT TRAILER	1P9141010XG301142	M55226		\$6,490		L	69499		N	NO COV	NO COV	07/01/2020
106	POLICE	1999	SPEED - ALERT TRAILER	1P9141011XG301196	M60609		\$6,490		L	69499		N	NO COV	NO COV	07/01/2020
107	POLICE	2005	FORD - CROWN VICTORIA	2FAHP74W85X121900	195XWN		\$28,180		L	79110	RC	N	\$500	\$500	07/01/2020
108	POLICE	2007	FORD - EXPLORER	1FMEU73807UB07276	MP607W		\$32,320		L	79110	RC	Y	\$500	\$500	07/01/2020
109	POLICE	2009	FORD - CROWN VICTORIA	2FAHP71V89X115046	MP616W		\$31,928		L	79110	RC	N	\$500	\$500	07/01/2020
110	POLICE	2009	CARMATE - UTILITY TRAILER	5A3C612S29L001282	M78221	2,990	\$6,000		L	68499	ACV	N	\$500	\$500	07/01/2020
111	POLICE	2011	FORD - E250 VAN	1FTNE2ELX8DB04268	MP608W		\$21,324		L	79120	ACV	N	\$500	\$500	07/01/2020
112	POLICE	2011	FORD - CROWN VICTORIA	2FABP7B0BX104147	MP613W	4,010	\$29,895		L	79110	RC	N	\$500	\$500	07/01/2020

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#	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	ACV RC	Med Pay	Comp Deduct	\$ Coll Deduct	Effective Date
113	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV2BX163250	MP609W		\$30,683	L	79110	RC	Y	\$500	\$500	07/01/2020
114	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV4BX163251	MP617W		\$28,120	L	79110	RC	Y	\$500	\$500	07/01/2020
115	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV7BX172395	MP611W	4,011	\$28,120	L	79110	RC	Y	\$500	\$500	07/01/2020
116	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV8BX100525	MP615W		\$28,495	L	79110	RC	N	\$500	\$500	07/01/2020
117	POLICE	2011	FORD - CROWN VICTORIA	2FABP7BV9BX104146	MP612W	4,010	\$29,895	L	79110	RC	N	\$500	\$500	07/01/2020
118	POLICE	2012	FORD - TAURUS	1FAHP2HWXCG106802	883RF8	4,010	\$26,888	L	79110	RC	Y	\$500	\$500	07/01/2020
119	POLICE	2013	FORD - EXPLORER	1FM5K8AR7DGB71297	MP616W		\$42,998	L	79120	RC	Y	\$500	\$500	07/01/2020
120	POLICE	2014	FORD - EXPLORER	1FM5K8AR2EGA60206	MP3203		\$33,038	L	79120	RC	Y	\$500	\$500	07/01/2020
121	POLICE	2014	FORD - EXPLORER	1FM5K8AR4EGA60207	MP607W		\$33,038	L	79120	RC	Y	\$500	\$500	07/01/2020
122	POLICE	2014	FORD - FUSION	3FA6P0LU7ER104275	375VA4		\$32,135	L	79110	RC	Y	\$500	\$500	07/01/2020
123	POLICE	2015	FORD - EXPLORER	1FM5K8AR3FGB13044	MP608W		\$48,967	L	79120	RC	Y	\$500	\$500	07/01/2020
124	POLICE	2015	FORD - FUSION	3FA6P0RU1FR119752	2DE135		\$31,460	L	79110	RC	Y	\$500	\$500	07/01/2020
125	POLICE	2016	FORD - EXPLORER	1FM5K8AR0GGA04347	MP612W		\$33,136	L	79120	RC	Y	\$500	\$500	07/01/2020
126	POLICE	2016	FORD - EXPLORER	1FM5K8AR7GGA04345	MP619W		\$31,207	L	79650	RC	Y	\$500	\$500	07/01/2020
127	POLICE	2016	FORD - EXPLORER	1FM5K8AR9GGA04346	MP618W		\$33,136	L	79120	RC	Y	\$500	\$500	07/01/2020
128	POLICE	2016	FORD - EXPLORER	1FM5K8D88GGA41598			\$34,749	L	79120	RC	Y	\$500	\$500	07/01/2020
129	POLICE	2016	FORD - EXPLORER	1FM5K8AR2GGC35623			\$31,050	L	79120	RC	N	\$500	\$500	07/01/2020
130	POLICE	2016	FORD - EXPLORER	1FM5K8AR4GGC35624			\$31,050	L	79120	RC	N	\$500	\$500	07/01/2020
131	POLICE	2018	CHEVROLET - TAHOE	1GNSKDEC1TR251627				L	79120	RC	Y	\$500	\$500	07/01/2020
132	POLICE	2018	FORD - EXPLORER	1FM5K8D86JGB24552	8EM973		\$38,500	L	79120	RC	Y	\$500	\$500	07/01/2020
133	POLICE	2019	FORD - FUSION	3FA6P0MU0KR101468	1YL441		\$29,955	L	79110	RC	Y	\$500	\$500	07/01/2020
134	POLICE	2019	FORD - EXPLORER	1FM5K8AR8KGA63316	MP613W		\$31,251	L	79110	RC	Y	\$500	\$500	07/01/2020
135	POLICE	2019	FORD - EXPLORER	1FM5K8ARXKGA63317	MP614W		\$31,251	L	79110	RC	Y	\$500	\$500	07/01/2020
136	POLICE	2019	FORD - EXPLORER	1FM5K8AR1KGA63318	MP617W		\$31,251	L	79110	RC	Y	\$500	\$500	07/01/2020
137	POLICE	2019	TOYOTA - HIGHLANDER HYBRID	5TDJGRFHXKS059557			\$39,339	L	73980	RC	N	\$500	\$500	07/01/2020
138	POLICE	2020	FORD - EXPLORER	1FM5H8FW5LGA21234			\$45,050	L	79110	RC	Y	\$500	\$500	07/01/2020
139	RECREATION	2003	FORD - ECOWAGON	1FBSS31L63HB93262	M72100		\$20,540	L	05230	ACV	Y	\$500	\$500	07/01/2020

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140	RECREATION	2017	FORD - TRANSIT	1FABAX2CM2HKA1626	M98791		\$42,827	BAO	05230	ACV	Y	\$500	\$500		07/01/2020
				3											
141	RECREATION	2018	HONDA - CLARITY	JHMEC5F30JC006893	M1957A		\$33,309	L	01499	RC	Y	\$500	\$500		07/01/2020
142	SCHOOL	2001	FORD - E350 VAN	1FTSE34L01HB45915	M18465		\$21,124	L	01499	ACV	N	\$500	\$500		07/01/2020
143	SCHOOL	2001	GEM - GOLF CART	5ASAG27421F013332	M71187		\$6,000	L	94600	ACV	N	NO COV	NO COV		07/01/2020
144	SCHOOL	2005	BIG TEX - UTILITY TRAILER	16VNX142X52D77327	M71931	9,000	\$3,694	L	68499	ACV	N	NO COV	NO COV		07/01/2020
145	SCHOOL	2006	FORD - E350 VAN	1FTSE34L76HA38352	M70738		\$16,387	L	05650	ACV	N	\$500	\$500		07/01/2020
146	SCHOOL	2009	CHEVROLET - SILVERADO	1GCHK74K79F181190	M82994	9,900	\$37,981	L	01499	ACV	N	\$500	\$500		07/01/2020
147	SCHOOL	2009	HOMESTEADER - UTILITY TRAILER	5HABE16289N000163	M80636	7,000	\$5,996	L	68499	ACV	N	\$500	\$500		07/01/2020
148	SCHOOL	2011	FORD - E150 VAN	1FMNE1BW2BDB29220	11598	8,520	\$24,356	L	05650	ACV	Y	\$500	\$500		07/01/2020
149	SCHOOL	2012	FORD - PICKUP	1FDRF3G64CEA07859	M87966		\$33,075	L	01499	ACV	Y	\$500	\$500		07/01/2020
150	SCHOOL	2015	JOHN DEERE - GATOR	1M0625GSEFM102937			\$20,209	H	79650	ACV	Y	\$500	\$500		07/01/2020
151	SCHOOL	2016	FORD - E350 VAN	1FDEE3FLXGDC18987	M93682	12,500	\$55,022	M	05650	ACV	Y	\$500	\$500		07/01/2020
152	SCHOOL	2016	FORD - F450 TRUCK	1FDUF4GY4GEA93147	M71570	16,500	\$46,698	M	21499	RC	Y	DEC 5C	DEC 5C		07/01/2020
153	SCHOOL	2017	CROSS UTILITY - TRAILER	431FS1823H1000088			\$6,350	T	68499	ACV	Y	\$500	\$500		07/01/2020
154	SCHOOL	2018	FORD - F-250	1FDBF2B60JEB44295	M98712		\$50,852	L	01499	RC	Y	DEC 5C	DEC 5C		07/01/2020
155	SEWER	2009	INTERNATIONAL - 700 SER	1HTWCAZR39J130423	M76544		\$253,577	H	31499	RC	N	DEC 5C	DEC 5C		07/01/2020
156	SEWER	2009	SEWER - RODDER UTILITY TRAILER	1S9HU16179C381653	M76542		\$9,000	L	79650		N	NO COV	NO COV		07/01/2020
157	SEWER	2013	FORD - EXPLORER	1FM5K8D9DGB21018	M9591		\$33,985	L	01499	ACV	N	\$500	\$500		07/01/2020
158	SEWER	2018	FORD - F-450	1FD0X4HT0JEC65180	M3241A		\$85,955	M	21499	RC	Y	DEC 5C	DEC 5C		07/01/2020
159	POLICE	2020	FORD - EXPLORER	1FM5K8AWXLGA19969	617W		\$38,794	L	79110	RC	Y	\$500	\$500		07/01/2020
160	POLICE	2019	POLS - RANGER	4XARSW99XK8906612	MPD251		\$5,000	L	79110	RC	Y	\$500	\$500		08/17/2020
161	SCHOOL	2019	FORD - F350	1FDRF3H6XKEG25698		14,000	\$57,189	L	73980	ACV	N	\$500	\$500		08/10/2020
162	DPW	2020	WELCH - TRAILER	IW9US1629189574			\$6,875	T	68499	ACV	N	NO COV	NO COV		07/01/2020
163	DPW	2020	TRACK - MT	MT71526	M5668A		\$125,000	H	31499	ACV	N	NO COV	NO COV		07/01/2020
164	DPW	2020	WANCO - WTUM	5F12S1018L1001010	M5667A		\$15,600	T	68499	ACV	Y	\$500	\$500		07/01/2020
165	DPW	2021	MACK - GR64F	1M2GR2GC8MM023035	TP126SJ		\$308,778	EH	40499	RC	N	DEC 5C	DEC 5C		12/11/2020
166	FIRE	2020	FORD - EXPEDITION	1FMJ41GTMEA02890	55A		\$40,216	L	79080	RC	Y	\$500	\$500		02/04/2021

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167	DPW	2020	WANCO - UTILITY TRAILER	5F12S102L1006462	M8469A		\$15,650	T	68499	ACV N	\$500	\$500	\$500	04/22/2021
168	DPW	2020	WANCO - UTILITY TRAILER	5F12S10104006461	M8472A		\$15,650	T	68499	ACV N	\$500	\$500	\$500	04/22/2021
169	POLICE	2020	FORD - EXPLORER	1FM5K8AWJLGC67446			\$39,121	L	79110	RC Y	\$500	\$500	\$500	04/28/2021
170	POLICE	2020	FORD - EXPLORER	1FM5K8AWXLGC67445			\$39,121	L	79110	RC Y	\$500	\$500	\$500	04/28/2021

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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)	2021	Ford F350	1FT8X3BT2MEC78737	7GN718	55,000.00	LIGHT		2033
Car 2	Facility Div. (Jimmy)	2021	Ford F350	1FT8X3BT4MEC78738	M8471A	55,000.00	LIGHT		2033
Car 3	HIGHWAY (Brendan)	2017	Ford F350	1FT8X3BT7HED14394	M98945	55,000.00	LIGHT		
Car 4	HIGHWAY (Spare)	2014	FORD EXPLORER	1FM5K8D89EGB25359	M90084	35,000.00	SUV	20.00	2024
Car 5	SEWER (Shaun)	2013	FORD EXPLORER	1FM5K8D89DGB21018	M9591	35,000	SUV	2,600.00	2023
Car 6	HIGHWAY (Spare)	2013	FORD EXPLORER	1FM5K8D88DGC96425	M90095	35,000	SUV		2024
Elect. 1	Health	2016	Nissan Leaf	1N4AZ0CP3GC311469	M77209	35,000.00	LIGHT	100.00	2028
Elect. 2	Building	2016	Nissan Leaf	1N4AZ0CP9GC301481	M77222	35,000.00	LIGHT	100.00	2028
Truck 03	HIGHWAY	2015	FORD F350 PICKUP	1FT8X3BT9GEA92861	M94048	55,000.00	LIGHT	10.00	2025
Truck 04	HIGHWAY	2012	Pelican Sweeper	NP2513D	M87411	163,785.00	HEAVY	31,000.00	2019
Truck 05	HIGHWAY	2014	FORD F-350	1FTRF3BT1EEB09110	M89270	43,000.00	LIGHT		2025
Truck 06	HIGHWAY	2014	MACK DUMP	1M2AX01C1EM002053	M88808	165,000.00	HEAVY	100.00	2023
Truck 07	HIGHWAY	2018	FORD F450	1FD0X4HT4JEC65179	M3240A	65,000.00	MEDIUM	100.00	2029
Truck 08	HIGHWAY	2013	MACK DUMP	1M2AX01C6DM001799	M85868	165,000.00	HEAVY	400.00	2023
Truck 09	CEMETERY	2017	FORD F550	1FDUF5HTXHEB18241	M96322	65,000.00	HEAVY		2027
Truck 10	HIGHWAY	2012	MACK DUMP	1M2AX01C8CM001642	M84011	165,000.00	HEAVY	1,010.00	2021
Truck 11	HIGHWAY	2013	F550 Rack Body	1FDV5HT3CEC96033	M85867	65,000.00	MEDIUM	2,000.00	2024
Truck 12	HIGHWAY	2016	MACK DUMP	1M2AX01CXGM002510	M95417	165,000.00	HEAVY	100.00	2026
Truck 13	HIGHWAY	2012	Ford F650	3FRNF6GE2CV418177	M84130	90,000.00	MEDIUM	2,000.00	2022
Truck 14	HIGHWAY	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	2021	MACK HOOK BODY	1M2GR2GC8MM023035	M9573A	300,000.00	HEAVY		2032
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	IHTWCA2R39J130423	M76544	350,000.00	HEAVY	1,600.00	N/A
Truck 25	SEWER	2017	FORD F450	1FD0X4HT4HEB18242	M98124	70,000.00	MEDIUM	100.00	2027

Date: 10/28/2021	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 36	Fields and Grounds	2017	FORD F350 PICKUP	1FT8X3BT9HED22481	M8470A	55,000.00	MEDIUM		2027
	Truck 55	HIGHWAY	2020	FORD F350 PICKUP	1FT8X3BTLXLED68779	M9571A	55,000.00	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 TRA	U107440V	M88264	107,000.00	MEDIUM	NA	2020
	B2	HIGHWAY	2004	BOMBARDIER SW TRA	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	1DW624KHCC648687	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	1T0410KXHEE273112	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/Trai	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	

Date: 10/28/2021																			
Sign Trailer	HIGHWAY	2013	Car Utility Trailer	5A3C612S9DL001451	M84141	6,000.00													
Trailer 1	F&G	2000	TRAILER	431FS14642000223	M58135	\$6,000.00	MEDIUM												
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	RDI0CB351R1850056	M52205	\$3,000.00	MEDIUM												
Trailer 7	HIGHWAY (Babs)	2011	Homesteader	5HABE1820BND11337	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	2020	WANCO	5F12S1016J1004338	M1937A														
Mess. Brd #3	HIGHWAY	2020	WANCO	5F12S1012L1006462	M8472A														
Mess. Brd #4	HIGHWAY	2020	WANCO	5F12S1010L1006461	M8469A														
HOT BOX	HIGHWAY	2016	ASPHALT TRAILER	4S9PD1826GM097972	M93803	\$35,000													

Vehicle Inventory – FY22

Department FIRE (Readings as of 8/20/21)

Vehicle	VIN	Year	Year Purch.	Mileage	Vehicle is Used For	Scheduled Year of Replacement	Comments
E1	4EN6AAA8231006799	2003	2004	55533	Reserve Status - Structure/Vehicle Fires	2025	Engine
E2	1F9455429HH140575	2017	2017	33812	Incident Response	2030	Engine
E5	1F9455420HH140576	2017	2017	22126	Incident Response	2035	Engine
L1	4ENGABA8021005711	2002	2003	21027	Structure Fires	2024	Ladder Truck
L2	1F9455622EH140103	2014	2014	18302	Structure Fires	2030	Quint Ladder Truck
Sq1	1HTSENNIMH35008	1991	1991	30346	Brush Fires – multi-purpose	TBD	Combination
Sq2	1HTSDTVN1LH278904	1990	1990	n/a	Brush Fires (Out of Service)	TBD	Combination
B1	1FDXF47F31ED00243	2001	2001	4796	Brush Fires	Refurbish 2025	Brush Truck
A1	1FOUF5HT0GEA30025	2015	2015	87316	Medical	2025	Ambulance
A2	1FDUF5HT6KDA12608	2018	2019	43902	Medical	2028	Ambulance
A3	1FDXE4FP3ADA40378	2010	2016	116823	Medical	2022	Ambulance
C1	1GNSKDEC7KR293401	2019	2019	18060	Command	2024	SUV
C2	1FM5K8D80HGE39633	2017	2018	28455	Command	2023	SUV
C4	1FMHK8D89CGA09816	2012	2011	115333	Fire Prevention/Spare Command	Transfer of C2	SUV
C8	1FMJU1JT5GEF15480	2016	2016	49209	Spare Command vehicle	Transfer from C3	SUV
C3	1FMJU1GT8MEA02890	2021	2021	122.5	Shift Commander vehicle	New Purchase FY21	SUV
C5	1FMHK8D87CGA09815	2009	2009	75645	EMS Coordinator	Transfer of C1	SUV
C6	1FT7X2BT4JEC28018	2017	2018	9340	Utility Truck F250	2027	Utility Truck
M1	1FDAF56F9YEC39911	2000	2014	138587	Fire Alarm	Refurbish 2022	Bucket Truck
K1	A5KB1FDAPDG0E1517	2013	2013	158 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 8/21/2021

<u>ID</u>	<u>PLATE</u>	<u>YEAR</u>	<u>MODEL</u>	<u>V.I.N.</u>	<u>ASSIGNED</u>	<u>TYPE</u>	<u>MILEAGE</u>
601	1GJN98	2020	FORD EXPLORER	1FM5K8FW5LGA21234	CHIEF SILVA	HYBRID	34,200
602	8EM973	2018	FORD EXPLORER	1FM5K8D86JGB24552	LIEUTENANT VINCI	SUV	17,856
603	1BJS79	2019	TOYOTA HIGHLANDER	5TDJGRFHXXKSO59557	DETECTIVE SGT SICARD	HYBRID	13,323
604	2DE135	2015	FORD FUSION	3FA6PORU1FR119752	DETECTIVE HEDBERG	HYBRID	67,232
605	1YL441	2019	FORD FUSION	3FA6POMUOKR101468	DETECTIVE STOKES	HYBRID	11,611
606	1VKH26	2021	TOYOTA VENZA	JTEAAAAHOMJO34754	DETECTIVE FAFARA	HYBRID	157
607	375VA4	2014	FORD FUSION	3FA6POLU7ER104275	DETECTIVE SPARE	HYBRID	94,880
	578XG5	2007	FORD EXPLORER	1FMEU73807UB07276	DETECTIVE SPARE	SUV	185,768
608	MP608W	2015	FORD EXPLORER	1FM5K8AR3FGB13044	K-9 SPARE	SUV	104,771
609	MP609W	2016	FORD EXPLORER	1FM5K8AR2GGC35623	PATROL	SUV	87,192
610	MP610W	2016	FORD EXPLORER	1FM5K8AR7GGAO4345	TRAFFIC ENFORCEMENT	SUV	102,269
611	MP611W	2016	FORD EXPLORER	1FM5K8AR4GGC35624	PATROL	SUV	89,232
612	MP612W	2020	FORD EXPLORER	1FM5K8AWXLGC67445	PATROL	HYBRID	4,026
613	MP613W	2019	FORD EXPLORER	1FM5K8AR8KGA63316	PATROL	SUV	51,161
614	MP614W	2019	FORD EXPLORER	1FM5K8ARXKGA63317	PATROL	SUV	42,873
615	MP615W	2018	CHEVY TAHOE	1GNSKDEC1JR251627	K-9	SUV	61,584
616	MP616W	2013	FORD EXPLORER	1FM5K8AR7DGB71297	SRO	SUV	82,633
617	MP617W	2020	FORD EXPLORER	1FM5K8AWXLGA19969	PATROL SUPERVISOR	HYBRID	27,867
618	MP618W	2020	FORD EXPLORER	1FM5K8AW1LGC67446	PATROL	HYBRID	6,254
619	MP619W	2019	FORD EXPLORER	1FM5K8AR1KGA63318	PATROL	SUV	57,844
620	MP620	2019	POLARIS RANGER	4XARSW99XK8906612	SPECIAL PURPOSE	UTV	61
S-1	F119	2016	FORD EXPLORER	1FM5K8AR9GGA04346	PAID DETAILS	SUV	109,461
S-2	F118	2016	FORD EXPLORER	1FM5K8AROGGA04347	PAID DETAILS	SUV	117,216
ACO	MP604W	2011	FORD ECONOLINE	1FTNE2ELX8DB04268	ANIMAL CONTROL	VAN	28,893

2021 Information Technology User and Device Inventory

Location	Users Supported	Total Number of Devices
Town Hall	31	55
Fire	61	38
Police	56	51
Library	9	9
Carby & Public Works Facilities	39	55
Recreation (High School)	9	15
Youth & Family Services (Wentworth Hall)	5	11
Information Technology (High School)	13	14
Senior Center	8	11
Board & Committee Members	41	0
WPC Central Administration	24	17
Westwood High School	28	20
Thurston Middle School	8	6
Deerfield	2	2
Downey	23	3
Hanlon	2	2
Martha Jones	3	2
Sheehan	3	4
WPS Preschool	3	1
Totals	368	316

MIIA Property and Casualty Group, Inc.
 3 Center Plaza, Suite 610
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SCHEDULE OF LOCATIONS

MEMBER NAME AND ADDRESS

Westwood, Town of

CONTRACT PERIOD 07/01/2020 TO 07/01/2021

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		\$2,343,206
B	Personal Property in Above		\$41,006
2 A (D3)	Brook Street Sewer Pumping Station Brook Street		\$1,903,689
B	Personal Property in Above		\$83,747
3 A (D3)	Conant Road Sewer Pumping Station Conant Road		\$1,522,950
B	Personal Property in Above		\$20,560
4 A (D3)	Far Reach Road Sewer Pumping Station Far Reach Road		\$585,802
B	Personal Property in Above		\$6,853
5 A (D3)	Highway Department Garage 50 Carby Street		\$609,352
B	Personal Property in Above		\$284,308
6 A (A3)	DPW Annex Carby Street		\$190,452
B	Personal Property in Above		\$28,392
7 A (A3)	Highway Department Sand & Salt Storage Shed 50 Carby Street		\$623,766
B	Personal Property in Above		\$5,858

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 (ED 07/19)

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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		\$2,890,700
B	Personal Property in Above		\$148,394
9 A (D3)	Highway Department Storage Garage (New) Carby Street		\$351,451
B	Personal Property in Above		\$175,740
10 A (B3)	Police Station 584 High Street		\$11,131,196
B	Personal Property in Above		\$208,195
11 A (A3)	Senior Center Garage/Food Pantry 60 Nahatan Street		\$1,034,688
B	Personal Property in Above		\$5,858
12 A (F3)	Submersible Sewer Pumping Station Sycamore Drive		\$227,446
B	Personal Property in Above		\$1
13 A (F3)	Submersible Sewer Pumping Station Clapboardtree Street		\$284,308
B	Personal Property in Above		\$1
14 A (D3)	Summer Street Sewer Pumping Station Summer Street		\$937,282
B	Personal Property in Above		\$6,853

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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		\$351,481
B	Personal Property in Above		\$5,858
16 A (C3)	Stevens Farm Pump Station Stevens Farm Pump Station		\$284,308
B	Personal Property in Above		\$5,858
17 A (D3)	DPW Building Carby Street		\$1,704,705
B	Personal Property in Above		\$227,446
18	***Deleted***		\$0
			\$0
19 A (C3)	Fencing Morrison Park		\$69,257
B	Personal Property in Above		\$0
20 A (A3)	Snack Stand Morrison Park		\$11,543
B	Personal Property in Above		\$1
21 A (C3)	Lighting Morrison Park		\$144,286
B	Personal Property in Above		\$0

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Item #		Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
22	A (C3)	Irrigation Morrison Park		\$28,857
	B	Personal Property in Above		\$0
23	A (A3)	Storage Garage Morrison Park		\$144,286
	B	Personal Property in Above		\$153,526
24	A (C3)	Pump Replacement Morrison Park		\$56,862
	B	Personal Property in Above		\$0
25	A (A3)	School Street Playground Tot Lot 44 School Street		\$170,585
	B	Personal Property in Above		\$0
26	A (C3)	Highway Garage 50 Carby Street		\$615,141
	B	Personal Property in Above		\$227,446
27	A (A3)	DPW Storage Tent Highway Yard		\$39,803
	B	Personal Property in Above		\$56,862
28	A (A3)	Westwood High School Maintenance Garage 200 Nahatan Street		\$324,111
	B	Personal Property in Above		\$1,137

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Item #	Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
29	A (A3) Cemetery Barn High Street		\$166,424
	B Personal Property in Above		\$1,109
30	A (A3) DPW Employee Locker Room & Breakroom 50 Carby Street		\$192,257
	B Personal Property in Above		\$1,000
31	A (A3) DPW Storage Tent DPW Storage Tent		\$39,804
	B Personal Property in Above		\$56,862
32	A (A3) Cemetery Garage Building 909 High Street		\$140,354
	B Personal Property in Above		\$5,439
33	A (A3) Islington Fire Station 300 Washington Street		\$7,477,591
	B Personal Property in Above		\$426,564
34	A (B3) Town Hall 580 High Street		\$2,901,197
	B Personal Property in Above		\$141,951
35	A (A3) Islington Branch Library 260 Washington Street		\$499,029
	B Personal Property in Above		\$205,599

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Item #		Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
36	A (D3)	Library 668 High Street		\$9,569,200
	B	Personal Property in Above		\$1,137,230
37	A (D3)	Downey Elementary School Incl. Solar Panels 250 Downey Street		\$12,822,300
	B	Personal Property in Above		\$204,409
38	A (D3)	E.W. Thurston Junior High School (incl. Addition & Solar Panels) 850 High Street		\$23,251,000
	B	Personal Property in Above		\$649,964
39	A (D3)	Martha Jones Elementary School Incl. Solar Panels 80 Martha Jones Road		\$16,056,800
	B	Personal Property in Above		\$204,409
40	A (F3)	Deerfield School 72 Deerfield Avenue		\$9,706,200
	B	Personal Property in Above		\$18,927
41	A (D3)	Paul R. Hanlon Elementary School 790 Gay Street		\$8,085,000
	B	Personal Property in Above		\$204,409
42	A (A3)	Westwood Senior Center 60 Nahatan Street		\$1,267,080
	B	Personal Property in Above		\$42,452

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Westwood, Town of

CONTRACT PERIOD **07/01/2020 TO 07/01/2021**

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Item #	Description and Location of Property	100% Coinsurance Actual Cash Value	Replacement Cost When Applicable
43	A (D3) William E Sheehan Elementary School 549 Pond Street		\$11,636,415
	B Personal Property in Above		\$291,471
44	A (A3) 6 Temp. Classroom Buildings - Thurston Middle School 850 High Street		\$743,242
	B Personal Property in Above		\$83,308
45	A (D3) Westwood High School Incl. Solar Panels 200 Nahatan Street		\$59,087,300
	B Personal Property in Above		\$2,539,435
46	A (A3) Modular Classrooms at Hanlon School 790 Gay Street		\$609,126
	B Personal Property in Above		\$44,079
47	A (A3) Modular Classrooms Middle School		\$3,184,245
	B Personal Property in Above		\$238,818
48	A (A3) Westwood High School Concession Stand 200 Nahatan Street		\$375,286
	B Personal Property in Above		\$1,137
49	A (A3) Fire Department 20 x 8 Storage Container (Lease) 637 High Street		\$10,860
	B Personal Property in Above		\$55,000

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Total Amounts of Insurance

\$0

\$204,649,694

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.



TOWN OF WESTWOOD
COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

TODD KORCHIN, *DIRECTOR*
BRENDAN RYAN, *ASSISTANT DIRECTOR*

JAMES MCCARTHY, *FACILITY MANAGER*

To: Laura Bucari
Finance Commission

From: Todd Korchin
Directory of Public Works

September 13, 2021

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 timely pavement rehabilitation designed to maximize the useful life of the roadway network.

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, and will be reevaluated in fall of 2021. Included in this memo is a summary of existing conditions through 2020 from roadway network rating and input of construction history since the most recent inspections.

During the 2021 construction season, Westwood completed a substantial amount of construction including roadway work completed as part of the roadway bond, our early chapter 90 allocation and enhancing safety at our marked crossing locations. This work included:

Chapter 90 Projects – Paving (1.95 miles)

- Blueberry Lane, Chamberlain Avenue, Downey Street, Highview Street, June Street, Old Stone Road, Orchard Circle, Pheasant Hill Street

Roadway Bond Projects – Paving and Sidewalk Rehabilitation (1.95 miles)

- High Rock Street, Hartford Street, Pond Street, Clapboard Street

Town-Wide Marked Crosswalk Enhancements (Approximately 80 Locations Town-wide)

We will be updating the overall network rating and network backlog as part of this year's inspection process.

We have developed our 2022 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:

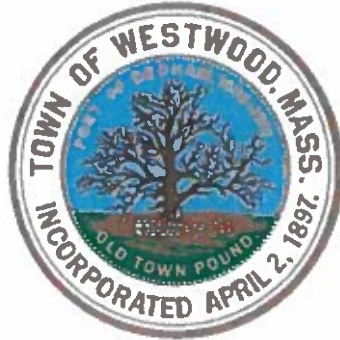
Yearly Backlog Comparison - In Miles

	2018	2019	2020	2021
Major Rehabilitation	0.17	0.7	0.78	
Minor Rehabilitation	8.99	11.76	11.57	TBD
Preventative Maintenance	31.08	35.94	31.63	Fall
Routine Maintenance	17.38	9.15	7.9	2021
No Maintenance Required	25.52	25.6	31.3	

Yearly Backlog Comparison - In Dollars

	2018	2019	2020	2021
Major Rehabilitation	\$98,653	\$523,732	\$415,117	
Minor Rehabilitation	\$1,854,956	\$2,388,553	\$2,283,698	TBD
Preventative Maintenance	\$2,633,041	\$3,070,488	\$2,637,366	Fall 2021
Routine Maintenance	\$123,891	\$65,375	\$59,807	Inspections
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:

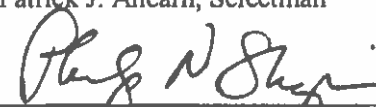
**Adopted January 12, 2004
Revised January 13, 2014**



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:

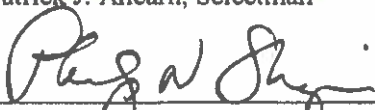
**Adopted January 12, 2004
Revised January 13, 2014**



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:

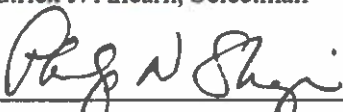
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Patrick J. Ahearn, Selectman



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:

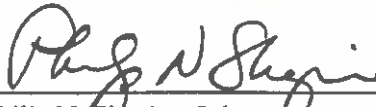
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Nancy C. Hyde, Chairman, Board of Selectmen



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.

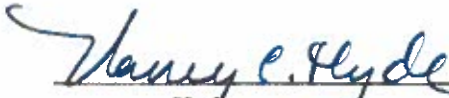
H. Gifts, Grants, and Other Funds

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:

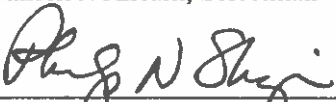
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Philip N. Shapiro, Selectman

Financial Policies Status Update – October 2021

	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.	\$453,721 .5%	FY22 Budget \$405,000	At approximate target. \$405,000 is a comfortable budget, but could increase to \$425K in FY23. Reserve fund not used in FY21.	✓	Continue to Meet Target
B. 3. Free Cash – shall maintain at 4% of general fund operating budget, net of debt service.	\$3,629,768 4%	\$7,264,563 7%	Actual is at goal. Full amount before use of any free cash. This allows us to utilize standard free cash amount for FY23 budget and still meet target. FY21 unused was \$3.4M which is on target.	✓	Stable On track with target
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% \$3,811,751 Total 8% or \$7,623,503	Stabilization 3.9% \$3,733,951 Total 11.5% or \$10,998,514	Stabilization approximately \$77K 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	\$1,490,000	FY22 budget includes \$1,490,000 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 \$7,623,503	3.3% \$3,142,942	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 \$11,435,255	5.9% \$5,597,235	Target is met. Total debt is well below target. There is already approved, but not yet issued debt of \$8.6M	✓	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.	\$2,722,326 3%	\$2,321,650 2.7%	Actual is approximately \$400K 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

G. 5. Maintain sewer retained earnings – will maintain 10% of sewer fund revenues.	\$491,945 10%	\$4,504,306 91%	Actual is well above target, due to new commercial connect fees to be used for capital maintenance of system and other reserve requirements.	✓	Well Above Target
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Other Policies – October 2021

Other Policies	Comments	Target Status	Comparison to Previous Year
B.1. General Fund – Annual budget should be prepared covering operating expenditures with current operating revenue, not non-recurring revenue sources.	No Free Cash used for operating budget.	✓	Target has been met consistently
D.3. Reserves – Town will strive to make annual appropriation to the Stabilization Fund	\$125,000 appropriation to stabilization reserve at 2021 Annual Town Meeting, funded by free cash. Will continue in FY23 budget plan. Current balance in stabilization account is \$3.7M	✓	Target has been met consistently
D.4. OPEB – Town will strive to move towards fully funding ARC (Annual Required Contribution).	\$1,490,000 appropriated to OPEB reserve at 2021 Annual Town Meeting, within budget funds. This is currently on target with required annual payment (ARC). OPEB trust account now has a balance of \$17.2M.	✓	Greatly Improved On Target with ARC from Current Valuation
F.2. Capital Planning – Town will develop a multi-year plan for capital improvements.	Produced 5-year Capital Improvement Plan document; will continue to improve document and produce on an annual basis.	✓	Same