

Town of Westwood, Massachusetts

Five Year Capital Improvement Plan Fiscal Years 2019 - 2023





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Westwood Town Hall

580 High Street Westwood, MA 02090



Office of the Finance Director

To: Board of Selectmen
From: Pam Dukeman, Finance Director
Date: October 16, 2017
Re: FY2019- FY2023 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 2019-2023.

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

This report presents a comprehensive look at the capital needs of the school and municipal departments for a five year period. 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 Long Range Financial Planning Committee (LRFP) continues to work on strengthening this document and the Town's capital budget process.

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.

The LRFP will continue to work on these issues and make recommendations to the Selectmen for funding proposals for FY19 and the 2018 Annual Town Meeting.

Town of Westwood
Finance Director
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CAPITAL OVERVIEW

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

The Selectmen 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 Selectmen 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 Board of Selectmen 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 \$1.47M balance, and was recently used to fund the replacement of the high school turf field in the summer of 2016.

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

A Look at Recent Capital Project Financing

	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Tax Revenue	\$123,000	\$123,000	\$148,000	\$58,100		\$83,100	\$381,950
Free Cash	\$700,000	\$730,000	\$800,000	\$1,308,150	\$1,678,000	\$1,742,050	\$1,769,050
Borrowing Within Proposition 2 ½	\$910,000	\$5,335,000			\$11,000,000	\$13,205,000	0
Exempt Debt							
Sewer Enterprise Funds	\$160,495	\$415,000	\$100,000		\$450,000	\$135,000	\$600,000
Sewer Enterprise Borrowing	\$212,300		\$1,570,000			\$234,000	
Other Sources	\$173,700		\$240,000	\$339,000	\$950,000	\$432,000	\$532,000

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 Selectmen 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.

FY19 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 \$140 million. We should properly maintain these assets and not defer maintenance which delays problems for future generations. Economic conditions and difficult budget years can make it challenging to properly fund capital, while balancing operating budget needs.

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

Categories of Capital

Major Building Construction/Renovation – Steady Reinvestment

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

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

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

Upcoming Major Facility Projects

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

School Buildings

School buildings master plan review - The School Committee is currently evaluating options for improvements to school facilities. The plan takes a comprehensive look at the needs and options for long term capital needs of school facilities.

- The current options and report are available on the school web site

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 Selectmen created the Public Safety Facility Task Force in June 2013 to review these facility needs. The Task Force has met monthly since then and has followed a disciplined and analytical approach at arriving at the proposed solution. The proposal included:

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

Additional information on the Public Safety Task Force and the details on the police station project can be found on the Town's web site.

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 is approximately half of the recommended level per the Town's financial policies.

In FY14, FY15 and FY16, the Town was able to increase its base level of capital, funding \$950K in FY14, \$1.3M in FY15, \$1.6M in FY16, \$1.7M in FY17, and \$1.7M in FY18. The FY19 budget will continue to fund at this higher level.

In addition, as part of the FY13 budget, a significant investment was made in DPW equipment through approval of a \$2M capital bond. This bond allowed for "catch up" on important DPW equipment and

will provide for a transition period to incorporate the annual renewal of DPW equipment into the ongoing capital equipment articles. The DPW is now on a regular ongoing rotation of replacement of capital equipment.

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

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

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

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

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 into the ongoing budget funding to supplement Chapter 90 on an ongoing basis in order to properly maintain the town's roads.

FY19 Capital Funding

The initial FY19 capital budget as included in the Board of Selectmen's preliminary FY19 budget plan:

- Provides for the level funding of the base capital budget at the recent higher level of \$1.7M.

Capital Outlay Requests - FY2019
For Approval at the 2018 Annual Town Meeting

Current Availability for Funding - FY2019

Pay-as-you-go Capital

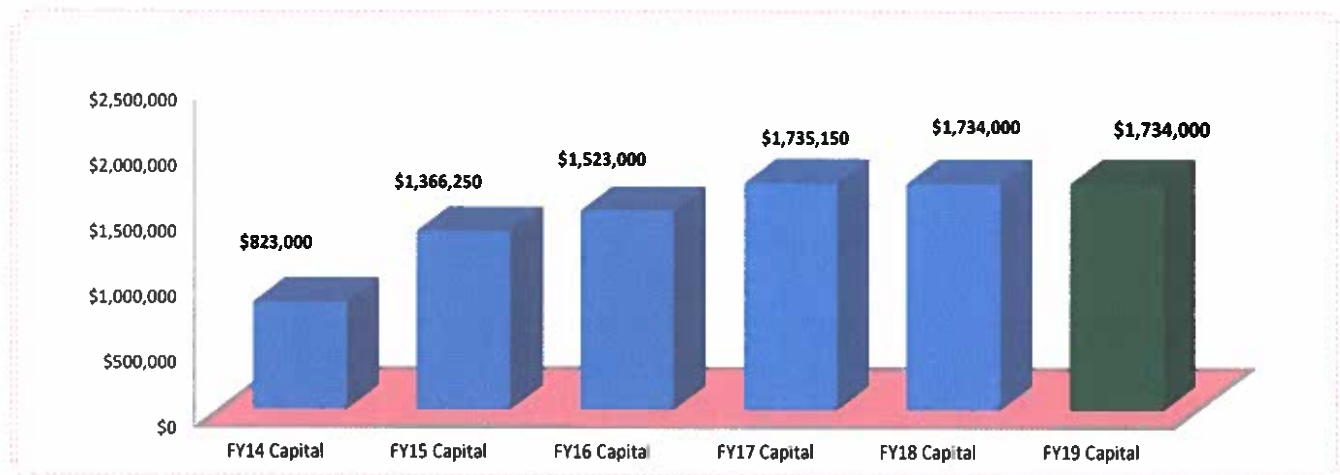
The current funding would provide the following capital level:

	FY14	FY15	FY16	FY17	FY18	Proposed FY19
School Capital	\$406,000	\$606,000	\$756,000	\$885,050	\$867,000	\$ 867,000
Municipal Capital	\$417,000	\$760,218	\$767,000	\$850,000	\$867,000	\$ 867,000
Additional Capital	\$125,000	\$339,000	\$400,000	\$650,000	\$949,000	TBD

- In FY19, consideration can again be given to adding additional one time request capital through use of free cash.
- The School Committee and Board of Selectmen will identify specific recommendations for items to be approved within the capital targets.

Prior years of capital borrowing are listed below.

	FY13	FY14	FY15	FY16	FY17	FY18
Borrowing Within Proposition 2 1/2	\$5,335,000		\$1,850,000	\$12,040,000	\$13,205,000	\$0
Borrowing Outside Proposition 2 1/2					\$0	\$0
Other Sources				450,000	\$0	\$0
Sewer		\$1,570,000			\$234,000	\$0



Capital Budget Procedure

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

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

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

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

The School Committee reviews and prioritizes School Department capital projects, and the Board of Selectmen reviews and proposes all other capital projects 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 Board of Selectmen 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, Long Range Financial Planning Committee, (representatives of the Board of Selectmen, School Committee, Treasurer, Board of Assessors, Collector, School and Town administration) municipal departments and Finance and Warrant Commission.
- The Board of Selectmen 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 which will be presented for approval.
- The requested capital and debt schedules are reviewed with the Long Range Financial Planning Committee.

January/February

- Capital requests are prioritized per available funding.
- Board of Selectmen 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

- Continue review of capital by the Long Range Financial Planning Committee.
- Capital reviewed and approved as part of Finance and Warrant Commission public hearings.
- Finance and Warrant Commission approves capital items for Town Meeting warrant book at their final public hearing.

May

- Town Meeting approves capital.

FY2019 – FY2023 Capital Requests

Summary of Requests FY2019 – FY2023

Summary of Requests Sorted by Department

Detail for Each Request

FY2019 - FY2023
Summary of Capital Budget Requests

	Department	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total Costs
	Municipal Building Maintenance	\$ 300,000	\$ 340,000	\$ 215,000	\$ 200,000	\$ 225,000	\$ 1,280,000
	COA	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ -	\$ 180,000
	DPW	\$ 455,000	\$ 325,000	\$ 545,000	\$ 535,000	\$ 460,000	\$ 2,320,000
	Library	\$ 43,500	\$ 15,750	\$ 15,750	\$ 15,750	\$ 15,750	\$ 106,500
	Fire	\$ 914,900	\$ 531,400	\$ 641,400	\$ 226,400	\$ 1,000,000	\$ 3,314,100
	Information Technology	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 450,000
	Police	\$ 172,000	\$ 179,500	\$ 187,500	\$ 195,000	\$ 202,000	\$ 936,000
	Westwood Affordable Housing	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
	Total Municipal Departments	\$ 2,075,400	\$ 1,581,650	\$ 1,884,650	\$ 1,452,150	\$ 2,092,750	\$ 9,086,600
	School Department	\$ 1,670,000	\$ 1,720,000	\$ 1,670,000	\$ 1,670,000	\$ 1,705,000	\$ 8,435,000
	Municipal/School Infrastructure	\$ 850,000	\$ 250,000	\$ 2,750,000	\$ 250,000	\$ 250,000	\$ 4,350,000
	Municipal/School Buildings	\$ 22,120,000	\$ 10,400,000	\$ 4,225,000	\$ 64,000,000	\$ -	\$ 100,745,000
	Community Wide - Municipal/School Infrastructure	\$ 1,461,000	\$ 835,000	\$ -	\$ -	\$ -	\$ 2,296,000
	Recreation - from Recreation Revolving	\$ 79,000	\$ 75,000	\$ 97,000	\$ -	\$ -	\$ 251,000
	Small Municipal Capital	\$ 147,660	\$ 128,050	\$ 132,850	\$ 139,425	\$ 146,036	\$ 694,021
	Total Other Capital	\$ 24,657,660	\$ 11,688,050	\$ 7,204,850	\$ 64,389,425	\$ 396,036	\$ 108,336,021
	Sewer	\$ 3,775,000	\$ 1,095,000	\$ 1,075,000	\$ 1,050,000	\$ 625,000	\$ 7,620,000
	Total Capital Requests	\$ 32,178,060	\$ 16,084,700	\$ 11,834,500	\$ 68,561,575	\$ 4,818,786	\$ 133,477,621

FY2019 - 2023 Capital Requests

Capital Project Requests	FY2019 Request	FY2020 Request	FY2021 Request	FY2022 Request	FY2023 Request	Total
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Ongoing School and Municipal Capital Requests

Council on Aging

Wheelchair Accessible Van			\$90,000	\$90,000		\$180,000
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Department Total	\$0	\$0	\$90,000	\$90,000	\$0	\$180,000
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DPW

Stormwater Compliance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
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Public Works - Fleet

One Ton Dump Truck with Plow (Truck 15)	\$70,000					\$70,000
One Ton Dump Truck with Plow (Truck 16)	\$70,000					\$70,000
One Ton Pickup (Truck 7)	\$70,000					\$70,000
One Ton Dump Truck with Plow (Truck 32)	\$70,000					\$70,000
Backhoe Loader Replacement (JCB1)	\$125,000					\$125,000
Utility Maintenance Van (Truck 55)		\$70,000				\$70,000
Bombadier Sidewalk Plow (B1)		\$135,000				\$135,000
One Ton Dump Truck with Plow (Truck 29)		\$70,000				\$70,000
1 Heavy Duty Dump Truck with Plow (Truck 10)			\$175,000			\$175,000
1 Heavy Duty Dump Truck with Plow (Truck 19)			\$250,000			\$250,000
One Ton Dump Truck with Plow (Truck 17)			\$70,000			\$70,000
1 Heavy Duty Dump Truck with Plow (Truck 8)				\$175,000		\$175,000
1 Heavy Duty Dump Truck with Plow (Truck 20)				\$175,000		\$175,000
Bombadier Sidewalk Plow (B2)				\$135,000		\$135,000
Roadside brush trimmer/sidewalk machine					\$120,000	\$120,000
One Ton Dump Truck with Plow (Truck 26)					\$70,000	\$70,000
Roadside Sweeper (Truck 4)					\$220,000	\$220,000

Department Total	\$455,000	\$325,000	\$545,000	\$535,000	\$460,000	\$2,320,000
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Fire

Replace Engines (2) (Lease Payments)	\$226,400	\$226,400	\$226,400	\$226,400		\$905,600
Replace Ambulance A-2	\$360,000					\$360,000
Replace Squad 2	\$290,000					\$290,000
Replace Deputy's Vehicle	\$38,500					\$38,500
Replace Squad 1		\$305,000				\$305,000
Replace Ambulance A-1			\$360,000			\$360,000
Shift Command Vehicle			\$55,000			\$55,000
Replace Ladder 1					\$1,000,000	\$1,000,000

Department Total	\$914,900	\$531,400	\$641,400	\$226,400	\$1,000,000	\$3,314,100
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Information Technology

End User Technology	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
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Department Total	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
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Library

Patron/Staff End User Technology	\$21,500	\$15,750	\$15,750	\$15,750	\$15,750	\$84,500
Self-Check Circulation Terminals	\$22,000					\$22,000

Department Total	\$43,500	\$15,750	\$15,750	\$15,750	\$15,750	\$106,500
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Police

Replacement of Police Vehicles	\$172,000	\$179,500	\$187,500	\$195,000	\$202,000	\$936,000
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Department Total	\$172,000	\$179,500	\$187,500	\$195,000	\$202,000	\$936,000
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Capital Project Requests	FY2019 Request	FY2020 Request	FY2021 Request	FY2022 Request	FY2023 Request	Total
Municipal Buildings Maintenance						
Library Parking Lot	\$150,000					\$150,000
COA kitchen		\$75,000				\$75,000
CSMOB Paint and Floor		\$40,000				\$40,000
Security Upgrades		\$75,000				\$75,000
CSMOB mechanical upgrades			\$30,000			\$30,000
Cemetery Garage			\$35,000			\$35,000
DPW Garage				\$50,000		\$50,000
Library Painting					\$75,000	\$75,000
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
Category Total	\$300,000	\$340,000	\$215,000	\$200,000	\$225,000	\$1,280,000
Westwood Affordable Housing Associates						
Building Maintenance and Improvement	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Department Total	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total Ongoing Municipal Capital Requests	\$2,075,400	\$1,581,650	\$1,884,650	\$1,452,150	\$2,092,750	\$9,086,600

School						
Technology	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Furniture, Fixtures, and Equipment	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
HVAC and Controls	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Roofing	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Middle School Elevator	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Repair Items	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Copiers / Duplicators	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$475,000
Vehicles	\$0	\$50,000	\$0	\$0	\$35,000	\$85,000
Schools Total	\$1,840,000	\$1,720,000	\$1,670,000	\$1,670,000	\$1,705,000	\$8,605,000
Sewer Capital Requests						
Easement Access Project	\$150,000					\$150,000
Inflow & Infiltration Assessment	\$125,000		\$125,000		\$125,000	\$375,000
Pump Station Facility Program	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Sewer Maintenance Facility Garage	\$3,000,000					\$3,000,000
Inflow & Infiltration Program		\$500,000		\$500,000		\$1,000,000
Sewer Vac Truck Replacement			\$450,000			\$450,000
Truck #21 replacement		\$95,000				\$95,000
Sewer Vehicle Replacement (Car 6)				\$50,000		\$50,000
						\$0
Sewer Total	\$3,775,000	\$1,095,000	\$1,075,000	\$1,050,000	\$625,000	\$7,620,000

Capital Project Requests	FY2019 Request	FY2020 Request	FY2021 Request	FY2022 Request	FY2023 Request	Total
Community Wide - Municipal/School Infrastructure						
Turf Field Replacement (Practice Field)		\$675,000				\$675,000
Field Upgrades	\$130,000					\$130,000
High School Tennis Courts	\$307,000					\$307,000
Sheehan Tennis Court Repurposing	\$250,000					\$250,000
Morrison Basketball Court Refurbishment	\$44,000					\$44,000
Morrison Tennis Court Installation	\$605,000					\$605,000
Pool - Deck Surfacing Replacement		\$160,000				\$160,000
Pool - Pak Replacement	\$125,000					\$125,000
Category Total	\$1,461,000	\$835,000	\$0	\$0	\$0	\$2,296,000

Major Capital Projects						
Municipal Infrastructure						
Traffic Signal Improvements	\$100,000					\$100,000
Gay Street Sidewalk/Pavement Rehab	\$250,000		\$2,500,000			\$2,750,000
Retaining Wall Carby Street	\$250,000					\$250,000
Road/Sidewalk Improvement	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Major Building Projects						
Schools Elementary Building Project			\$1,000,000	\$64,000,000		\$65,000,000
Town Hall Renovation	\$100,000	\$10,000,000				\$10,100,000
Town Hall Improvements		\$300,000	\$225,000			\$525,000
ICC Improvements	\$1,300,000					\$1,300,000
Branch Library Improvements	\$125,000					\$125,000
Renovation of Town Hall Bathrooms	\$75,000					\$75,000
Renovation of Town Hall Basement	\$100,000					\$100,000
Station I Renovation	\$1,000,000					\$1,000,000
DPW/Sewer Operations Facility	\$18,000,000					\$18,000,000
Islington Community Center Kitchen	\$120,000					\$120,000
Islington Community Center Lift	\$200,000					\$200,000
Islington Community Center Renovation	\$1,100,000					\$1,100,000
Community/Recreation Center Construction		\$100,000	\$3,000,000			\$3,100,000
Category Total	\$22,970,000	\$10,650,000	\$6,975,000	\$64,250,000	\$250,000	\$105,095,000

Capital Project Requests	FY2019 Request	FY2020 Request	FY2021 Request	FY2022 Request	FY2023 Request	Total
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Recreation Capital to be Funded by Recreation Revolving and Other Funds

Pool - Acoustic Panels			\$62,000			\$62,000
Pool - Drainage and Refurbishment			\$35,000			\$35,000
Tot Lot Playground	\$25,000	\$25,000				\$50,000
June Street Playground	\$30,000					\$30,000
Vehicle Replacement and Charge Station	\$24,000					\$24,000
Recreation Storage		\$50,000				\$50,000

Department Total	\$79,000	\$75,000	\$97,000	\$0	\$0	\$251,000
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Small Municipal Capital Funded with Operating/Other Available Funds

Turnout Gear Replacement	\$24,800	\$26,050	\$27,350	\$28,725	\$30,161	\$137,086
SCBA Upgrade & Replacement	\$41,865	\$44,000	\$46,000	\$48,500	\$50,925	\$231,290
Rescue Equipment	\$41,895	\$18,000	\$18,000	\$20,000	\$21,000	\$118,895
Radio Upgrade and Replacement	\$8,600	\$8,800	\$9,000	\$9,000	\$9,450	\$44,850
Bullet Proof Vests/Safety Equipment	\$10,000	\$10,500	\$11,000	\$11,500	\$12,000	\$55,000
Traffic Safety Cameras/Equipment	\$12,500	\$12,500	\$13,000	\$13,000	\$13,500	\$64,500
Replace/Rotate Electronic Control Dvcs	\$8,000	\$8,200	\$8,500	\$8,700	\$9,000	\$42,400

Department Total	\$147,660	\$128,050	\$132,850	\$139,425	\$146,036	\$694,021
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FY2019 - FY2023
Summary of Municipal Building Capital Budget Requests

Project	Expenditures per Fiscal Year					Total Costs
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
Municipal Building Maintenance						
Library Parking Lot	\$150,000					\$150,000
COA kitchen		\$75,000				\$75,000
CSMOB Paint and Floor		\$40,000				\$40,000
Security Upgrades		\$75,000				\$75,000
CSMOB mechanical upgrades			\$30,000			\$30,000
Cemetery Garage			\$35,000			\$35,000
DPW Garage				\$50,000		\$50,000
Library Painting					\$75,000	\$75,000
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	\$300,000	\$340,000	\$215,000	\$200,000	\$225,000	\$1,280,000

FY2019 - FY2023
Summary of Municipal Infrastructure Capital Budget Requests

Project	Expenditures per Fiscal Year						Total Costs
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
Turf Field Replacement (Practice Field)		\$ 675,000				\$ 675,000	
Field Upgrades	\$ 130,000					\$ 130,000	
High School Tennis Courts	\$ 307,000					\$ 307,000	
Sheehan Tennis Court Repurposing	\$ 250,000					\$ 250,000	
Morrison Basketball Court Refurbishment	\$ 44,000					\$ 44,000	
Morrison Tennis Court Installation	\$ 605,000					\$ 605,000	
Pool - Deck Surfacing Replacement		\$ 160,000				\$ 160,000	
Pool - Pak Replacement	\$ 125,000					\$ 125,000	
						\$ -	
Total Capital Requests	\$ 1,461,000	\$ 835,000	\$ -	\$ -	\$ -	\$ 2,296,000	

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Council on Aging

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year					Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
	Wheelchair Accessible Van			\$90,000	\$90,000	***Expansion	\$0 \$180,000 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0
	TOTALS	\$0	\$0	\$90,000	\$90,000	\$0	\$180,000

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

***Note: There is discussion on the expansion of the Senior Center and making it into a Community Center in the next five-eight years.

Prepared by :

Name

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Council on Aging	5.	Project Cost	2021- \$90,000 2022 - \$90,000 2023 - Unknown
2.	Prepared By	Lina Arena-DeRosa	6.	Project Reference No.	
3.	Date	Sept. 4, 2017	7.	FY19 Priority #	out of Requests
4.	Project Title	Van requests			

8. The Westwood Council on Aging runs two vans daily from 8-3 for medical appointments, grocery shopping etc. We have replaced one and are in the process of replacing a second one this year. The state suggests that these vans need to be replaced every five years, thus the need for a new van in 2021 and 2022.

The Town Administrator has also requested that we look into expansion of the Senior Center to make it a community center in the next five to eight years. The building would host the COA, Y&FS, Rec Dept and Veteran's administration. We are just starting to put together our needs and at this juncture do not know what the real cost will be as well as the timing. Thus the 2023 Unknown capital budget request.

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

10. Impact on Annual Operating Budget

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles			90,000	90,000		\$180,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$90,000	\$90,000	\$0	\$180,000

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
19-Fleet-01	One Ton Pickup (Truck 7)	\$70,000				\$70,000
19-Fleet-02	One Ton Dump Truck with Plow (Truck 15)	\$70,000				\$70,000
19-Fleet-03	One Ton Dump Truck with Plow (Truck 16)	\$70,000				\$70,000
19-Fleet-04	One Ton Dump Truck with Plow (Truck 32)	\$70,000				\$70,000
19-Fleet-05	Backhoe Loader (JCB 1)	\$125,000				\$125,000
20-Fleet-01	Utility Maintenance Vehicle (Truck 55)		\$70,000			\$70,000
20-Fleet-02	Bombadier Sidewalk Plow (B1)		\$135,000			\$135,000
20-Fleet-03	One Ton Dump Truck with Plow (Truck 29)		\$70,000			\$70,000
21-Fleet-01	Heavy Duty Dump Truck with Plow (Truck 10)			\$175,000		\$175,000
21-Fleet-02	Heavy Duty Dump Truck with Plow (Truck 19)			\$250,000		\$250,000
21-Fleet-03	One Ton Dump Truck with Plow (Truck 17)			\$70,000		\$70,000
22-Fleet-01	Heavy Duty Dump Truck with Plow (Truck 8)				\$175,000	\$175,000
22-Fleet-02	Heavy Duty Dump Truck with Plow (Truck20)				\$175,000	\$175,000
22-Fleet-03	Bombadier Sidewalk Plow (B2)				\$135,000	\$135,000
23-Fleet-01	Roadside Brush trimmer.sidewalk machine				\$120,000	\$120,000
23-Fleet-02	One Ton Dump with Plow (Truck 26)				\$70,000	\$70,000
23-Fleet-03	Roadside Sweeper (Truck 4)				\$220,000	\$220,000
TOTALS		\$405,000	\$275,000	\$495,000	\$485,000	\$410,000
						\$2,070,000

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

Prepared by : Todd Korchin
Name

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19Fleet-01
3.	Date	August 4, 2017	7.	FY19Priority # 1 out of 5 Requests	
4.	Project Title	2007 Pickup Truck with Plow(Truck 7)	8.	Previously Requested? Yes X No If so, what year? 2015	

9. Capital Request Description and Justification

One Pick-up Truck & Plow – Used year round in daily operation of Public works and during snow operation. This vehicle is a 2007 model that is overdue for replacement and will be scheduled into our capital replacement program.

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

Trade One 2007 Ford F-350 Pickup Truck

11. Impact on Annual Operating Budget

Reduction in repair/maintenance costs.

**DPW FLEET
12. Capital Cost Summary**

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						
Vehicles						\$0
	70000					\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$70,000	\$0	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19Fleet-02
3.	Date	August 5, 2017	7.	FY19 Priority #	2 out of 5 Requests
4.	Project Title	(1) One Ton Dump Truck (Truck 15)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2015

9. Capital Request Description and Justification

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

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

Trade One ton Dump Truck – Truck #15

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	70,000					\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$70,000	\$0	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19Fleet-03
3.	Date	August 5, 2017	7.	FY19 Priority # 3 out of 5 Requests	
4.	Project Title	(1) One Ton Dump Truck (Truck 16)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2015	

9. Capital Request Description and Justification

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

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

Trade One ton Dump Truck – Truck #16

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	70,000					\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$70,000	\$0	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19Fleet-04
3.	Date	August 5, 2017	7.	FY19 Priority # 4 out of 5 Requests	
4.	Project Title	(1) One Ton Dump Truck (Truck 32)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2015	

9. Capital Request Description and Justification

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

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

Trade One ton Dump Truck – Truck #32

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles	70,000					\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$70,000	\$0	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$125,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19Fleet-05
3.	Date	August 4, 2017	7.	FY19 Priority #	5 out of 5 Requests
4.	Project Title	Front End Loader Backhoe (JCB1)	8.	Previously Requested? Yes No If so, what year? 2015	

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	125000					\$125,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$125,000	\$0	\$0	\$0	\$0	\$125,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20Fleet-01
3.	Date	August 4, 2017	7.	FY20 Priority #	1 out of 3 Requests
4.	Project Title	(1) Utility Maintenance Van	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2015

9. Capital Request Description and Justification

Utility Maintenance Van. This vehicle is utilized 365 days per year and function as a mobile maintenance unit for our fleet maintenance division. This vehicle is a 2009 model and is part of the Department's 10-11 year capital replacement program.

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

Trade One ton Dump Truck – Truck #55

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		70000				\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$70,000	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW – Highway Division	5.	Project Cost	\$135,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20Fleet-02
3.	Date	August 4, 2017	7.	FY20 Priority #	2 out of 3 Requests
4.	Project Title	2004 Bombardier – Sidewalk Plow	8.	Previously Requested? Yes X No	If so, what year? 2015

9. Capital Request Description and Justification

Bombardier Sidewalk Plow. This piece of equipment is overdue for replacement and will be scheduled into our 10-11 year capital replacement program.

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

Trade in 2004 Bombardier Unit

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment		135000				\$135,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$135,000	\$0		\$0	\$135,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20Fleet-03
3.	Date	August 4, 2017	7.	FY20 Priority #	3 out of 3 Requests
4.	Project Title	(1) One Ton Dump Truck (Truck 29)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2015

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 29

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles		70,000				\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$70,000	\$0	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW –Highway/Grounds/Fleet	5.	Project Cost	\$175,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-Fleet-01
3.	Date	August 4, 2017	7.	FY21 Priority #	1 out of 3 Requests
4.	Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 10)	8.	Previously Requested? Yes X No	If so, what year? 2013/2014

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			175000	175,000		\$175,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$175,000		\$0	\$175,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW –Highway/Grounds/Fleet	5.	Project Cost	\$250,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-Fleet-02
3.	Date	August 4, 2017	7.	FY21 Priority #	2 out of 3 Requests
4.	Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 19)	8.	Previously Requested? Yes X No	If so, what year? 2013/2014

9. Capital Request Description and Justification

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

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

Trade 2009 Truck & Plow – Truck 19

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			250,000			\$250,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$250,000		\$0	\$250,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21Fleet-03
3.	Date	August 4, 2017	7.	FY21 Priority #	3 out of 3 Requests
4.	Project Title	(1) One Ton Dump Truck (Truck 17)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2015

9. Capital Request Description and Justification

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

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

Trade Truck 17

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			70,000			\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$70,000	\$0	\$0	\$70,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW –Highway/Grounds/Fleet	5.	Project Cost	\$175,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-Fleet-01
3.	Date	August 4, 2017	7.	FY22 Priority #	1 out of 3 Requests
4.	Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 8)	8.	Previously Requested? Yes X No	If so, what year? 2015

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				175,000		\$175,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0		\$0	\$175,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW –Highway/Grounds/Fleet	5.	Project Cost	\$175,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-Fleet-02
3.	Date	August 4, 2017	7.	FY22 Priority #	2 out of 3 Requests
4.	Project Title	One Heavy Duty Dump Truck, Sander, and Plow (Truck 20)	8.	Previously Requested? Yes X No	If so, what year? 2015

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				175,000		\$175,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0		\$0	\$175,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW – Highway Division	5.	Project Cost	\$135,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22Fleet-03
3.	Date	August 4, 2017	7.	FY22 Priority #	3 out of 3 Requests
4.	Project Title	2004 Bombardier – Sidewalk Plow	8.	Previously Requested? Yes X No	If so, what year? 2015

9. Capital Request Description and Justification

Bombardier Sidewalk Plow. This piece of equipment is overdue for replacement and will be scheduled into our 10-11 year capital replacement program.

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

Trade in 2004 Bombardier Unit

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment				135000		\$135,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0		\$0	\$135,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Highway/Grounds/Fleet	5.	Project Cost	\$115,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23Fleet-01
3.	Date	August 7, 2017	7.	FY23 Priority #	1 out of 3 Requests
4.	Project Title	One Roadside Trackless Machine	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If so, what year?

9. Capital Request Description and Justification

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

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

Trade 2004 Holder

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment					120,000	\$120,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$120,000	\$120,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW – Highway/Grounds/Fleet	5.	Project Cost	\$70,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23Fleet-02
3.	Date	August 4, 2017	7.	FY23 Priority #	2 out of 3 Requests
4.	Project Title	(1) One Ton Dump Truck (Truck 26)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2015

9. Capital Request Description and Justification

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

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

Trade Truck 17

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles					70,000	\$70,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$70,000	\$70,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Highway/Grounds/Fleet	5.	Project Cost	\$220,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23Fleet-03
3.	Date	August 7, 2017	7.	FY23 Priority #	3 out of 3 Requests
4.	Project Title	Street Sweeper(Truck 4)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2012

9. Capital Request Description and Justification

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

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

Trade 2007 Elgin Sweeper – Truck 4

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles					220,000	\$220,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals		\$0	\$0	\$0	\$220,000	\$220,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Fire

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year				Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Fire-1	Replace Engines (2)	\$226,400	\$226,400	\$226,400	\$226,400	\$30,161
Fire-2	Turnout Gear Replacement	\$24,800	\$26,050	\$27,350	\$28,725	
Fire-3	Station 1 Renovations	\$1,000,000				
Fire-4	Replace Ambulance 2	\$360,000				
Fire-5	Replace Squad 2	\$290,000				
Fire-6	SCBA Upgrade and Replacement	\$41,865	\$44,000	\$46,000	\$48,500	\$50,925
Fire-7	Rescue Equipment	\$41,895	\$18,000	\$18,000	\$20,000	\$21,000
Fire-8	Radio Upgrade and Replacement	\$8,600	\$8,800	\$9,000	\$9,000	\$9,450
Fire-9	Replace Deputy's Vehicle	\$38,500				
Fire-10	Replace Squad 1		\$305,000			
Fire-11	Replace Ambulance 1			\$360,000		
Fire-12	Replace Command Vehicle			\$55,000		
Fire-13	Replace Ladder 1					\$1,000,000
						\$0
						\$0
TOTALS		\$2,032,060	\$628,250	\$741,750	\$332,625	\$1,111,536
						\$4,846,221

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

Prepared by : Michael F. Reardon
Name

**Town of Westwood
Fiscal Years 2019-2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$226,400
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-1
3.	Date	08/24/17	7.	FY19 Priority #	1 out of 9 Requests
4.	Project Title	Replace Engines (2)	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? FY18	

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

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

Engine 2 currently has over 125,970 miles and will not be reliable as a reserve/backup engine without significant and lengthy rehab as well as extensive cost. It has minimal residual value for trade-in.

Engine 1, the current reserve/backup Engine 1, is a 1991 model year, with minimal trade-in value. Engine 1 requires several costly repairs and is no longer suitable for reserve/backup status. Engine 1 is currently out of service

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

Lease/Purchase arrangement

11. 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.

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles	226,400	226,400	226,400	226,400		\$905,600
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$226,400	\$226,400	\$226,400	\$226,400	\$0	\$905,600

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	Fire	5. Project Cost	\$24,800
2. Prepared By	Deputy Chief Reardon	6. Project Reference No.	Fire-2
3. Date	08/24/17	7. FY19 Priority #	2 out of 9 Requests
4. Project Title	Turnout Gear Replacement	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? FY 2016, FY 2017, FY 2018

9. Capital Request Description and Justification

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

The more senior firefighters are now in the position of having turnout gear in excess of 10 years old, and some newer members have spare gear in excess of the age limit. There are currently 10 members without spare gear.

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 10 new units at the cost of \$2,480/ set.

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

11. Impact on Annual Operating Budget

Eliminates large one time capital outlays and staggers replacement dates.

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	24,800	26,050	27,350	28,725	30,161	\$137,086
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$24,800	\$26,050	\$27,350	\$28,725	\$30,161	\$137,086

**Town of Westwood
Fiscal Years 20019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$1,000,000
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-3
3.	Date	8/24/2017	7.	FY19 Priority #	3 out of 9 Requests
4.	Project Title	Station 1 Renovations	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? FY06-FY18

9. Capital Request Description and Justification

This year's request is to make renovations to the interior to the interior of Station 1 to accomplish many needs, including:

1. Records storage space
2. Mandated segregated storage for medical supplies
3. Repair apparatus bay roof
4. Replacement and repair of hung ceilings
5. Repair plaster damage from prior leaks
6. Repair external cracks in masonry walls
7. Repair heating system controls
8. Comply with accessibility requirements
9. Study space allocation/future requirements to comply with OSHA, NFPA, and DPH requirements

In addition, the apparatus floor is awaiting permanent repairs. The floor is currently supported by temporary jacks. The floor flexes under the weight of the apparatus.

In the future, the building must have an addition to accommodate space needs.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	1,000,000					\$1,000,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$360,000
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-4
3.	Date	08/24/17	7.	FY18 Priority #	4 of 9
4.	Project Title	Replace Ambulance 2	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If so, what year?	

With the deployment of the back-up ambulance to Station 2 in the Spring of 2017 and the increased demand for service from University Station, the back-up ambulance will be continuously staffed and see considerable more service time. In the spring of 2017, the back-up ambulance will have exceeded its end of service life and be 8 years old with nearly 70,000 miles.

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.

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

11. Impact on Annual Operating Budget
Reduces maintenance costs and down time. Requires less reliance on mutual aid while reducing potential for lost revenue from missed ambulance calls

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles	360,000					360,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$360,000	\$0	\$0	\$0		\$360,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$290,000
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-05
3.	Date	8/24/17	7.	FY19 Priority 5 of 9	
4.	Project Title	Replace Squad 2	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If so, what year? No	

9. Capital Request Description and Justification

Squad 2 was purchased in 1989 and has been in service for 28 years. For several years, it ran as a front-line engine. Squad 2 has reached the end of its service life. Parts have become increasingly difficult to obtain. The new squad will comply with the latest standards and would provide seating for five. It will be equipped with 4-wheel drive for increased traction in the woods, construction sites and during significant snowstorms.

The new squad can also function as a reserve engine in an emergency.

Several residential areas including Oak Street, Steven's Farm and High Ridge Estates have been identified as "at risk" for wildfires due to their proximity to large areas of brush and forest. Catastrophic fires in other parts of the country have illustrated the destruction that is possible in areas such as. Dependable and modern equipment is essential to protecting these areas.

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

11. Impact on Annual Operating Budget
Reduces costly repairs on older vehicles.

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles	290,000					\$290,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$290,000	\$0	\$0	\$0	\$0	\$290,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$41,865
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-6
3.	Date	08/24/17	7.	FY19 Priority #	6 out of 9 Requests
4.	Project Title	SCBA Upgrade and Replacement	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? Annually

9. Capital Request Description and Justification

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

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

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

Additionally, a large number of SCBA cylinders have reached their end of service life and must be replaced in order to provide extra cylinders during emergency incidents.

The proposal is to purchase 5 new units at the cost of \$7,098 / unit and to purchase 5 new cylinders at a cost of \$1,275/unit.

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

11. Impact on Annual Operating Budget

Reduces maintenance costs and eliminates large one time capital outlays

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	41,865	44,000	46,000	48,500	50,925	\$231,290
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$41,865	\$44,000	\$46,000	\$48,500	\$50,925	\$231,290

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$41,895
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-7
3.	Date	08/24/17	7.	FY19 Priority #	7 out of 9 Requests
4.	Project Title	Rescue Equipment	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? Annually

This request is to purchase specialized rescue equipment as part of an ongoing program for the department to be properly equipped to safely and efficiently rescue entrapped or endangered persons from vehicles, confined spaces, trenches, high angle, ice or water. This is normally an annual request to maintain and expand the Department's specialized equipment, however this year additional funds are requested to make major purchases to keep pace with changing technologies.

One of the Department's Thermal Imaging Cameras, which allow firefighters to locate trapped victims due to smoke, has become outdated and in need of replacement. Funds are also requested to replace other outdated equipment.

Most important in this request are the funds requested to replace the department's automobile extrication equipment. The new, lighter, higher strength steel being used in today's automobiles exceeds the abilities of our current cutters and spreaders. The newer technology also minimizes maintenance costs by eliminating gasoline fueled hydraulic pumps. In addition, newer high-capacity battery technology allows the extrication equipment to be utilized remotely from the apparatus and roadway.

Funds are requested to add (2)combi-tools to front-line ambulances and to replace 1 outdated TIC (thermal imaging camera).

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	41,895	18,000	18,000	20,000	21,000	\$118,895
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$41,895	\$18,000	\$18,000	\$20,000	\$21,000	\$118,895

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$8,600.
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-8
3.	Date	08/24/17	7.	FY19 Priority #	8 out of 9 Requests
4.	Project Title	Radio Upgrade and Replacement	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? Annual Request

9. Capital Request Description and Justification

1. Sixteenth year of multi-year project-purchase of portable radios to continue normal rotation "out of service" of more costly, maintenance problem radios. By establishing a perpetual radio replacement program, costs can be better controlled and radios will always be state of the art technology.

In FY07, a federal grant was awarded to the Fire Department to replace outdated radio equipment. The grant for \$101,415, coupled with a town match amount of \$5,337, allowed for the replacement of most of the department's radio infrastructure.

2. Funds are also requested to purchase replacement batteries as well as collar microphones for the portable radios.

3. Funds are requested to purchase portable radios for front-line apparatus to be utilized by the company officer as a dedicated fireground radio during incidents. This will eliminate the current practice of switching between channels during an incident.

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

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

12. Capital Cost Summary

Vehicles						\$0
Machinery and Equipment	8600	8800	9000	9000	9450	\$44,850
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$8,600	\$8,800	\$9,000	\$9,000	\$9,450	\$44,850

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$38,500
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-09
3.	Date	8/24/17	7.	FY19 Priority #	9 of 9
4.	Project Title	Replace Deputy's Car	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? FY18

9. Capital Request Description and Justification

This vehicle is on a regular Capital replacement program like all Department vehicles. This vehicle was placed in service in FY11. By purchasing a mid-size SUV, the vehicle is better suited for use as an incident command vehicle, provides safer winter operation and easier access to construction areas.

The vehicle has begun to show wear and tear, requiring costly repairs and several days of down-time.

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

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

11. Impact on Annual Operating Budget

Regular replacement reduces costly repairs on older vehicles.

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						
Vehicles	38,500					\$38,500
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$38,500	\$0	\$0	\$0	\$0	\$38,500

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	Fire	5. Project Cost	\$305000
2. Prepared By	Deputy Chief Reardon	6. Project Reference No.	Fire-10
3. Date	8/24/17	7. FY19 Priority	
4. Project Title	Replace Squad 1	8. Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If so, what year? 2018

9. Capital Request Description and Justification

Squad 1 was purchased in 1991 and has been in service for 26 years. It has been a work-horse for many years and served the town well. Parts have become increasingly difficult to obtain. The new squad will comply with the latest standards and would provide seating for five. It will be equipped with 4-wheel drive for increased traction in the woods, construction sites and during significant snowstorms.

The new squad can also function as a reserve engine in an emergency.

Several residential areas including Oak Street, Steven's Farm and High Ridge Estates have been identified as "at risk" for wildfires due to their proximity to large areas of brush and forest. Catastrophic fires in other parts of the country have illustrated the destruction that is possible in areas such as. Dependable and modern equipment is essential to protecting these areas.

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

11. Impact on Annual Operating Budget
Reduces costly repairs on older vehicles.

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles		305000				\$305,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$305,000	\$0	\$0	\$0	\$305,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$360,000
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-11
3.	Date	08/24/17	7.	FY19 Priority #	
4.	Project Title	Replace Ambulance 1	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If so, what year? 2018	

Funding for the regularly scheduled replacement of the front line ambulance. The current front line ambulance will have reached its five year mark, and will be moved back to secondary status.

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.

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

**11. Impact on Annual Operating Budget
Reduces maintenance costs and down time**

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles			360,000			\$360,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$360,000	\$0	\$0	\$360,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$55,000.
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-12
3.	Date	08/24/17	7.	FY19Priority	
4.	Project Title	Shift Command Vehicle	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If so, what year? Annual Request

9. Capital Request Description and Justification

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

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

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

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						
Vehicles			55000			\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$55,000	\$0	\$0	\$55,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Fire	5.	Project Cost	\$1,000,000 (Estimated)
2.	Prepared By	Deputy Chief Reardon	6.	Project Reference No.	Fire-13
3.	Date	8/24/17	7.	FY19 Priority #	
4.	Project Title	Ladder Truck	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If so, what year?

9. Capital Request Description and Justification

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

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

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

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						
Vehicles						\$0
Machinery and Equipment					1,000,000	\$1,000,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$1,000,000

DEPARTMENT/AUTHORITY

INFORMATION TECHNOLOGY

[illegible]

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

Prepared by : Donna McClellan
Name

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Information Technology	5.	Project Cost	\$90,000
2.	Prepared By	Donna McClellan	6.	Project Reference No.	IT-1
3.	Date	August 30, 2017	7.	FY19 Priority # 1	out of 1 Requests
4.	Project Title	End User Technology			

8. Capital Request Description and Justification

This is a recurring capital request which includes the replacement of existing computer equipment, the purchase of new equipment, and the introduction of new technological resources for end users. The IT department currently supports over 300 users with over 215 computers, 26 servers (16 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 55 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. 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.
- Purchase and implement a new police department payroll/schedule solution. Police personnel scheduling is currently managed by a combination of manual work as well the use of an extremely dated DOS program. The specific set of scheduling rules are mostly governed by the police union contract. As the department grows and the ability to run the original DOS program becomes exceedingly difficult, it is necessary to migrate to a new solution. This program will most likely be a server based application. A total cost of \$15,000 is anticipated for the cost of the program as well as initial server and client licensing.
- 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 replacements.

9. Funding Source (i.e., grants, state programs, trade-in, etc.) None

10. Impact on Annual Operating Budget None

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	75000	75000	85000	85000	95000	\$415,000
Totals	\$75,000	\$75,000	\$85,000	\$85,000	\$95,000	\$415,000

DEPARTMENT/AUTHORITY LIBRARY

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

10/12/2017

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	LIBRARY	5.	Project Cost	\$21,500
2.	Prepared By	Tricia Perry, Library Director	6.	Project Reference No.	1
3.	Date	1 September 2017	7.	FY19 Priority #	1 out of 3 Requests
4.	Project Title	Patron/Staff End User Technology			

8. Capital Request Description and Justification

Technology for the new library was purchased in 2012, when the new library was approximately at the midpoint in construction. In the FY18 Capital Budget, the Library began the process of replacing staff and patron computers. 33% of the computer inventory was replaced in FY18. In FY19, another 33% of the computers will be replaced. The final 33% replacements will be completed in FY20. The request includes the replacement of existing computer equipment, the purchase of new equipment, and the introduction of new technological resources for end users.

- Library plans to replace approximately 33% of the computer inventory each year. As we roll out these replacements, the oldest and most used devices are targeted for replacement. Because all of the equipment was purchased at the same time, this schedule will allow us to work towards replacing all of the existing equipment over a three year period. By 2020, existing computers will be on their seventh year of usage. We are working on this replacement schedule, which allows us to replace aging equipment before failures occur. The cost for these replacements is estimated to be \$ 15,000
- Replacement of HP Server 2008 R2 which was purchased in 2012 included in this capital request for FY19, as the age of the server will be approaching 7 years. Estimate for replacement: \$3500
- Technology advances and increased use of technology have created a continuous need for improved hardware and software. To be able to respond to upgrades or replacements that are unknown at the present time, we are requesting an additional allocation of \$3,000.

9. Funding Source (i.e., grants, state programs, trade-in, etc.) NONE

10. Impact on Annual Operating Budget NONE

11. Capital Cost Summary
(For this project only)

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	21,500	15,750	15,750	15,750	15,750	\$84,500
Totals	\$21,500	\$15,750	\$15,750	\$15,750	\$15,750	\$84,500

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	LIBRARY	5. Project Cost \$22,000	Need to update
2. Prepared By	Tricia Perry, Library Director	6. Project Reference No.	
3. Date	1 September 2017	7. FY19 Priority #	2 out of 3 Requests
4. Project Title	Self Check Circulation Terminals Bibliotheca 500		

We currently have two self-check stations in the circulation area. Both are heavily used by patrons, and together these two self-check stations account for approximately 70% of all in-house circulations at the Library.

Don Jannazzo from Bibliotheca did a site visit to Westwood on 2/2/17 – and identified a solution that is available using Bibliotheca equipment (the company that also is responsible for the automated sorter and the automated check-in features of the equipment currently installed in Westwood.) The Bibliotheca 500 would provide a much improved customer interface, allows for credit card payments at self-check, and also give additional flexibility for promoting the library collections, services and events.

What makes this technology truly 21st century is the ability to customize the display screen with information about library programs and services; an easy graphical interface for patrons to use when using this self-check station to check-out, place holds or get account information; and the direct link to “Novelist” which provides read-alike recommendations for individual patrons based on the items that they have just checked out or for items that they have just placed a hold on. This gives us an opportunity for targeted readers’ advisory right at the point of transaction!

Two units, complete with the Comprise Credit Card Solution is estimated to cost approximately \$22,000 (\$11,000 per unit).

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	22,000	0	0	0	0	\$22,000
Totals	\$22,000	\$0	\$0	\$0	\$0	\$22,000

DEPARTMENT/AUTHORITY

[illegible]

Prepared by : Jeffrey P. Silva, Chief of Police
Name

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Police	5.	Project Cost	172,000
2.	Prepared By	Chief Jeffrey Silva	6.	Project Reference No.	POLICE - 1
3.	Date	9/5/2017	7.	FY18 Priority # 1 out of 4 Requests	
4.	Project Title	Police Vehicles	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2018	

9. 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 vehicles 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 safe vehicles.

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

There are no government/grant funding sources for police vehicles. Vehicles are traded or sold to other government agencies.

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
1 Replace/Rotate Police Vehicles	172,000	179,500	187,500	195,000	202,000	\$936,000
2 Bulletproof Vest/Protective Equipmen	10,000	10,500	11,000	11,500	12,000	\$55,000
3 Traffic Safety Cameras/Equipment	12,500	12500	13000	13000	13500	\$64,500
4 Replace/Rotate Electronic Control Dv	8000	8200	8500	8700	9000	\$42,400
						\$0
Totals	\$202,500	\$210,700	\$220,000	\$228,200	\$236,500	\$1,097,900

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	Police	5. Project Cost	10,000
2. Prepared By	Chief Jeffrey Silva	6. Project Reference No.	POLICE - 2
3. Date	9/5/2017	7. FY18 Priority # 2 out of 4 Requests	
4. Project Title	Bulletproof Vest/Protective Equipment Rotation	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2018	

9. Capital Request Description and Justification

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

10. 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.

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Replace/Rotate Police Vehicles	172,000	179,500	187,500	195,000	202,000	\$936,000
Bulletproof Vest/Protective Equipment	10,000	10,500	11,000	11,500	12,000	\$55,000
Traffic Safety Cameras/Equipment	12,500	12,500	13,000	13,000	13,500	\$64,500
Replace/Rotate Electronic Control Dv	8,000	8,200	8,500	8,700	9,000	\$42,400
						\$0
Totals	\$202,500	\$210,700	\$220,000	\$228,200	\$236,500	\$1,097,900

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Police	5.	Project Cost	12,500
2.	Prepared By	Chief Jeffrey Silva	6.	Project Reference No.	POLICE - 3
3.	Date	9/5/2017	7.	FY18 Priority # 3 out of 4 Requests	
4.	Project Title	Traffic Safety Cameras/Equipment	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2018	

9. Capital Request Description and Justification

The Town has experienced tremendous growth and demand on police resources due substantially in part to the continued development of University Station. Even if the Police Department were staffed completely to address the demand for service, efficient deployment of resources as well the safety of the citizens and officers alike require traffic safety cameras and signage to direct and monitor traffic. This equipment also doubles to share information as needed during times of need such as emergencies, detours and town events. Cameras, enhanced message boards and other equipment can also monitor traffic counts and speed and provide technological assistance that is essential to our public safety mission.

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

There are no grants for such equipment. The grants that could cover such items are awarded by population and particularly crime rate/gang activity.

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
1 Replace/Rotate Police Vehicles	172,000	179,500	187,500	195,000	202,000	\$936,000
2 Bulletproof Vest/Protective Equipm	10,000	10,500	11,000	11,500	12,000	\$55,000
3 Traffic Safety Cameras/Equipmen	12,500	12500	13000	13000	13500	\$64,500
4 Replace/Rotate Electronic Control	8,000	8200	8500	8700	9000	\$42,400
						\$0
Totals	\$202,500	\$210,700	\$220,000	\$228,200	\$236,500	\$1,097,900

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Police	5.	Project Cost	8,000
2.	Prepared By	Chief Jeffrey Silva	6.	Project Reference No.	POLICE - 4
3.	Date	9/5/2017	7.	FY18 Priority # 4 out of 4 Requests	
4.	Project Title	Replace/Rotate Electronic Control Devices	8.	Previously Requested? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If so, what year?	

9. Capital Request Description and Justification

The Town purchased electronic control devices (commonly referred to as “tasers”) a few fiscal years ago. These devices have a certified (5) year life cycle. Rather than wait device failure and risk repair costs that can exceed new purchase, the police department is seeking to spread the cost out over several years with a rotational replacement system like has been successfully implemented with police vehicle, bullet resistant vests and other required equipment.

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

There are no grants for such equipment. The grants that could cover such items are awarded by population and particularly crime rate/gang activity.

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
1 Replace/Rotate Police Vehicles	172,000	179,500	187,500	195,000	202,000	\$936,000
2 Bulletproof Vest/Protective Equipm	10,000	10,500	11,000	11,500	12,000	\$55,000
3 Traffic Safety Cameras/Equipmen	12,500	12500	13000	13000	13500	\$64,500
4 Replace/Rotate Electronic Control	8,000	8200	8500	8700	9000	\$42,400
						\$0
Totals	\$202,500	\$210,700	\$220,000	\$228,200	\$236,500	\$1,097,900

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Westwood Affordable Housing Associates, Inc.

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year					Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
WAHA - 1	Buildings Maintenance & Improvements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0
							\$500,000
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
							\$0
TOTALS		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

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

Prepared by : Jane O'Donnell
Name

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	Westwood Affordable Housing, Inc.	5. Project Cost	\$500,000
2. Prepared By	Jane O'Donnell	6. Project Reference No.	WAHA -1
3. Date	September 12, 2017	7. FY19 Priority #	1 out of 1 Requests
4. Project Title	WAHA Capital Projects: Maintenance & Improvements		

8. Capital Request Description and Justification

WAHA (Westwood Affordable Housing Associates) provides affordable family rental housing to low income tenants in Westwood as part of their mission. WAHA currently owns four duplexes and three single family houses that provide a total of eleven low income units. The duplex units were purchased by WAHA over the past several years and have outstanding mortgages that are repaid from the rents collected on the units. The single family houses were donated by a local benefactor and then had to be updated in order to rent. They are mandated to remain affordable in perpetuity. All of the units, including the single family houses, needed repairs to meet state rental standards. WAHA has used available linkage funds and other resources to make the most necessary repairs. However, the properties have now reached the point that major repairs and renovations are imminent in order to maintain safe and standard conditions for the tenants. WAHA does not have the resources to fund these needs from their modest operating budget.

The Board of WAHA is requesting Capital funding from the Town in order to continue their mission that benefits the Town. A detailed improvement plan has been developed for WAHA to address the needs of the housing units when adequate funding is provided. WAHA intends to make the renovations over the next five years to insure that the units meet current standards and will be able to provide safe and standard housing to all tenants for the future.

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

Capital Funding

10. Impact on Annual Operating Budget

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

DEPARTMENT/AUTHORITY

Westwood Public Schools

* For the five-year budget and program period only. Does not include interest cost unless indicated. No School Committee input as of this date.

Prepared by: *Heath A. Petracca, Director of Business and Finance* 08/28/17

Name

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$47M - \$64M
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH – 1
3.	Date	August 10, 2017	7.	FY18 Priority # 1 out of 8 Requests	
4.	Project Title	Elementary Building Project	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

9. Capital Request Description and Justification

Based on the age and condition of our buildings at the elementary level as laid out in the Westwood Public Schools Capital Needs Study Master Plan, the School Department will require capital funding to move forward with a construction project. There are several options that were put forth by our architects for consideration.

These options range from \$47M - \$64M and do not include any potential reimbursement from the state (if any). The total below of 65M includes an estimated 1M needed for the Feasibility/Schematic Design Phase.

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

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

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other	800000	800000	800000	500000	500000	\$3,400,000
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$800,000	\$800,000	\$800,000	\$500,000	\$500,000	\$3,400,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$400,000
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH – 2
3.	Date	August 10, 2017	7.	FY18 Priority # 2 out of 8 Requests	
4.	Project Title	Technology – District wide	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

9. Capital Request Description and Justification

Capital funds for technology in the Westwood Public Schools are used to expand and sustain our 1-1 Chromebook program, for infrastructure improvements, and to fund other special projects. By the end of the 2018-19 school year, we will be fully 1-1 in grades 3 - 12. For the most part, our Chromebooks are on a 3-year refresh cycle resulting in an expenditure of approximately \$240,000 each year. A significant upgrade to our wired and wireless infrastructure occurs approximately once every 6 years. The approximate per year cost of this upgrade is \$100,000. Finally, special projects account for approximately \$60,000 in yearly expenses. Examples of special projects include the upgrade of computers in the high school project lab or the installation of A/V equipment in our schools. In the aggregate, technology capital needs are about \$400,000 each year.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other	800000	800000	800000	500000	500000	\$3,400,000
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$800,000	\$800,000	\$800,000	\$500,000	\$500,000	\$3,400,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$325,000
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH – 3
3.	Date	August 10, 2017	7.	FY18 Priority # 7 out of 8 Requests	
4.	Project Title	Furniture, Fixtures, Equipment	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

9. Capital Request Description and Justification

Funds are required for the replacement of furnishings or for additional furnishings which result from enrollment increases, 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 is needed just 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.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other	325000	325000	325000	325000	325000	\$1,625,000
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$100,000
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH - 4
3.	Date	August 10, 2017	7.	FY18 Priority # 4 out of 8 Requests	
4.	Project Title	HVAC and Controls	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

9. Capital Request Description and Justification

Funds for the School Department Capital Plan under the category of HVAC equipment upgrades and/or replacements and controls.

There are multiple projects that need to be completed throughout the elementary schools. The older buildings, Deerfield, Hanlon and the Sheehan need the most attention. Univents that need to be replaced, heating pipes that periodically leak and have to be replaced all impact the building environment and therefore the educational process.

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

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

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other						
Building and Improvements	100000	100000	100000	100000	100000	\$500,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$400,000
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH – 5
3.	Date	August 10, 2017	7.	FY18 Priority #	3 out of 8 Requests
4.	Project Title	Roofing	8.	Previously Requested?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

9. 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. We were fortunate to receive capital monies to complete the replacement of the remaining roofs at the Middle School a few years ago. At Sheehan 5 out of the 9 roofs need to be replaced 18,000 sq ft at a cost of \$360,000. Both roofs at the Hanlon need to be replaced at a cost of \$750,000. The average life expectancy for a roof is 20 years, since there are approximately 400,000 square feet of roof for all seven school buildings that would mean at a replacement cost of \$20 per sq ft it, we would need to fund \$400,000 per year to keep up with roof replacements.

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

11. Impact on Annual Operating Budget

Failure to maintain roofs impacts monies available for annual maintenance if it is needed to be directed to addressing leaks or other deterioration which may result in mold and indoor air quality issues. In addition, poorly maintained roofs waste energy.

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other						\$0
Building and Improvements	378400	378400	378400	378400	378400	\$1,892,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$378,400	\$378,400	\$378,400	\$378,400	\$378,400	\$1,892,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$350,000
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH - 6
3.	Date	August 10, 2017	7.	FY18 Priority # 5 out of 8 Requests	
4.	Project Title	Repair and Maintenance Items	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

9. Capital Request Description and Justification

Interior and exterior painting, floor covering replacement, heating and air conditioning equipment upgrades, door and hardware replacements, toilet partition and fixture replacement, paving, minor building interior modifications.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other						\$0
Building and Improvements	350000	350000	350000	350000	350000	\$1,750,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$ 95,000
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH - 7
3.	Date	August 10, 2017	7.	FY18 Priority # 6 out of 8 Requests	
4.	Project Title	Copiers	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

9. Capital Request Description and Justification

Replacement of copiers and/or leases for copier equipment. The Westwood Public Schools utilize copiers across all classes in lieu of workbooks and the like. This insures not only customized materials but also timely materials. The current inventory, age of equipment, and copies made and using a four year useful life for copiers we have determined our needs. Based on this analysis, we replace approximately \$95,000 in copiers annually.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other	95000	95000	95000	95000	95000	\$475,000
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$475,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Westwood Public Schools	5.	Project Cost	\$ 85,000
2.	Prepared By	Heath A. Petracca	6.	Project Reference No.	SCH - 8
3.	Date	August 10, 2017	7.	FY18 Priority # 8 out of 8 Requests	
4.	Project Title	Vehicles	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

9. Capital Request Description and Justification

Funds are required for vehicle replacement. Custodial and maintenance vehicles are required to efficiently support staff in their efforts to maintain and prolong the useful life of our educational facilities. One of our maintenance vehicles is now 12 years old. This vehicle will need to be replaced within the next 5 years in addition to our pickup truck and plow.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Other						\$0
Building and Improvements						\$0
Vehicles		24000			30000	\$54,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$24,000	\$0	\$0	\$30,000	\$54,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Department of Public Works Sewer

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year				Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19-Sewer-01	Easement Access Project	\$150,000				\$150,000
19-Sewer-02	Inflow and Infiltration Assessment	\$125,000				\$125,000
19-Sewer-03	Pump Station Facility Program	\$500,000				\$500,000
19-Sewer-04	Sewer Maintenance Facility Garage	\$3,000,000				\$3,000,000
20-Sewer-01	Inflow and Infiltration Program**		\$500,000			\$500,000
20-Sewer-02	Truck 21 Replacement		\$95,000			\$95,000
20-Sewer-03	Pump Station Facility Program		\$500,000			\$500,000
21-Sewer-01	Sewer Vac Truck Replacement			\$450,000		\$450,000
21-Sewer-02	Inflow and Infiltration Assessment			\$125,000		\$125,000
21-Sewer-03	Pump Station Facility Program			\$500,000		\$500,000
22-Sewer-01	Inflow and Infiltration Program**				\$500,000	\$500,000
22-Sewer-02	Sewer Vehicle Relacement (Car 6)				\$50,000	\$50,000
22-Sewer-03	Pump Station Facility Program				\$500,000	\$500,000
23-Sewer-01	Inflow and Infiltration Assessment					\$125,000
23-Sewer-02	Pump Station Facility Program					\$500,000
						\$0
						\$0
						\$0
TOTALS		\$3,775,000	\$1,095,000	\$1,075,000	\$1,050,000	\$625,000
						\$7,620,000

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

Prepared by :

Todd Korchin

Name

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW/Sewer	5.	Project Cost	\$150,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-sewer-01
3.	Date	8/10/17	7.	FY19 Priority # 1 out of 4 Requests	
4.	Project Title	Easement Access Project	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year?	

9. Capital Request Description and Justification

Many of Westwood's sewer pipes are located "off-road" within easements on private property. The area must be kept clear and accessible. In the event of a sewer emergency personnel and equipment may require access to the sewer manholes or pipe within the easement.

This request is for the removal of vegetation and any physical work necessary to ensure access to sewer appurtenances in easements, roadway or Town land. Once easements are clear, DPW operations will provide annual vegetation clearing.

The DPW Sewer Division is requesting \$70,000 to perform the work.

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

11. Impact on Annual Operating Budget

Providing unimpeded access to sewer pipes will prevent emergency expenditures and prevent potential situations that would open the Town to fines by state and/or federal agencies.

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	150,000					\$150,000
Totals	\$150,000	\$0	\$0	\$0	\$0	\$150,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$125,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-SEW-02
3.	Date	8/11/17	7.	FY19 Priority #	2 out of 4 Requests
4.	Project Title	Infiltration and Inflow Reduction	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2017

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	125,000					\$125,000
Totals	\$250,000	\$0	\$0	\$0	\$0	\$125,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$500,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-SEW-03
3.	Date	8/11/17	7.	FY19 Priority # 3 out of 4Requests	
4.	Project Title	Pump Station Upgrades	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2017	

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
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	\$0	\$0	\$500,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$3,000,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-SEW-04
3.	Date	August 7, 2017	7.	FY19 Priority #	4 out of 4 Requests
4.	Project Title	Sewer maintenance garage facility	8.	Previously Requested? Yes X No	If so, what year? 2014/2015/2016

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements	3,000,000					\$3,000,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$500,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20-SEW-01
3.	Date	8/11/17	7.	FY20 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? 2017

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		500000				\$500,000
Totals		\$500,000	\$0	\$0		\$500,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$95,000.00
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20-SEW-02
3.	Date	8/11/17	7.	FY20 Priority #	2 out of 3 Requests
4.	Project Title	Sewer Service Truck (truck #21)	8.	Previously Requested? Yes X No	If so, what year? 2017

9. Capital Request Description and Justification

Sewer Service Truck. Used by sewer division personnel during day to day operations for sewer mains and pump station maintenance. Used during the winter season for plowing of pump stations and facilities. The current vehicle is a 2011.

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

Retained earnings

Trade sewer service truck – Truck #21

11. Impact on Annual Operating Budget

Reduces maintenance costs

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	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	\$95,000	\$0	\$0	\$0	\$95,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$500,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20-SEW-03
3.	Date	8/11/17	7.	FY20 Priority # 3 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	

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		500,000				\$500,000
Totals	\$0	\$500,000	\$0	\$0	\$0	\$500,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$450,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	21-SEW-01
3. Date	8/11/17	7. FY21 Priority #	1 out of 3 Requests
4. Project Title	Sewer jet/vac truck (truck #24)	8. Previously Requested? YesX No	If so, what year? FY17

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles			450,000			\$450,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$450,000	\$0	\$0	\$450,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$125,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-SEW-02
3.	Date	8/11/17	7.	FY21 Priority #	2 out of 3 Requests
4.	Project Title	Infiltration and Inflow Reduction	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2017

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land			125000			\$125,000
Totals		\$0	\$125,000	\$0	\$0	\$125,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$500,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-SEW-03
3.	Date	8/11/17	7.	FY21 Priority # 3 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	

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land			500000			\$500,000
Totals	\$0		\$500,000	\$0	\$0	\$500,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$500,000
2. Prepared By	Todd Korchin	6. Project Reference No.	22-SEW-01
3. Date	8/11/17	7. FY22 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? 2017

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land				500000		\$500,000
Totals			\$0	\$500,000		\$500,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	DPW-Sewer	5. Project Cost	\$50,000.00
2. Prepared By	Todd Korchin	6. Project Reference No.	22-SEW-02
3. Date	8/11/17	7. FY22 Priority #	2 out of 3 Requests
4. Project Title	Sewer Vehicle Replacement (Car 6)	8. Previously Requested? Yes No X	If so, what year?

9. Capital Request Description and Justification

This vehicle replacement is part of our equipment capital replacement program. The vehicle being replaced is an administrative vehicle that is utilized by the Sewer Superintendent and is used for emergency response if need be.

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						\$0.00
Building and Improvements						\$0
Vehicles				50000		\$50,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$50,000	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Sewer	5.	Project Cost	\$500,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-SEW-03
3.	Date	8/11/17	7.	FY22 Priority # 3 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	

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land				500000		\$500,000
Totals	\$0		\$0	\$500,000	\$0	\$500,000

**Town of Westwood
Fiscal Years 2019 - 2023
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	8/11/17	7.	FY23 Priority #	1 out of 2 Requests
4.	Project Title	Infiltration and Inflow Reduction	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2017

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design						
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land					125000	\$125,000
Totals		\$0	\$0	\$0	\$125,000	\$125,000

**Town of Westwood
Fiscal Years 2019 - 2023
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	8/11/17	7.	FY23 Priority # 2 out of 2 Requests	
4.	Project Title	Pump Station Upgrades	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2017	

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land					500000	\$500,000
Totals	\$0		\$0		\$500,000	\$500,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Recreation Department

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year				Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Aqua 1	Pool Pak Replacement	\$125,000				\$125,000
Aqua 2	Pool Acoustic Panels			\$62,000		\$62,000
Aqua 3	Pool Drainage and Refurbishment			\$35,000		\$35,000
Aqua 4	Pool Deck Surfacing Replacement		\$160,000			\$160,000
Rec 1	WHS Tennis Court Lighting	\$307,000				\$307,000
Rec 2	Sheehan Tennis Court Reconstruction	\$250,000				\$250,000
Rec 3	Morrison Basketball Court Refurbishment	\$44,000				\$44,000
Rec 4	Community/Recreation Center		\$100,000	\$3,000,000		\$3,100,000
Rec 5	Morrison Tennis Court Installation	\$605,000				\$605,000
Rec 6	Vehicle Replacement and Charge Station	\$24,000				\$24,000
Rec 7	Recreation Storage		\$50,000			\$50,000
Rec 8	Tot Lot Playground	\$25,000	\$25,000			\$50,000
Rec 9	June Street Playground	\$30,000				\$30,000
		\$0				\$0
		\$0				\$0
		\$0				\$0
TOTALS		\$1,410,000	\$335,000	\$3,097,000	\$0	\$0
						\$4,842,000

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

Prepared by : Nicole Banks, Recreation Director
Name

9/8/2017

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$125,000
2.	Prepared By	Susan M. Perry	6.	Project Reference No.	AQUA 1
3.	Date	September 8, 2017	7.	FY19 Priority # 1 out of 8 Requests	
4.	Project Title	Pool Pak Replacement			

8. Capital Request Description and Justification

The Pool Pak is the heat, ventilation, and dehumidification system for the pool area. Current system is nearing end of life, service contractor recommends replacement. Current system is serviced regularly with monthly inspections. The system is causing water damage in the indoor working space due to an unidentifiable leak. System is struggling to adequately condition facility and unable to during summer where temperatures rise into the 90s and relative humidity hovers around 80%. Better control of relative humidity will reduce wear and damage to equipment and facility (e.g. tile adhesion, electronics, rusting of metal equipment.)

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

Town appropriation, grants/incentive programs

10. Impact on Annual Operating Budget

No impact. Decrease in maintenance expenses related to corrosive environment caused by humidity.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment	125,000					\$125,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$125,000	\$0	\$0	\$0	\$0	\$125,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$62,000
2.	Prepared By	Susan M. Perry	6.	Project Reference No.	AQUA 2
3.	Date	9/7/17	7.	FY22 Priority # 3 out of 3 Requests	
4.	Project Title	Acoustic Panels for Pool			

8. 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 communications 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.

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

Recreation revolving fund

10. Impact on Annual Operating Budget

No impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements			62000			\$62,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$62,000	\$0	\$0	\$62,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	Recreation	5. Project Cost	\$35,000
2. Prepared By	Susan M. Perry	6. Project Reference No.	AQUA 3
3. Date	9/7/17	7. FY21 Priority #	1 out of 2 Requests
4. Project Title	Pool Drainage and Refurbishment		

8. Capital Request Description and Justification

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

When the Westwood Pool needs to be emptied, there is of the refill, and also the cost of the neutralization and disposal of the existing water. (No estimate at this time.) The current cost, August 2015, to refill the Westwood Pool with trucked-in swimming pool water (Dalton) is \$425 for 9,000 gallons, or a total of \$7,556. Additionally, when the pool is emptied, preventative maintenance, as specified by the manufacturer of the equipment will occur: Sand filters – rake and replace; Laterals – inspect and replace, as needed; Balance tank float valve – replace; Priority valve – replace; Main pumps and motor – inspect and repair/replace, as needed. The recommended time for the previously stated maintenance is every 10 years.

In summary, at such time, when it becomes necessary to empty the pool, the items listed above will be refurbished. The Westwood Pool has been up and running for 9 years. It is in my opinion that the pool is in good standing and the above referenced work, ideally, will be performed in 2021, the 15 year mark. Unforeseen issues may accelerate this schedule.

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

Recreation revolving fund

10. Impact on Annual Operating Budget

No impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements			35,000			\$35,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$35,000	\$0	\$0	\$35,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$160,000
2.	Prepared By	Susan M. Perry	6.	Project Reference No.	AQUA 4
3.	Date	9/8/17	7.	FY20 Priority #	1 out of 4 Requests
4.	Project Title	Pool Deck Surfacing Replacement			

8. Capital Request Description and Justification

The Westwood pool deck was installed prior to its opening in 1972. The deck is tile. Over the course of 45 years the tile has lifted from the subflooring which is concrete. More specifically the thinset, the adhesive used to attach tile to concrete, has failed and numerous areas on the deck have lifted, cracked. Most recently, a large area (roughly 112 square feet) of deck lifted, buckled, and cracked. This resulted in an emergency closing, an unexpected expenditure, and program cancelations. Upon close inspection (primarily a tap test) the tile deck is failing in many areas, but has not yet lifted. The entire deck needs to be replaced. The lifting and cracking of the tile is a result of the following: the failed thinset, the temperature variations, the moisture, and the lack of expansion seams. This deterioration will continue.

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

In summary, the Westwood pool deck tile is failing. The recommendation is to replace the pool deck tile. Replacement of the tile is inevitable whether it is spontaneously patched over time, or it is a scheduled replacement plan. Patching is unpredictable, unattractive and causes unforeseen shutdowns, and program cancelations. A planned replacement is the most prudent plan of action.

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

Town appropriation

10. Impact on Annual Operating Budget

No Impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		160,000				\$160,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$160,000	\$0	\$0	\$0	\$160,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$307,000
2.	Prepared By	Nicole Banks	6.	Project Reference No.	REC 1
3.	Date	9/7/17	7.	FY19 Priority # 4 out of 8 Requests	
4.	Project Title	WHS Tennis Court Lighting			

8. Capital Request Description and Justification

This project proposes adding light towers to the 6 tennis courts at the High School. There are currently 8 courts in town and with the removal of the Islington Tennis court there are no lit courts.

The Westwood High School tennis courts are a community asset. The 6 courts are used extensively. They are used:

- For tennis lessons run by the Recreation Department
- For open community use
- By the WHS tennis team
- By the WHS Health and Wellness department for gym classes

Adding lighting to the 6 high school courts will enable increased Recreation Dept. tennis programming and significantly increases public availability in the evening.

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

Town appropriation

10. Impact on Annual Operating Budget

No Impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures	200,000					\$200,000
Infrastructure/Land	107,000					\$107,000
Totals	\$307,000	\$0	\$0	\$0	\$0	\$307,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$250,000
2.	Prepared By	Nicole Banks	6.	Project Reference No.	REC 2
3.	Date	9/7/17	7.	FY19 Priority # 3 out of 8 Requests	
4.	Project Title	Sheehan Tennis Court Reconstruction			

8. Capital Request Description and Justification

The Tennis Courts located next to the Sheehan school are beyond the point of refurbishment and repair. The Recreation Department hosted several meetings to discuss tennis court projects and options for repurposing Sheehan tennis courts. Community input steered the proposed project to include a multipurpose recreation area offering courts lined for 2 tennis courts and 2 pickleball courts. The project includes demolition of current courts, new post tensioned concrete slab court surface, new nets/posts adjustable for both games and new perimeter fencing.

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

Town appropriation

10. Impact on Annual Operating Budget

No Impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	200,000					\$200,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures	50,000					\$50,000
Infrastructure/Land						\$0
Totals	\$250,000	\$0	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$44,000
2.	Prepared By	Nicole Banks	6.	Project Reference No.	REC 3
3.	Date	9/7/17	7.	FY19 Priority # 2* out of 8 Requests	
4.	Project Title	Morrison Park (Islington) Basketball Court Refurbishment		*same priority as Morrison tennis court project because these are options for same project.	

8. Capital Request Description and Justification

If the town forgoes a tennis court rebuild at Morrison Park, the existing basketball court will be refurbished. This work will entail crack repair, resurfacing and new fencing.

The court has not been resurfaced in 15+ years and deterioration (buckling) of the fence is occurring. The court is becoming unsafe, and not in keeping with the overall condition of this park, which has mostly been refurbished over the past couple of years.

Following completion of the new Fire Station, the basketball court refurbishment will complete the currently planned town Morrison Park improvement projects.

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

Town appropriation and outside funding

10. Impact on Annual Operating Budget

No anticipated effect on the operating budget, although lack of work will result in disuse and therefore reduction in revenue from programs run at the site.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures	10,000					\$10,000
Infrastructure/Land	34,000					\$34,000
Totals	\$44,000	\$0	\$0	\$0	\$0	\$44,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$3,100,000
2.	Prepared By	Nicole Banks	6.	Project Reference No.	REC 4
3.	Date	9/7/17	7.	FY20 Priority # 3 out of 4 Requests	
4.	Project Title	Community/ Recreation Center			

8. Capital Request Description and Justification

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

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

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

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

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

Town Appropriation; Municipal debt

10. Impact on Annual Operating Budget

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

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		100,000	2,900,000			\$3,000,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures			100,000			\$100,000
Infrastructure/Land						\$0
Totals	\$0	\$100,000	\$3,000,000	\$0	\$0	\$3,100,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$605,000
2.	Prepared By	Nicole Banks	6.	Project Reference No.	REC 5
3.	Date	9/7/17	7.	FY19 Priority #	2* out of 8 Requests
4.	Project Title	Morrison Park (Islington) Tennis Court Installation		*same priority as Morrison basketball project because these are options for same project.	

8. Capital Request Description and Justification

The Morrison tennis court was recently removed to accommodate the new fire station. Design plans call for the post tensioned concrete tennis court to be situated on the site of the existing basketball court.

The basketball court would be reconstructed as a post tensioned concrete surface where the existing storage facility currently sits. The storage facility will be demolished. The project includes lighting for both courts.

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

Town Appropriation and outside funding

10. Impact on Annual Operating Budget

No anticipated effect on operating budget.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	400,000					\$400,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures	205,000					\$205,000
Infrastructure/Land						\$0
Totals	\$605,000	\$0	\$0	\$0	\$0	\$605,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$24,000
2.	Prepared By	Nicole Banks	6.	Project Reference No.	REC 6
3.	Date	9/7/17	7.	FY19 Priority # 5 out of 8 Requests	
4.	Project Title	Vehicle Replacement and Charge Station			

8. Capital Request Description and Justification

Replace 2008 Ford Taurus which has been in use by the town for over 10 years. The majority of this use was by the Police Department. The vehicle has approx. 90,000 miles and has transmission issues. The proposed replacement vehicle is a 2018 Ford Fusion Energi plugin electric hybrid. This vehicle has additional energy grants available and meets Green Communities guidelines for fleet vehicles. The project also includes the installation of a charging station at the high school with an additional outlet for public use.

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

Recreation revolving fund and energy efficiency grants

10. Impact on Annual Operating Budget

Decrease in vehicle maintenance expense and fuel costs.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles	24,000					\$24,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$24,000	\$0	\$0	\$0	\$0	\$24,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	Recreation	5. Project Cost	\$50,000
2. Prepared By	Nicole Banks	6. Project Reference No.	REC 7
3. Date	9/7/17	7. FY19 Priority #	2 out of 4 Requests
4. Project Title	Recreation Storage		

8. Capital Request Description and Justification

The Recreation Department has several storage areas throughout sites where programming is conducted. The storage ranges from outside storage containers to borrowed space graciously provided by the school. The total amount of storage space is inadequate for the level of programming and event options offered to the community. Additionally the storage space is scattered in locations that are not always practical, for example some of the outdoor storage can't be reached during the winter months. Westwood Day has emerged as a premier event for the Town and as we enter the fifth year of event organization the storage needs of this event put a strain on the other storage areas currently being used. The majority of storage need is at the WHS where the recreation office is located. In order to minimize the aesthetic and logistic impact to the school operation the recommended storage solution for this site (with school approval) is to add a bay to the existing storage garage at the school.

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

Recreation revolving fund

10. Impact on Annual Operating Budget

No impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		50,000				\$50,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$50,000	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Recreation	5.	Project Cost	\$50,000
2.	Prepared By	Nicole Banks	6.	Project Reference No.	REC 8
3.	Date	9/7/17	7.	FY19 Priority # 7 out of 8 Requests	
4.	Project Title	Tot Lot Playground			

8. Capital Request Description and Justification

The Recreation Department is working with the Lions Club to replace several pieces of playground equipment at the Tot Lot playground. The playground is inspected annually by a certified inspector. Several pieces of equipment have been identified as in need of repair or removal. The Lions Clubs is coordinating the fundraising component of the project and the Recreation Department will handle project oversight.

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

Fundraised gift from Westwood Lions Club.

10. Impact on Annual Operating Budget

No impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		50,000				\$50,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$50,000	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	Recreation	5. Project Cost	\$30,000
2. Prepared By	Nicole Banks	6. Project Reference No.	REC 9
3. Date	9/7/17	7. FY19 Priority #	6 out of 8 Requests
4. Project Title	June Street Playground (Pheasant Hill Park)		

8. Capital Request Description and Justification

The Pheasant Hill neighborhood group has fundraised for new playground equipment for their neighborhood park. They secured a significant gift from Roche Bros. in the amount of \$30,000. The Recreation Department is coordinating project oversight including the purchasing and installation of new playground equipment.

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

Fundraised gift from the Pheasant Hill Park neighborhood group.

10. Impact on Annual Operating Budget

No impact

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		50,000				\$50,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$50,000	\$0	\$0	\$0	\$50,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Town Administrator

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year					Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
122-0119	Renovation of Town Hall	\$100,000	\$10,000,000				\$10,100,000
122-0219	Renovation to Town Hall Bathroom	\$75,000					\$75,000
122-0319	Renovation to Town Hall Basement	\$100,000					\$100,000
122-0419	Lift - Islington Community Center	\$200,000					\$200,000
122-0519	Renovation of Islington Community Ctr	\$1,100,000					\$1,100,000
122-0619	Kitchen - Islington Community Center	\$120,000					\$120,000
TOTALS		\$1,695,000	\$10,000,000	\$0	\$0	\$0	\$11,695,000

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

Prepared by : Michael Jaillet
Name

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	Board of Selectmen	5.	Project Cost	\$1,100,000
2.	Prepared By	Mike Jaillet	6.	Project Reference No.	122-0518
3.	Date	September 13, 2017	7.	FY018 Priority # 5 out of 6 Request	
4.	Project Title	Renovation of Islington Community Center	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 5 Years	

9. Capital Request Description and Justification

- The proposal is complete the repair of the Islington Community Center. An assessment of the Center determined that in addition to the new kitchen and chairlift budget separately, the Islington Community Center is in need of certain updates and safety codes items. Specifically,
- Roof \$95,000
 - Windows \$150,000
 - Doors \$30,000
 - Siding \$220,000
 - Ramp \$100,000
 - Electric Panel \$20,000
 - 2nd Floor Restroom \$65,000
 - Sprinklers \$220,000
 - Alarm System \$100,000
 - Total \$1,000,000

 - Plans \$100,000

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

The town should consider avoiding this renovation expense by selling the property along with adjacent parcels for private use.

11. Impact on Annual Operating Budget

The operating cost to maintain and service the building would decrease as a result of most of these investments.

12. Capital Cost Summary

Category	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Building and Improvements	\$1,000,000					\$1,000,000
Plans	100,000					\$100,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	Board of Selectmen	5.	Project Cost	\$120,000
2.	Prepared By	Mike Jaillet	6.	Project Reference No.	122-0618
3.	Date	September 13, 2017	7.	FY018 Priority # 6 out of 6 Request	
4.	Project Title	Kitchen Renovation at Islington Community Center	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 12 Years	

9. Capital Request Description and Justification

- The proposal is complete the renovation of a kitchen at the Islington Community Center. The Recreation Department relocated kitchen equipment from the old high School cafeteria to the Islington Community Center so that the kitchen could be upgraded to code and rented out for functions and events including the service of food. Plans are being developed for the uses as part of the facility plan.

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

The town should consider using some of the rental income to renovate the kitchen or to use any funds that might flow from a proposed antenna in the steeple.

11. Impact on Annual Operating Budget

The operating cost to maintain and service the building will increase, but depending on the annual debt service these cost could be minimal.

12. Capital Cost Summary

Category	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Building and Improvements	\$100,000					\$100,000
Plans	20,000					\$20,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$120,000	\$0	\$0	\$0	\$0	\$120,000

**Town of Westwood
Fiscal Years 2019 – 2023
Capital Budget Request**

1.	Department	Board of Selectmen	5.	Project Cost	\$ 10,100,000
2.	Prepared By	Mike Jaillet	6.	Project Reference No.	122-0119
3.	Date	September 13, 2017	7.	FY18 Priority #	1 out of 6 Requests
4.	Project Title	Renovation of Town Hall	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 15 Years

9. Capital Request Description and Justification

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

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

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

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

The town will continue to pursue state and federal historic restoration grants to reimburse the town for any appropriation and for and/or consider a funding plan using the Community Preservation Act that would secure some outside funds.

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design and Plans	\$ 100,000					\$100,000
Building and Improvements		8,550,000				\$8,550,000
Landscaping		100,000				\$100,000
Machinery and Equipment		800,000				\$800,000
Furniture and Fixtures		300,000				\$300,000
Infrastructure/Land		250,000				\$250,000
Totals	\$100,000	\$10,000,000	\$0	\$0	\$0	\$10,100,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	Board of Selectmen	5.	Project Cost	\$250,000
2.	Prepared By	Mike Jaillet	6.	Project Reference No.	122-0419
3.	Date	September 13, 2017	7.	FY018 Priority # 4 out of 6 Request	
4.	Project Title	Lift at Islington Community Center	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 11 Years	

9. Capital Request Description and Justification

The proposal is complete the handicap access by installing a lift, which can be put off until there is a need to reuse the building for some other purpose.

➤ FY2019 - Installation of a Lift \$250,000

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

The town should consider using some of the rental income to install the lift.

11. Impact on Annual Operating Budget

The operating cost to maintain and service the building will increase, but depending on the annual debt service these cost could be minimal.

12. Capital Cost Summary

Category	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Building and Improvements	\$ 150,000					\$150,000
Plans						\$0
Machinery and Equipment	\$ 100,000					\$100,000
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$250,000	\$0	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2019 – 2023
Capital Budget Request**

1.	Department	Board of Selectmen	5.	Project Cost	\$100,000
2.	Prepared By	Mike Jaillet	6.	Project Reference No.	122-0219
3.	Date	September 13, 2017	7.	FY18 Priority #	2 out of 6 Requests
4.	Project Title	Town Hall Basement Renovations	8.	Previously Requested? Yes If so, how many years?	6 Years

9. Capital Request Description and Justification

There are several departments located in the basement of Town Hall. Over a past number of years there have been several different issues that have required us to access mechanical components located behind walls and above ceilings. The requested \$100,000 would allow us to make permanent repairs and necessary improvements to this area of the Town Hall.

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

Capital

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Design and Plans						\$0
Building and Improvements	\$ 100,000					\$100,000
Landscaping						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$100,000	\$0	\$0	\$0	\$0	\$100,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	Board of Selectmen	5.	Project Cost	\$75,000
2.	Prepared By	Michael Jaillet	6.	Project Reference No.	122-0319
3.	Date	September 13, 2017	7.	FY18 Priority # 3 out of 6 Requests	
4.	Project Title	Town Hall Bathroom Renovations	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2 Year	

9. Capital Request Description and Justification

The four bathrooms located in Town Hall are in need of repair. The ongoing issues including fixtures that do not work properly, missing and damaged tiles, lack of required ventilation and damage from past water leaks. We would look at making necessary improvements and install fixtures that are far more efficient which would in turn greatly reduce the amount of water used at Town Hall.

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

Capital

11. Impact on Annual Operating Budget

Reduction in repair costs and water consumption

12. Capital Cost Summary

Category	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Building and Improvements	\$75,000					\$75,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$75,000	\$0	\$0	\$0	\$0	\$75,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Department of Public Works Facilities

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year				Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19-FAC-01	Facilities Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
19-FAC-02	Energy Efficiency upgrades	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
19-FAC-03	Retaining wall	\$250,000				
19-FAC-04	Library parking lot	\$150,000				
19-FAC-05	ICC improvements	\$1,300,000				
19-FAC-06	Branch library improvements	\$125,000				
19-FAC-07	DPW Facility	\$18,000,000				
20-FAC-03	COA kitchen		\$75,000			
20-FAC-04	CSMOB paint and floor		\$40,000			
20-FAC-05	Security upgrades		\$75,000			
20-FAC-06	Town Hall improvements		\$300,000			
21-FAC-03	CSMOB mechanical upgrades			\$30,000		
21-FAC-04	Cemetery garage			\$35,000		
21-FAC-05	Town Hall improvements			\$225,000		
22-FAC-03	DPW garage				\$50,000	
23-FAC-03	Library painting					\$75,000
						\$0
						\$0
						\$0
TOTALS		\$19,975,000	\$640,000	\$440,000	\$200,000	\$225,000
						\$21,480,000

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

Prepared by : **James McCarthy**

Name

10/12/2017

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$100,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	19-FAC-01
3.	Date	August 21,2017	7.	FY19 Priority # 1 out of 6 Requests	
4.	Project Title	Facilities Maintenance	8.	Previously requested? YES X No If so what year? 2012-2019	

9. Capital Request Description and Justification

The facility maintenance 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 \$75,000 allotment would allow for this and would be able to provide the department adequate funding for the necessary repairs.

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

11. Impact on Annual Operating Budget
Continue to maintain the town's municipal infrastructure.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$100,000					\$100,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$100,000	\$0	\$0	\$0	\$0	\$100,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$50,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	19-FAC-02
3.	Date	August 15, 2017	7.	FY19 Priority # 2 out of 6 Requests	
4.	Project Title	Energy Efficiency Upgrades	8.	Previously Requested YES X NO If so, what year? 2012-2019	

9. 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 for the implementation of projects and practices.

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

Grants and incentives

11. Impact on Annual Operating Budget

Reduction in energy cost

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$50,000					\$50,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$50,000	\$0	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$250,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	19-FAC-03
3.	Date	August	7.	FY19 Priority #	3 out of 6 Requests
4.	Project Title	Carby St Retaining wall	8.	Previously requested? Yes X No If so, what year? 2015-2019	

9. Capital Request Description and Justification

There is a retaining wall located behind the Carby street municipal building that has deteriorated and is starting to fail. Animals have dug into the earth and have undermined several sections of the wall creating several structural deficiencies and concerns.

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

11. Impact on Annual Operating Budget
Potential insurance

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$250,000					\$250,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$250,000	\$0	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1. Department	DPW- Facilities	5. Project Cost	\$150,000
2. Prepared By	James McCarthy	6. Project Reference No.	19-FAC-04
3. Date	August 16, 2017	7. FY19 Priority #	4 out of 6 Requests
4. Project Title	Library Parking lot	8. Previously Requested?	Yes No X
		If so, what year?	

9. Capital Request Description and Justification

There are sections of the parking lot at the main library that have settled. This allotment of \$150,000 would allow the facilities maintenance division to correct these issues.

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

11. Impact on Annual Operating Budget
Potential liability impacts

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$150,000					\$150,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$150,000	\$0	\$0	\$0	\$0	\$150,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$1,300,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	19-FAC-05
3.	Date	August 16, 2017	7.	FY19 Priority #	5 out of 6 Requests
4.	Project Title	ICC improvements	8.	Previously Requested? If so, what year?	Yes No X

9. Capital Request Description and Justification

The Facilities department completed a capital needs assessment of the Islington Community Center. It was determined that there are significant immediate needs for this building. The \$1,300,000 would allow for the completion of the needed work.

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

11. Impact on Annual Operating Budget
Improve on the town's municipal infrastructure.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$1,300,000					#####
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$1,300,000	\$0	\$0	\$0	\$0	#####

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$125,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	19-FAC-06
3.	Date	August 16, 2017	7.	FY19 Priority #	6 out of 6 Requests
4.	Project Title	Branch Library	8.	Previously Requested? If so, what year?	Yes NoX

9. Capital Request Description and Justification

The facilities department completed a capital needs assessment of the Islington branch library. It was determined that the building is in need of significant repairs. This \$125,00 allotment would allow for the completion of the needed work.

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

11. Impact on Annual Operating Budget
Continue to improve on the town's municipal infrastructure.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$125,000					\$125,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$125,000	\$0	\$0	\$0	\$0	\$125,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW/Sewer	5.	Project Cost	18,000,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	19-FAC-07
3.	Date	September 28, 2017	7.	FY19 Priority #	6 out of 6 Requests
4.	Project Title	Carby St DPW/Sewer Operations Facility	8.	Previously Requested? Yes X No <input type="checkbox"/>	If so, what year? 2018

9. Capital Request Description and Justification

Public Works Department staff currently works in buildings built 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 Public Works is in need of office space for their critical SCADA operations system and operators, as well as garage space.

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

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

Possible cost sharing between DPW and sewer.

11. Impact on Annual Operating Budget

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

12. Capital Cost Summary

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements	\$18,000,000					\$18,000,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$18,000,000	\$0	\$0	\$0	\$0	\$18,000,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	20-FAC-03
3.	Date	August 16, 2017	7.	FY19 Priority #	3 out of 6 Requests
4.	Project Title	Senior center kitchen	8.	Previously Requested?	Yes X No
				If so, what year?	2014-2020

9. Capital Request Description and Justification

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

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

11. Impact on Annual Operating Budget

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						
Vehicles		75,000				\$75,000
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$75,000	\$0	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$40,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	20-FAC-04
3.	Date	August 16, 2017	7.	FY19 Priority # 4 out of 6 Requests	
4.	Project Title	Carby St painting and flooring	8.	Previously Requested? Yes No X If so, what year?	

9. Capital Request Description and Justification

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

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

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

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		\$40,000				\$40,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$40,000	\$0	\$0	\$0	\$40,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	20-FAC-05
3.	Date	August 18, 2017	7.	FY19 Priority # 5 out of 6 Requests	
4.	Project Title	Building security	8.	Previously Requested? Yes No X If so, what year?	

9. Capital Request Description and Justification

The current building access system on many of the town's building is out of date. The Facilities department is requesting funding to integrate existing town buildings with the system installed at the new fire and police station.

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

11. Impact on Annual Operating Budget
Improved building security

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		\$75,000				\$75,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$75,000	\$0	\$0	\$0	\$75,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$300,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	20-FAC-06
3.	Date	August 18, 2017	7.	FY19 Priority # 6 out of 6 Requests	
4.	Project Title	Town hall improvements	8.	Previously Requested? Yes No X If so, what year?	

9. Capital Request Description and Justification

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

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

11. Impact on Annual Operating Budget

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements		\$300,000				\$300,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$300,000	\$0	\$0	\$0	\$300,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facility	5.	Project Cost	\$30,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	21-FAC-03
3.	Date	August 18, 2017	7.	FY19 Priority #	3 out of 5 Requests
4.	Project Title	CSMOB mechanical upgrades	8.	Previously Requested?	Yes No X If so, what year?

9. 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 useful service life. This \$30,000 allotment would allow these components to be replaced.

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

Capital funding

11. Impact on Annual Operating Budget

Continue to maintain and improve the town's municipal infrastructure

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements			\$30,000			\$30,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$30,000	\$0	\$0	\$30,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$35,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	21-FAC-04
3.	Date	August 18, 2017	7.	FY19 Priority # 4 out of 5 Requests	
4.	Project Title	Cemetery garage exterior paint	8.	Previously Requested? Yes No X If so, what year?	

9. Capital Request Description and Justification

The cemetery garage was constructed in 2009.

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

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

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements			\$35,000			\$35,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$35,000	\$0	\$0	\$35,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$225,00
2.	Prepared By	James McCarthy	6.	Project Reference No.	21-FAC-05
3.	Date	August 18, 2017	7.	FY19 Priority # 5 out of 5 Requests	
4.	Project Title	Town Hall exterior	8.	Previously Requested? Yes No X If so, what year?	

9. Capital Request Description and Justification

The facilities department completed a capital needs assessment of the town hall. It was determined that there are several items on the exterior of the building that have exceeded their useful life.

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

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

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements			\$225,000			\$225,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$225,000	\$0	\$0	\$225,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$50,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	22-FAC-03
3.	Date	August 18, 2017	7.	FY19 Priority # 3 out of 3 Requests	
4.	Project Title	DPW Garages	8.	Previously Requested? Yes X No If so, what year? 2012-2022	

9. 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 in need of replacement.

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

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

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements				\$50,000		\$50,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$50,000	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW-Facilities	5.	Project Cost	\$75,000
2.	Prepared By	James McCarthy	6.	Project Reference No.	23-Fac-03
3.	Date	August 22, 2017	7.	FY19 Priority # 3 out of 3 Requests	
4.	Project Title	Library interior painting	8.	Previously Requested? Yes No X If so, what year?	

9. 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. This \$75,000 allotment will allow for the repainting of the first floor.

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

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

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements					\$75,000	\$75,000
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$75,000	\$75,000

SUMMARY CAPITAL OUTLAY SCHEDULE

DEPARTMENT/AUTHORITY

Department of Public Works Infrastructure

Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year				Total Costs*
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19-DPW-01	Road/Sidewalk Improvement	\$250,000				
19-DPW-02	Stormwater Compliance	\$50,000				
19-DPW-03	Gay Street Sidewalk Design	\$250,000				
19-DPW-04	Field Upgrades	\$130,000				
20-DPW-01	Road/Sidewalk Improvement		\$250,000			
20-DPW-02	Stormwater Compliance		\$50,000			
20-DPW-03	Turf Field Replacement		\$675,000			
21-DPW-01	Road/Sidewalk Improvement			\$250,000		
21-DPW-02	Stormwater Compliance			\$50,000		
21-DPW-03	Gay Street Sidewalk Construction			\$2,500,000		
22-DPW-01	Road/Sidewalk Improvement				\$250,000	
22-DPW-02	Stormwater Compliance				\$50,000	
23-DPW-01	Road/Sidewalk Improvement					\$250,000
23-DPW-02	Stormwater Compliance					\$50,000
						\$0
						\$0
						\$0
TOTALS		\$680,000	\$975,000	\$2,800,000	\$300,000	\$300,000
						\$5,055,000

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

Prepared by : Todd Korchin
Name

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$250,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-DPW-01
3.	Date	August 5, 2017	7.	FY19 Priority # 1 out of 4 Requests	
4.	Project Title	Roadway/Sidewalk Improvement	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2016	

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 \$800,000 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 \$250,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	250,000					\$250,000
Totals	\$250,000	\$0	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$50,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-DPW-02
3.	Date	August 5, 2017	7.	FY19 Priority # 2 out of 4 Requests	
4.	Project Title	Federal Storm Water Quality Regulation Compliance	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2015/2016	

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 \$50,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	50,000					\$50,000
Totals	\$50,000	\$0	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019 - 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$250,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-DPW-03
3.	Date	August 4, 2017	7.	FY19 Priority # 3 out of 4 Requests	
4.	Project Title	Gay Street Sidewalk Design	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2016	

9. Capital Request Description and Justification

This project will focus on the design 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.

Once this project is at 100% design the Town could pursue programs such as Complete Streets to fund a portion of the construction.

**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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design/Permitting						\$0
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	250,000					\$250,000
Totals			\$0	\$0	\$0	\$0

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P:\Yr08\Tm\Budget-Cap2 - Heavy Duty Dump Truck (12-01)

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$130,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	19-DPW-04
3.	Date	August 5, 2017	7.	FY19 Priority # 4 out of 4 Requests	
4.	Project Title	Field Upgrades	8.	Previously Requested? Yes <input type="checkbox"/> No X If so, what year?	

9. Capital Request Description and Justification

The Department of Public Works would like to improve the Hanlon School, the Sheehan School, and the School Street playground fields. These improvements would consist of turf enhancement along with new fencing at each location.

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

Capital/Field User account

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land	100,000					\$100,000
Totals	\$100,000	\$0	\$0	\$0	\$0	\$100,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$250,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20-DPW-01
3.	Date	August 5, 2017	7.	FY20 Priority # 1 out of 3 Requests	
4.	Project Title	Roadway/Sidewalk Improvement	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2016	

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 \$800,000 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 \$250,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		250,000				\$250,000
Totals	\$0	\$250,000	\$0	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$50,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20-DPW-02
3.	Date	August 5, 2017	7.	FY20 Priority # 2 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? 2015/2016	

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 \$50,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		50,000				\$50,000
Totals	\$0	\$50,000	\$0	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$675,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	20-DPW-03
3.	Date	August 4, 2017	7.	FY20 Priority # 3 out of 3 Requests	
4.	Project Title	Turf Field - Replacement	8.	Previously Requested? Yes X No If so, what year? 2016	

9. Capital Request Description and Justification

The synthetic practice field located at the Westwood High school is nearing the end of its life expectancy and should be replaced in 2018. The DPW estimates \$675,000 per year for the practice turf field replacement.

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

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	Fy2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land		675,000				\$675,000
Totals	\$0	\$675,000		\$0	\$0	\$675,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$250,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-DPW-01
3.	Date	August 5, 2017	7.	FY21 Priority # 1 out of 3 Requests	
4.	Project Title	Roadway/Sidewalk Improvement	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2016	

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 \$800,000 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 \$250,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land			250,000			\$250,000
Totals	\$0	\$0	\$250,000	\$0	\$0	\$250,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$50,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-DPW-02
3.	Date	August 5, 2017	7.	FY21 Priority # 2 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? 2015/2016	

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 \$50,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land			50,000			\$50,000
Totals	\$0	\$0	\$50,000	\$0	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$2,500,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	21-DPW-03
3.	Date	August 4, 2017	7.	FY21 Priority # 3 out of 3 Requests	
4.	Project Title	Gay Street/109 Sidewalk and pavement rehabilitation program	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, what year? 2016	

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.

A portion of this capital will also be used to continue supplementing our Chapter 90 program and enhancing our pavement quality and sidewalks throughout town. It is expected that approximately \$500,000 of this funding can be used over a 4-5 year stretch and can be incorporated into our future paving projects.

**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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Design/Permitting						\$0
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land			2,500,000			\$2,500,000
Totals			\$2,500,000			\$2,500,000

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P:\Yr08\Tim\Budget-Cap2 - Heavy Duty Dump Truck (12-01)

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$250,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-DPW-01
3.	Date	August 5, 2017	7.	FY22 Priority # 1 out of 2 Requests	
4.	Project Title	Roadway/Sidewalk Improvement	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2016	

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 \$800,000 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 \$250,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land				250,000		\$250,000
Totals	\$0	\$0	\$0	\$250,000	\$0	\$250,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$50,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	22-DPW-02
3.	Date	August 5, 2017	7.	FY22 Priority # 2 out of 2 Requests	
4.	Project Title	Federal Storm Water Quality Regulation Compliance	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2015/2016	

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 \$50,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land				50,000		\$50,000
Totals	\$0	\$0	\$0	\$50,000	\$0	\$50,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1. Department	DPW	5. Project Cost	\$250,000
2. Prepared By	Todd Korchin	6. Project Reference No.	23-DPW-01
3. Date	August 5, 2017	7. FY23 Priority # 1 out of 2 Requests	
4. Project Title	Roadway/Sidewalk Improvement	8. Previously Requested? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If so, what year? 2016

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 \$800,000 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 \$250,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land					250,000	\$250,000
Totals	\$0	\$0	\$0	\$0	\$250,000	\$250,000

**Town of Westwood
Fiscal Years 2019- 2023
Capital Budget Request**

1.	Department	DPW	5.	Project Cost	\$50,000
2.	Prepared By	Todd Korchin	6.	Project Reference No.	23-DPW-02
3.	Date	August 5, 2017	7.	FY23 Priority # 2 out of 2 Requests	
4.	Project Title	Federal Storm Water Quality Regulation Compliance	8.	Previously Requested? Yes <input checked="" type="checkbox"/> No If so, what year? 2015/2016	

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 \$50,000 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	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Building and Improvements						\$0
Vehicles						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land					50,000	\$50,000
Totals	\$0	\$0	\$0	\$0	\$50,000	\$50,000

Prior Approved Capital

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

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

Capital Approved Outside Proposition 2 1/2

Currently Being Financed		
Item/Project	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 - FY2018
Approved at 2017 Annual 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	

Capital Outlay Requests - FY2017
Approved at 2015 Fall Town Meeting and 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	
Replacement of two trucks	Fire	\$105,000	
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	Borrowing
Construct New Police Station	Police	\$13,205,000	Borrowing
	Total	\$13,295,000	

Capital Outlay Requests - FY2016
Approved at 2015 Fall Town Meeting and 2016 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
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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	\$9,500,000	Borrowing
Design New Police Station	Police	\$1,000,000	
Town-wide LED Streetlight Upgrade	DPW	\$500,000	
Cemetery Expansion	DPW	\$450,000	
Upgrades at all pump stations	Sewer	\$450,000	
	Total	\$11,900,000	

Capital Outlay Requests - FY2015
Approved at 2014 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
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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	

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	

Capital Outlay Requests - FY2012
Approved at 2011 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Animal Control Officer Van	Police	\$30,000	Free Cash
Information Systems Dept. - End User Technology	IS	\$50,000	Free Cash
Replacement of Police Vehicles	Police	\$124,000	\$61,500 Taxation/\$62,500 Free Cash
Fire Chief Vehicle	Fire	\$34,000	Free Cash
Deputy Fire Chief Vehicle	Fire	\$34,000	Free Cash
Municipal Building Maintenance/Energy Upgrade	Municipal Buildings	\$50,000	Free Cash
Cell Audio Monitoring System	Police	\$15,000	Free Cash
Drainage Infrastructure/Storm Water Quality	Municipal Infrastructure	\$80,000	Free Cash
	Total	\$417,000	
Inflow/Infiltration Repair/Lining	Sewer	\$55,495	Sewer User Fees
Inflow/Infiltration Town Wide Study Phase II	Sewer	\$105,000	Sewer User Fees
	Total	\$160,495	
Technology	School	\$100,000	\$61,500 Taxation/\$38,500 Free Cash
Roofing	School	\$274,000	Free Cash
Vehicles	School	\$32,000	Free Cash
	Total	\$406,000	
Additional Capital Borrowing Articles:			
Dump Truck Sander & Plow	DPW	\$175,000	Borrowing ↓
Dump Truck Sander & Plow	DPW	\$160,000	
Sidewalk Tractor	DPW	\$125,000	
	Total	\$460,000	
Brook Street Culvert Flood Prevention Project	DPW	\$450,000	

Capital Outlay Requests - FY2011
Approved at 2010 Annual Town Meeting

Item/Project	Department	Cost	Funding Source
Repairs to Town Hall Cupola/Gutters	Selectmen	\$31,500	Free Cash
Medical Van	COA	\$35,000	Free Cash
End User Technology	IT	\$25,000	Free Cash
Police Vehicles	Police	\$120,314	\$61,500 Taxation/\$58,814 Free Cash
Fire Engine Overhaul	Fire	\$30,000	Free Cash
Communication Radio Console (With Grant)	Police	\$25,000	Free Cash
Municipal Building Maintenance	Selectmen	\$55,186	Free Cash
One Ton Dump & Plow	DPW	\$60,000	Free Cash
Nahatan Street Retaining Wall	DPW	\$35,000	Free Cash
	Total	\$417,000	
Pipe Lining	Sewer	\$200,000	Sewer User Fees
Service Truck	Sewer	\$45,000	Sewer User Fees
	Total	\$245,000	
Technology	School	\$308,000	\$61,500 Taxation/\$246,500 Free Cash
HVAC	School	\$18,000	Free Cash
Copiers	School	\$80,000	Free Cash
	Total	\$406,000	
Additional Article (March, 2010 STM):			
New Library Construction	Library	\$9,300,000	Borrowing

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, Sections 7 and 8. 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, 2017	
Fiscal Year 2015 equalized valuation	\$3,698,071,400
Debt Limit – 5% of equalized valuation	\$184,903,570
Less:	
Total debt applicable to limitation	\$45,984,700
Authorized and unissued debt	\$0
Legal debt margin	\$138,918,870

Credit Rating

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

The Town's current credit ratings:

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

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

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

Debt Policies

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

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

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

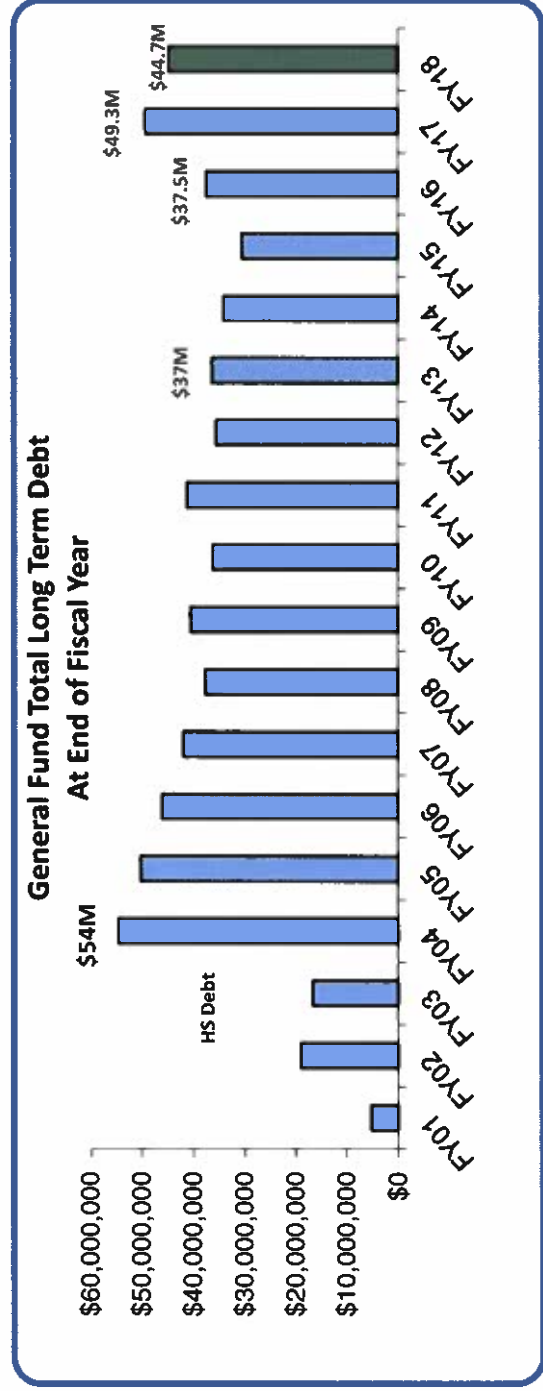
Town Debt – Recent Summary

Debt is an important part of the Town's overall fiscal planning.

- Tool to finance capital projects
- Authorization for debt, including reasons and maximum limits, determined by Department of Revenue.
- Debt authorization requires 2/3 vote approval by Town Meeting

Favorable Borrowing Climate

- Very strong credit ratings.
 - Standard & Poor's (2016) AAA.
- Excellent interest rate environment.
- Old debt retirement.
- Have issued all debt authorized by Town Meeting.

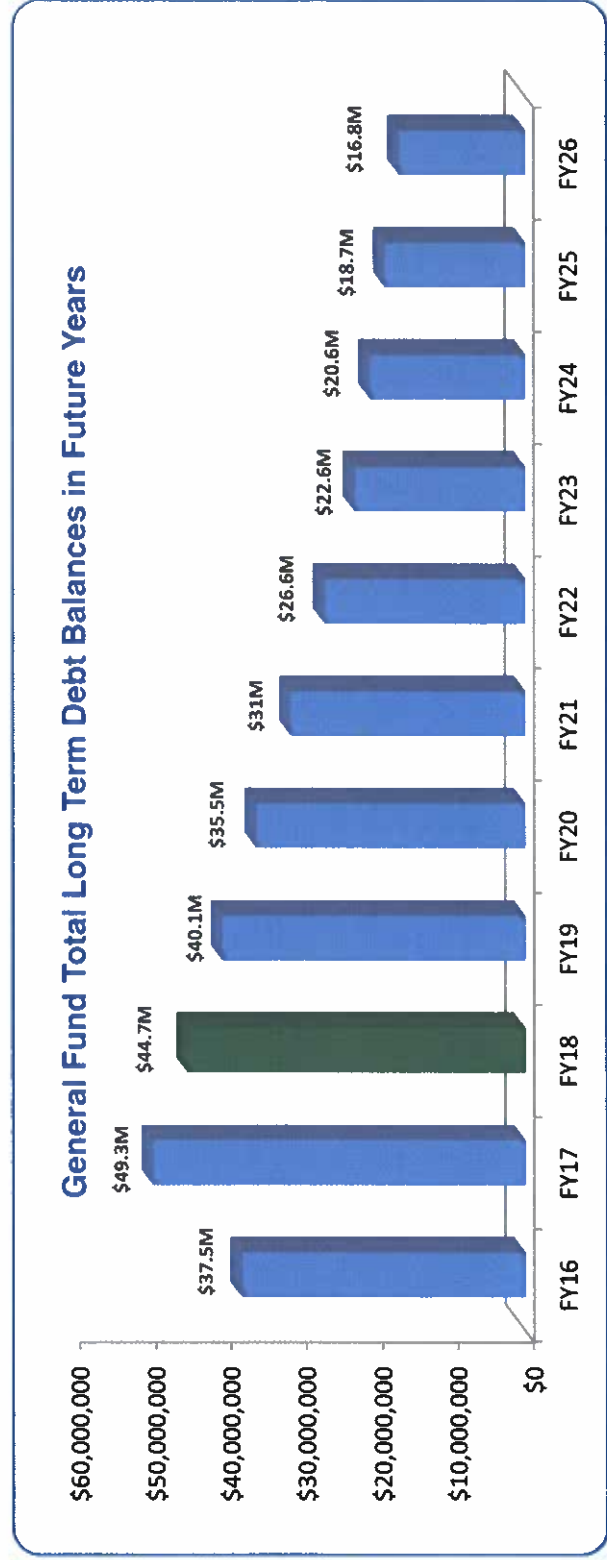


Town Debt – Recent Summary

Recent Bond Sales - \$30M since 2014

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

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



Long Term Debt Outstanding – General Fund

Long Term General Fund Debt Outstanding

	Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Total Outstanding 30-Jun-18
E = Exempt						
E	High School Project	1.63	5/2012	06/01/2023	\$39,262,300	\$9,045,000
E	Library Construction	3.37	3/10/11	03/10/2031	\$9,300,000	\$6,045,000
	Within Prop 2 1/2					
	High School Completion	3.48	8/01/08	02/01/2023	\$1,950,000	\$650,000
	Middle Sch Modular Construction	3.79	6/15/09	06/15/2029	\$3,500,000	\$1,925,000
	School Roof	1.43	12/20/12	06/01/2022	\$935,000	\$371,000
	DPW Roads/Equipment	1.43	12/20/12	06/01/2022	\$3,700,000	\$1,474,000
	DPW Roads/Equipment	1.62	05/15/14	05/15/2024	\$1,400,000	\$840,000
	Design Fire Station	2.66	9/1/2015	09/01/2035	\$850,000	\$765,000
	Construct Fire Station	2.66	9/1/2015	09/01/2035	\$8,650,000	\$7,785,000
	LED Lights Upgrade	2.66	9/1/2015	09/01/2025	\$500,000	\$400,000
	Cemetery Expansion	2.66	9/1/2015	09/01/2020	\$450,000	\$270,000
	Deerfield Rd/Parking Imprvrnts	2.42	9/1/2016	06/30/2026	\$2,000,000	\$1,600,000
	Land Purchase	2.42	9/1/2016	06/30/2026	\$890,000	\$710,000
	Police Station Design	2.42	9/1/2016	06/30/2045	\$1,000,000	\$930,000
	Police Station Construction	2.42	9/1/2016	06/30/2046	\$12,755,000	\$11,900,000
					Total General Fund	\$44,710,000

General Fund Debt Authorized - Not Yet Issued
Long Term

\$0

All debt authorized through Town Meeting
5/2017 has been issued

There is no short term debt outstanding.

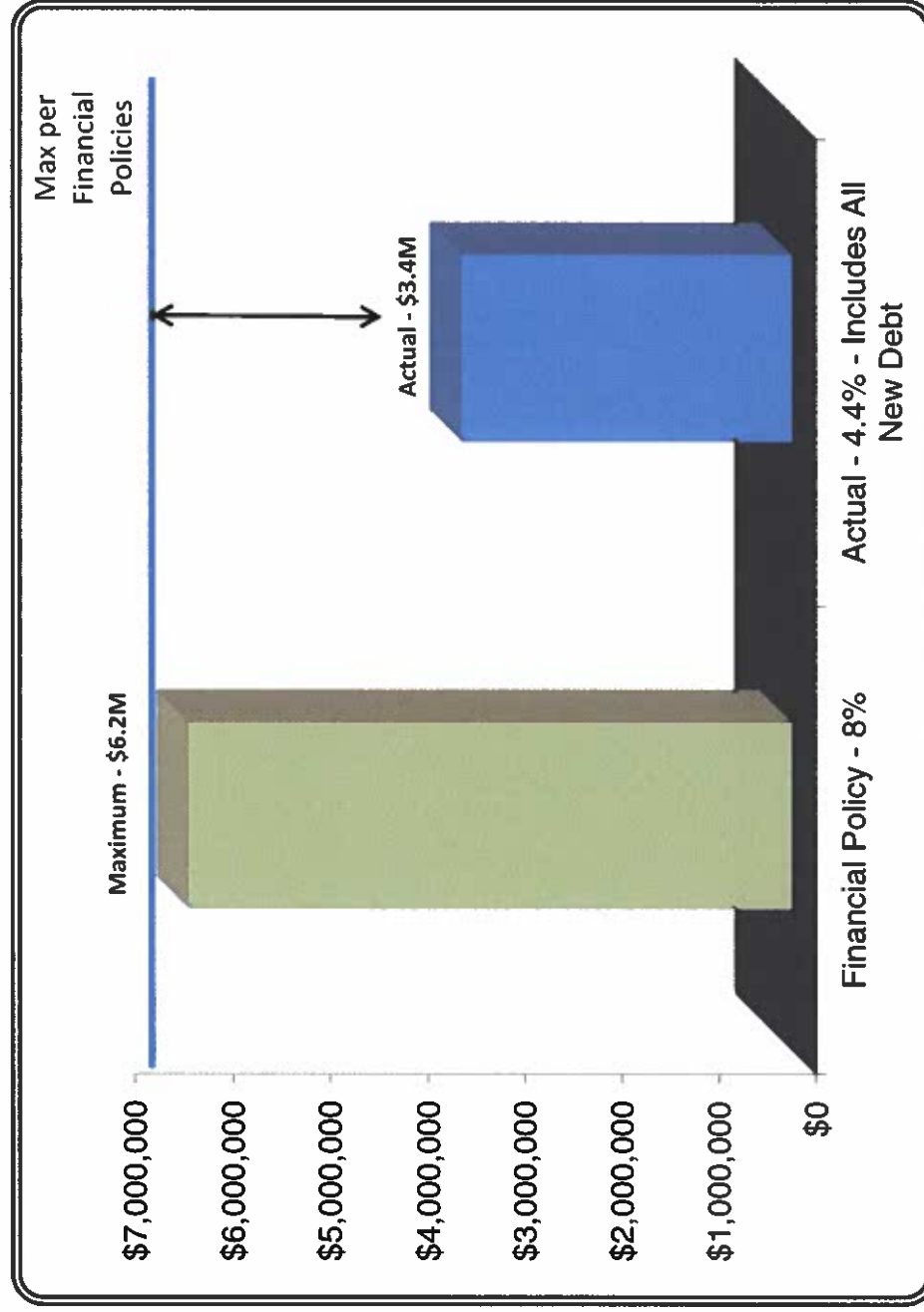
Long Term Debt Outstanding – Sewer

Long Term Sewer Fund Debt Outstanding

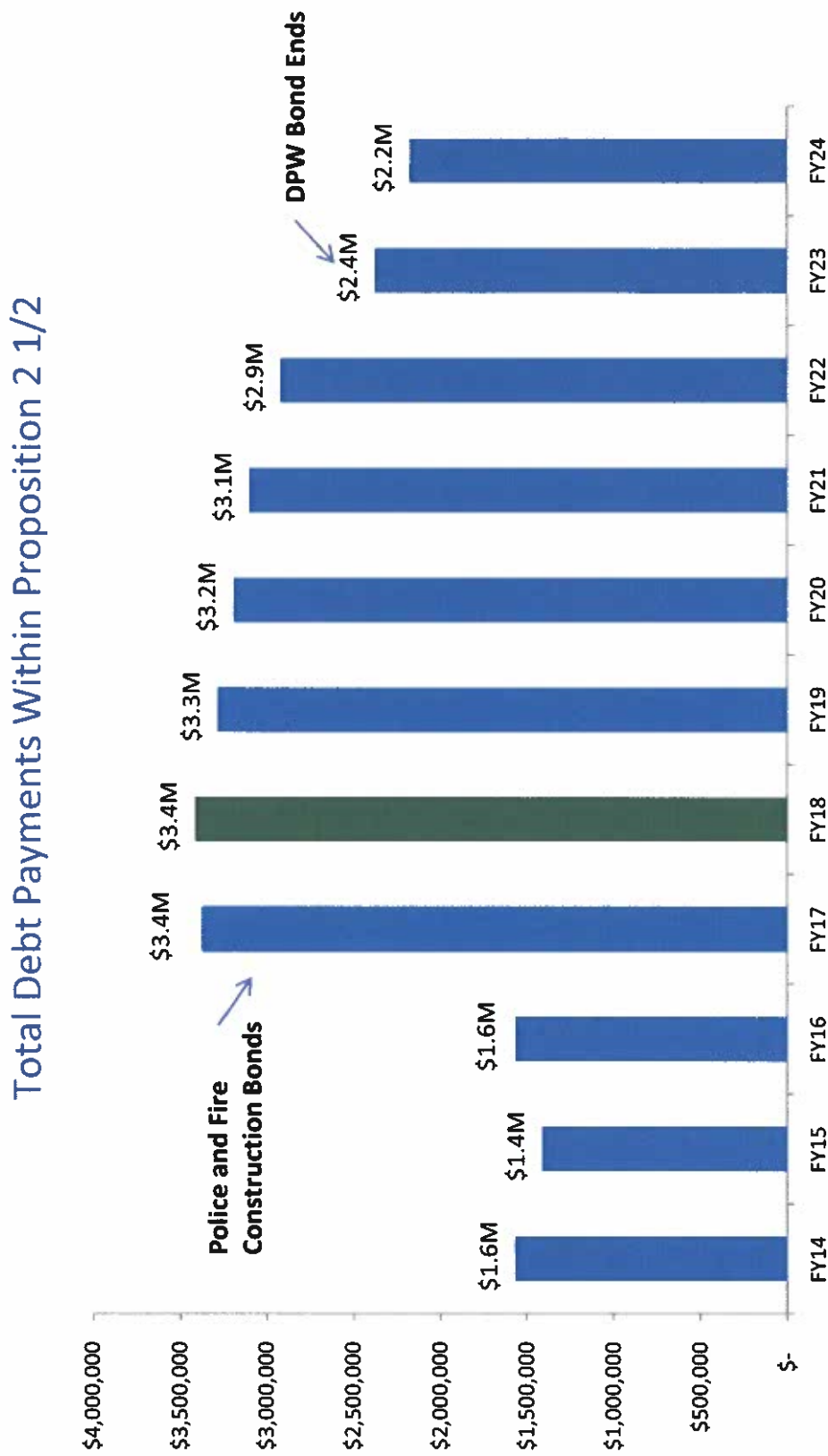
Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Outstanding 30-Jun-18
Sewer Abatement Trust	3.88	11/1998	6/1/2019	\$3,220,700	\$204,300
MWRA - no interest loan	0.00	6/1/2016	6/2021	\$234,000	\$140,400
Sewer Bond	2.50	5/1/2014	6/2024	\$1,570,000	\$930,000
Total General Fund					\$1,274,700

Debt Level – Well Within Guidelines

Financial Policies – annual debt payments should not exceed 8% of net general fund revenues.



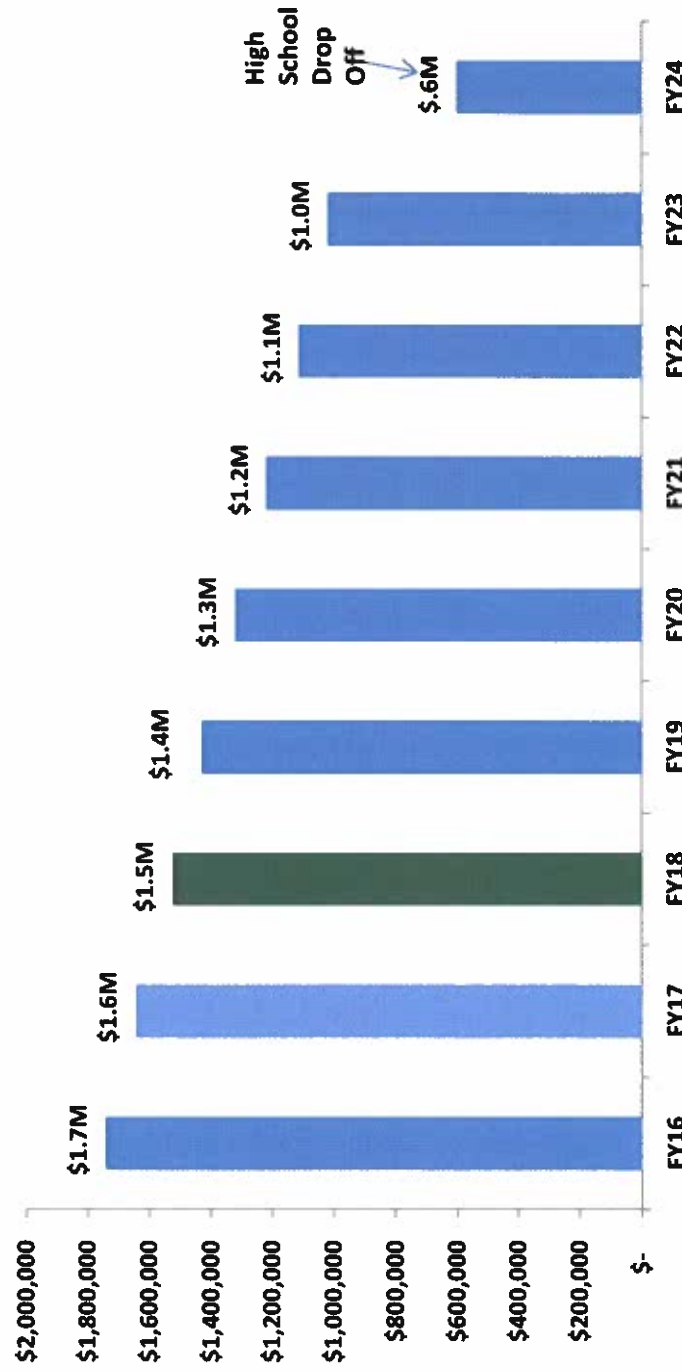
Total Non Exempt Debt – Within Proposition 2 1/2



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

Total Net Exempt Debt – Outside Proposition 2 1/2

Total Net Exempt Debt Payments Outside Proposition 2 1/2



- Principal and interest payments for projects approved outside Proposition 2 1/2.
- Exact amount of debt cost, net of state school reimbursement, is raised in taxes.
- When bond ends, exempt taxes end.
- FY18: High School \$828K, Library \$695K
- High School bond ends FY2023, Library FY2031
- Payments decline approximately \$100K each year
- FY2023 – High School \$406K.

Total Principal and Interest Payments for Current Long Term Debt Outstanding

Outstanding as of 30 June 18	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-46	Total FY16-FY46
Principal and Interest for Current Long Term Debt Outstanding													
HIS Construct (Exempt)-Ref# 3/12	2,630,641	2,530,500	2,436,000	2,353,400	2,242,600	2,150,200	2,069,200	1,980,800	1,891,200	1,807,650		0	\$12,149,650
Library Construct (Exempt) 3/11	778,875	760,275	741,675	723,075	711,450	698,663	675,413	656,613	638,213	624,263	609,150	3,772,313	\$8,396,275
Municipal Building	273,000		0	0	0	0	0	0	0	0	0	0	\$0
Olds Baker	21,000		0	0	0	0	0	0	0	0	0	0	\$0
Plummet demand ROR	32,175	31,125											\$0
High Street Lamps ROR	23,050	22,350	21,600	20,800									\$0
High Street Construction ROR	126,775	122,925	118,900	114,400									\$0
High School Field ROR	53,663	52,000	50,400	48,600									\$0
High School Complex ROR	381,415	176,865	171,590	166,290	161,590	156,390	151,190	145,990	140,690	135,390		0	\$46,800
Middle School Modifiers ROR	264,244	279,450	274,400	269,150	263,463	257,338	245,588	239,338	232,838	225,838	218,838	987,131	\$2,673,869
DPW Roadway 12/12	680,000	180,000	177,000	174,000	169,500	166,500	162,000	159,000	154,500			0	\$811,500
School Road 12/12	371,000	112,450	110,770	108,890	106,070	104,190	101,370	99,490	91,670			0	\$502,790
DPW Equipment 12/12	56,580	55,200	54,200	53,360	51,980	51,060	49,680	48,760	47,380			0	\$248,860
DPW Drainage 12/12	30,450	29,700	29,200	28,700	27,950	27,450	26,700	21,200	20,600			0	\$123,900
DPW Equipment 12/12	184,500	180,000	177,000	174,000	169,500	166,500	162,000	159,000	154,500			0	\$811,500
DPW Roads 5/14	0	36,075	35,475	34,875	34,275	33,675	33,075	32,475	31,875	31,275	30,675		\$227,325
DPW Drainage 5/14	0	72,150	70,950	69,750	68,550	67,350	66,150	64,950	63,750	62,550	61,350		\$454,650
DPW Equipment 5/14	0	60,125	59,125	58,125	57,125	56,125	55,125	54,125	53,125	52,125	51,125		\$378,875
Pic Station Design R/15	0	0	16,841	75,119	72,994	70,869	68,744	66,619	64,494	62,369	60,244	603,394	\$1,069,725
Pic Station Construction R/15	0	0	171,378	764,444	742,819	721,194	699,569	677,944	656,319	634,694	613,069	6,140,419	\$10,806,025
Street Lamps Replacement R/15	0	0	12,500	73,750	70,250	66,750	63,250	63,750	61,250	58,750	56,250	105,000	\$551,250
Cemetery Replacement R/15	0	0	11,250	110,250	105,750	101,250	96,750	92,250				0	\$396,000
Band R/16	0	0	0	1,026,338	1,262,475	1,332,475	1,202,475	1,172,475	1,142,475	1,112,475	1,082,475	13,879,350	\$22,006,675
	0	0	0	0	0	0	0	0	0	0	0	0	\$0
Total General Fund Debt	4,976,330	4,701,455	4,740,634	6,447,815	6,366,140	6,137,978	5,934,278	5,735,478	5,444,848	4,807,318	2,743,175	25,407,666	62,696,815
Total Non - Exempt Debt													
Non - Exempt Debt Payments	1,566,821	1,410,606	1,562,959	3,371,340	3,412,890	3,281,115	3,189,665	3,097,865	2,915,435	2,375,465	2,174,025	21,715,294	\$42,160,894
Change in non-Exempt Debt	17,357	(156,138)	152,275	1,808,381	40,759	(130,975)	(91,459)	(91,800)	(182,430)	(540,030)	(201,308)		
Total Exempt Debt	3,409,516	3,290,775	3,177,675	3,076,475	2,954,650	2,856,863	2,744,613	2,637,613	2,529,413	2,431,913	609,150	3,772,313	\$30,535,925
Total Exempt Debt Payments	(111,556)	(118,741)	(113,100)	(101,200)	(122,425)	(97,186)	(112,259)	(107,000)	(106,200)	(97,500)			
Change in Gross Exempt Debt													
State Reimbursement Being Received - for School Projects - all project audits completed	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276			\$8,407,656
High School Project - FY06 - FY23	22,750	20,280	17,412	15,738	13,064	10,912	8,690	6,468	4,107	2,898			\$45,449
Library Band Premium	20,378	19,178	17,812	16,765	16,000	15,170	14,363	13,553	12,743	11,933	9,159	33,586	\$121,815
Library Band Premium	1,444,404	1,440,727	1,437,051	1,433,769	1,430,340	1,427,358	1,423,627	1,420,197	1,416,719	1,413,214	9,359	33,586	\$8,574,920
Total State/Band Premium Annual Payments													
Net annual Exempt Debt	1,965,112	1,850,848	1,740,624	1,642,786	1,523,690	1,429,585	1,328,986	1,217,416	1,113,684	1,018,199	599,791	3,738,727	11,961,406
Change in annual Exempt Debt	(106,122)	(115,064)	(109,424)	(97,918)	(119,016)	(94,186)	(106,519)	(103,578)	(104,722)	(94,495)	(418,489)		

Total Principal and Interest Payments for Current Long Term Sewer Debt Outstanding

Outstanding as of June 30, 2018	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total
Principal and Interest payments for current Sewer Debt Outstanding										
Balance										Total FY19-24
Sewer - Abatement Trust 11/98	146,383	147,042	145,735	151,207	0	0	0	0	0	\$151,207
MWRA no interest loans - 2012	42,460	42,460	0	0	0	0	0	0	0	\$0
MWRA no interest loans - 2016	0	46,800	46,800	46,800	46,800	46,800	0	0	0	\$140,400
Sewer - \$1.5 m bond 5/14	188,588	185,388	182,188	173,988	170,888	167,788	164,688	161,588	158,488	\$997,426
Total Sewer Debt	377,431	421,690	374,723	371,995	217,688	214,588	164,688	161,588	158,488	1,289,033
All debt funded by sewer user fees										
The MWRA trust debt is supplemented by subsidies by the Massachusetts Water Pollution Trust (MWPAT).										
The principal and interest shown is Town portion only.										

Summary:

**Westwood, Massachusetts; General
Obligation**

Primary Credit Analyst:

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Christina Marin, Boston 617-530-8312; christina.marin@spglobal.com

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Rationale

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Summary:

Westwood, Massachusetts; General Obligation

Credit Profile

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

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

Rationale

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

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

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

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

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

Very strong economy

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

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

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

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

Very strong management

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

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

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

Strong budgetary performance

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

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

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

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

Strong budgetary flexibility

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

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

Very strong liquidity

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

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

Very strong debt and contingent liability profile

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

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

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

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

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

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

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Outlook

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

Related Research

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

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

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MOODY'S

INVESTORS SERVICE

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

Global Credit Research - 30 Jul 2013

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

Opinion

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

RATINGS RATIONALE

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

STRENGTHS

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

CHALLENGES

- Narrow reserve levels

DETAILED CREDIT DISCUSSION

IMPROVED FINANCIAL POSITION EXPECTED TO STABILIZE OVER THE NEAR-TERM

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

FAVORABLY LOCATED BOSTON SUBURB WITH ABOVE-AVERAGE RESIDENT WEALTH LEVELS

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

169.5% and 182.2%, respectively.

MANAGEABLE DEBT BURDEN WITH NO PLANS TO ISSUE NEW DEBT

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

The town participates in the Norfolk County Contributory Retirement System, a multi-employer, defined benefit retirement plan. The town's annual required contribution (ARC) for the plan was \$2.6 million in fiscal 2012, or 3.2% of operating expenditures. The town's adjusted net pension liability, under Moody's methodology for adjusting reported pension data, is \$43,761, or an average 0.62 times General Fund revenues. Moody's uses the adjusted net pension liability to improve comparability of reported pension liabilities. The adjustments are not intended to replace the town's reported liability information, but to improve comparability with other rated entities.

Also, the town currently contributes to its OPEB liability on a pay-as-you-go basis. The town contributed 35% of its annual OPEB cost in fiscal 2012, representing \$1.7 million. The total UAAL for OPEB is \$59 million, as of June 30, 2011. The town's total fixed costs for 2012, including pension, OPEB and debt service, represented \$10.8 million or 13.3% of expenditures.

OUTLOOK

The removal of the negative outlook reflects the town's improved financial condition and compliance with stated financial policies expected to continue over the medium term.

WHAT COULD CHANGE THE RATING UP:

- Significant increases to reserve levels consistent with a higher rating category

WHAT COULD CHANGE THE RATING DOWN:

- Significant reductions in reserve levels relative to revenues
- Failure to maintain structurally balanced operations

KEY STATISTICS

2010 Population: 14,618 (increased 3.5% since 2000 census)

2012 Equalized valuation: \$3.7 billion

2012 Equalized valuation per capita: \$253,270

Median family income: \$151,976 (182.2% of the commonwealth; 236.3% of the U.S.)

Per capita income: \$59,422 (169.5% of the commonwealth; 212.8% of the U.S.)

Overall debt burden: 1.1%

Adjusted overall debt burden: 1%

Payout of principal (10 years): 95.6%

FY12 General Fund balance: \$8.2 million (11.3% of General Fund revenues)

FY12 Unassigned General Fund balance: \$5.5 million (7.6% of revenues)

The principal methodology used in this rating was General Obligation Bonds Issued by US Local Governments published in April 2013. Please see the Credit Policy page on www.moody.com for a copy of this methodology.

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Current Infrastructure Information

Financial Policy

Document	Purpose	Most Recent Update	Maintained By	Included
FY16 Fixed Asset Summary	Required for annual audit/financial statements	June, 2017 Updated Annually	Town Accountant	√
Auto Fleet Schedule	Insurance	June, 2016 Updated Annually	Town Accountant	√
Vehicle/Equipment List by Department	Capital budget	September, 2017	Department Head	√
Information Systems – List of Town Computer Equipment	Capital budget	September, 2017	Director of IT	√
Sewer Master Plan	Sewer Maintenance, Management & Construction		Sewer Commission	
Town Buildings Replacement Schedule	Insurance	July, 2017 Updated Annually	Town Accountant	√
Road Improvement Program	Roadway Maintenance, Management & Construction	September, 2017	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-FY17						
Town	G/L#	Beg Bal 7/1/2016	Additions	Disposals	End Bal 6/30/2017	
Land	99-000-1910	6,748,382	0	0	0	6,748,382
Building and Improvements	99-000-1920	108,876,818	949,105	0	0	109,825,923
Vehicles	99-000-1960	8,498,266	385,945	275,160	0	8,609,051
Machinery and Equipment	99-000-1950	13,622,589	434,903	0	0	14,057,492
Furniture and Fixtures	99-000-1970	0	0	0	0	0
Construction in Process	99-000-1980	8,179,610	0	0	0	8,179,610
Infrastructure	99-000-1990	67,208,998	1,431,241	0	0	68,640,239
Sub-total		213,134,663	3,201,194	275,160		216,060,697
Sewer		Beg Bal	Additions	Disposals	End Bal	
Land	99-000-1911	350,850	0	0	0	350,850
Plant & Infrastructure	99-000-1931	19,077,918	813,129	0	0	19,891,047
Other building and Improve.	99-000-1921	6,339,070	0	0	0	6,339,070
Vehicles	99-000-1961	448,343	73,952	73,867	0	448,428
Machinery and Equipment	99-000-1951	510,212	0	0	0	510,212
Furniture and Fixtures	99-000-1971	0	0	0	0	0
Sub-total		26,726,393	887,081	73,867		27,539,607
Total		239,861,056	4,088,275	349,027		243,600,304

Auto Fleet Schedule

Description of Information

Town of Westwood

Territory # 16

Item #	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	ACV RC	Med \$ Pay	Comp Deduct	\$ S.P. Deduct	\$ Coll Deduct	Effective Date	A/L/P Both
1	BOARD OF HEALTH	2016	NISSAN LEAF	1N4AZ0CP9GC301481	M77222		\$32,409	L	73980	RC	Y	500	NO COV	500	07/01/2017	
2	COUNCIL ON AGING	2008	FORD ECOVAN	1FT2S34L58DA67559	M55379		\$42,760	L	05230	ACV	N	500	NO COV	500	07/01/2017	
3	COUNCIL ON AGING	2010	FORD E350 VAN	1FTSS3EL2ADA98529	M36945		\$44,014	L	05230	ACV	N	500	NO COV	500	07/01/2017	
4	COUNCIL ON AGING	2016	FORD ECONOLINE	1FDEE3FSOGDC54968	M95416			L	05230	ACV	Y	500	NO COV	500	07/01/2017	
5	DPW	1987	INGERSOLL COMPRESSOR	161894U8795700000	M39274		\$17,655	M	79650	-	N	NO COV	NO COV	NO COV	07/01/2017	
6	DPW	1992	RAYCO STUMP CUTTER	1865ACD015492	M51177		\$19,986	L	79650	-	N	NO COV	NO COV	NO COV	07/01/2017	
7	DPW	1994	CUST UTILITY TRAILER	RD10CB351R1850056	M52205		\$3,000		68499	-	N	NO COV	NO COV	NO COV	07/01/2017	
8	DPW	1996	CROSS T ROLLER TRAILER	1C9FS1418T1432647	M54546		\$2,200		68499	-	N	NO COV	NO COV	NO COV	07/01/2017	
9	DPW	2000	KUBOTA TRACTOR	70860	M69131		\$13,514		79650	-	N	NO COV	NO COV	NO COV	07/01/2017	
10	DPW	2000	CROSS UTILITY	431FS1416Y2000223	M58135		\$5,000		68499	ACV	N	NO COV	NO COV	NO COV	07/01/2017	
11	DPW	2002	MORBARK CHIPPER TRAILER	4S8SZ16142W023652	M69835		\$26,000	L	79650	ACV	N	500	NO COV	500	07/01/2017	
12	DPW	2002	KUBOTA TRACTOR	53207	M68014		\$28,600		79650	ACV	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
13	DPW	2002	MAGNUM UTILITY TRAILER	5AJLS16192B000180	M69128		\$6,495	L	68499	ACV	N	NO COV	NO COV	NO COV	07/01/2017	
14	DPW	2002	FORD BOX TRUCK	3FDXF75Y62MA12721	M87409	30,000	\$50,000	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
15	DPW	2004	WELCH UTILITY TRAILER	1W9US14184N189500	M71552		\$2,695	L	68499	ACV	Y	NO COV	NO COV	NO COV	07/01/2017	
16	DPW	2004	BOMBARDIER SIDEWALK PLOW	900200072	M80326		\$107,000	L	79650	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
17	DPW	2005	BIG TEX UTILITY TRAILER	16VEX182152H51818	M71941	9,000	\$4,185		68499	ACV	N	NO COV	NO COV	NO COV	07/01/2017	
18	DPW	2005	WELCH UTILITY TRAILER	1W9US14225N189504	M7252	2,250	\$2,995		68499	ACV	N	NO COV	NO COV	NO COV	07/01/2017	
19	DPW	2006	CARGO UTILITY	2000544434	M79396		\$11,990	L	79650	ACV	N	500	NO COV	500	07/01/2017	
20	DPW	2007	FORD F350	1FDWFF31P97EA60812	M76014	12,000	\$46,580	M	21499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
21	DPW	2007	STONE CEMENT MIXER TRAILER	262007004	M79491		\$3,794	L	79650	-	N	NO COV	NO COV	NO COV	07/01/2017	
22	DPW	2008	FORD F550 DUMP TRUCK	1FDAF57R78EC52097	M79377		\$54,671	M	21499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
23	DPW	2008	FORD F550 DUMP TRUCK	1FDAF57R98EC52098	M79380		\$54,671	H	31499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
24	DPW	2009	JCB CONSTRUCTION TRACTOR	SLP214FC9U0912503	M76545		\$95,497	M	79650	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
25	DPW	2009	INTERNATIONAL 700 SER	1HTWDAAR79H129632	M76543		\$138,700	H	31499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
26	DPW	2009	FORD E350 VAN	1FTSE34P09DA14618	M78207		\$26,249	L	01499	ACV	N	500	NO COV	500	07/01/2017	
27	DPW	2009	FORD DRWSUP TRUCK	1FDAF57R19EA00587	M76548		\$55,000	M	21499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	

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28	DPW	2009	FORD DRWSUP TRUCK	1FDAF57R39EA00588	M76549		\$50,000	M	21499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
29	DPW	2011	HOMESTEADER UTILITY TRAILER	SHABE1820BN011337	M88258	7,000	\$7,784	L	68499	ACV	Y	500	NO COV	500	07/01/2017	
30	DPW	2011	FORD F550 DUMP TRUCK	1FDUF5HT2BEB96049	M84395	19,500	\$58,458	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
31	DPW	2011	PRINOTH SIDEWALK TRACTOR	U107440V	M88264		\$132,400	M	79650	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
32	DPW	2012	FORD F350 PICKUP	1FT8X3BT5CEA59415	M88266	11,100	\$42,711	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
33	DPW	2012	MACK DUMP TRUCK	1M2AX01C8CM001642	M84011		\$155,000	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
34	DPW	2012	INTERNATIONAL DUMP TRUCK	1HTWDAAR3CJ672170	M84010		\$178,554	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
35	DPW	2012	ELGIN PELICAN SWEEPER	NP2513D	M87411		\$185,785	H	79650	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
36	DPW	2012	TRACKLESS TRACTOR	MT61540	M87416		\$151,095	H	79650	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
37	DPW	2012	FORD F550 TRUCK	1FDUF5HT3CEC96033	M85040		\$73,475	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
38	DPW	2012	FORD F550 TRUCK	1FDUF5HT5CEC96034	M85039		\$70,210	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
39	DPW	2012	FORD F550 TRUCK	1FDUF5HT7CEC96035	M85041		\$82,540	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
40	DPW	2012	FORD DUMP TRUCK	3FRNF6GE2CV418177	M84130		\$82,791	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
41	DPW	2013	JOHN DEERE LOADER	1DW624KH1CE648687	M85042		\$191,875	H	79650	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
42	DPW	2013	MACK DUMP TRUCK	1M2AX04CXDM018326	M87422		\$193,500	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
43	DPW	2013	CARMATE TRAILER	5A3C612S9DL001451	M84141	2,990	\$5,000	L	68499	ACV	Y	500	NO COV	500	07/01/2017	
44	DPW	2013	MACK DUMP TRUCK	1M2AX01C4DM001798	M85879		\$176,000	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
45	DPW	2013	MACK DUMP TRUCK	1M2AX01C2DM001797	M85867		\$176,000	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
46	DPW	2013	MACK DUMP TRUCK	1M2AX01C6DM001799	M85868		\$176,000	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
47	DPW	2013	FORD EXPLORER	1FM5K8D88DGC96425	M90095		\$33,076	L	01499	ACV	Y	500	NO COV	500	07/01/2017	
48	DPW	2013	TAKEUCHI COMPACT EXCAVATOR	178401130	M93046		\$110,500	L	79650	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
49	DPW	2013	DOOSAN UTILITY TRAILER	4FVCBBAA6DU455155	M93600		\$34,851	L	68499	ACV	Y	500	NO COV	500	07/01/2017	
50	DPW	2014	MACK DUMP TRUCK	1M2AX01C1EM002053	M88808		\$170,000	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
51	DPW	2014	CAM TRAILER	5JPBU312XEP034532	M88818	27,000	\$12,750	M	68499	ACV	N	500	NO COV	500	07/01/2017	
52	DPW	2014	FORD EXPLORER	1FM5K8D89EG825359	M90084		\$33,076	L	01499	ACV	Y	500	NO COV	500	07/01/2017	
53	DPW	2014	FORD F350 PICKUP	1FTRF3BT1EEB09110	M89270		\$32,498	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
54	DPW	2014	FORD F550 DUMP TRUCK	1FDUF5HT2EEA98272	M89269		\$56,508	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
55	DPW	2014	FORD F350 PICKUP	1FD7X3BT9EEB36443	M92344		\$45,105	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	

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56	DPW	2014	MORBARK CHIPPER	4S8SZ161XEW040847	M91552		\$49,259	L	79650	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
57	DPW	2015	DEERE SKID STEER LOADER	1T0320EMEEJ273047	M93047		\$70,487	M	79650	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
58	DPW	2015	DEERE BACKHOE	1T0410KXHEE273112	M93045		\$109,950	M	79650	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
59	DPW	2015	FORD F550 DUMP TRUCK	1FDUF5HT7FEC46871	M93591		\$68,376	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
60	DPW	2016	FORD F350 PICKUP	1FT8X3BT9GEA92861	M94048		\$53,722	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
61	DPW	2016	THREE UTILITY TRAILER	4S9PD1828GM097972	M93803	9.900	\$34,985	L	68499	ACV	Y	500	NO COV	500	07/01/2017	
62	DPW	2016	MACK 700 GU712	1M2AX01CXGM002510	M95417		\$174,999	H	31499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
63	DPW	2017	FORD F550	1FDUF5HTXHEB18241	M96322		\$68,400	M	21499	-	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
64	DPW	2017	VOLVO L120H	VCEL120HV0S632163	M80561		\$253,900	H	31499	-	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
65	DPW	2017	FORD F550	1FDUF5HTXHEB18241	M96322		\$68,400	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
66	DPW	2017	FORD F450	1FD0X4HT4HEB18242	M98124		\$73,962	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
67	FIRE	1976	BAL KO BOAT TRAILER	7614696			\$225		69499	-	N	NO COV	NO COV	NO COV	07/01/2017	
68	FIRE	1986	WRIGHT TAGALONG	1S9TS1713G1132118			\$2,000	L	69499	-	N	NO COV	NO COV	NO COV	07/01/2017	
69	FIRE	1990	INTERNATIONAL FIRE TRUCK	1HTSDTVN1LH278904	MF603		\$100,000	H	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
70	FIRE	1991	FEDERAL CYCLONE	46JB8AA89M1003545	MF602	38,000	\$240,000	H	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
71	FIRE	1991	INTERNATIONAL 4800 4x4	1HTSENHN1MH353008	MF608	30,000	\$140,000	H	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
72	FIRE	1994	LONG CH TRAILER	LCAUS0815RT135836	M52215	1,180	\$220	L	69499	-	N	NO COV	NO COV	NO COV	07/01/2017	
73	FIRE	2000	FORD F550	1FDAF56F9VEC39911	MF4047		\$24,000	H	79090	ACV	Y	500	NO COV	500	07/01/2017	
74	FIRE	2001	FORD F450 TRUCK	1FDXF47F31ED00243	MF6764		\$80,000	M	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
75	FIRE	2002	EMERGENCY ONE CYCLONE TRUCK	4ENGABA8021005711	MF6763		\$625,000	H	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
76	FIRE	2003	EMERGENCY ONE PUMPER	4EN6AAA8031006817	MF605	41,800	\$350,000	H	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
77	FIRE	2003	EMERGENCY ONE FIRE PUMPER	4EN6AAA8231006799	MF6847	41,800	\$350,000	H	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
78	FIRE	2008	LOAD UTILITY TRAILER	5A4LTS1882029317	MF9702	1,600	\$2,000	L	69499	ACV	N	500	NO COV	500	07/01/2017	
79	FIRE	2009	CHEVROLET TAHOE	1GNFK03029R263526	MF6653	7,300	\$28,214	L	79080	RC	N	500	NO COV	500	07/01/2017	
80	FIRE	2009	FORD F350 PICKUP	1FTWF31529EA61063	MF601	10,100	\$43,616	L	79090	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
81	FIRE	2010	FORD E450 AMBULANCE	1FDXE4FP3ADA40378	MFA465	14,500	\$18,000	M	79130	ACV	Y	500	NO COV	500	07/01/2017	
82	FIRE	2011	INTERNATIONAL AMBULANCE	1HTMNAALXBH360143	MF3733		\$253,423	M	79130	ACV	Y	500	NO COV	500	07/01/2017	
83	FIRE	2012	FORD EXPLORER	1FMHK8D89CGA09816	MFA464		\$32,106	L	79080	RC	Y	500	NO COV	500	07/01/2017	

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84	FIRE	2012	FORD EXPLORER	1FMHK8D87CGA09815	MF8711		\$32,106	L	79080	RC	Y	500	NO COV	500	07/01/2017	
85	FIRE	2013	KUBOTA UTILITY CART	A5KB1FDAPDGD0E1517	MFA470		\$12,450	L	79080	ACV	Y	500	NO COV	500	07/01/2017	
86	FIRE	2014	FERRARA IGNITER FIRE TRUCK	1F9455622EH14004	MFB677	47,835	\$748,083	E	79090	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
87	FIRE	2016	FORD AMBULANCE	1FDUF5HT0GEA30023	MF7233	18,000	\$252,756	M	79130	ACV	Y	500	NO COV	500	07/01/2017	
88	FIRE	2016	FORD EXPEDITION	1FMJU1JT5GEF15480	MF4341		\$44,910	L	79080	RC	Y	500	NO COV	500	07/01/2017	
89	HEALTH	2006	HAUL UTILITY TRAILER	16HCB12146P059112	M75531	1,900	\$4,228	L	68499	ACV	N	500	NO COV	500	07/01/2017	
90	HEALTH	2016	NISSAN LEAF	1N4AZ0CP3GC311469	M77209		\$32,384	L	73980	RC	Y	500	NO COV	500	07/01/2017	
91	POLICE	1991	PENN UTILITY TRAILER	1P9C714D1ML016195	M52187	6,000	\$2,900	L	68499	ACV	N	NO COV	NO COV	NO COV	07/01/2017	
92	POLICE	1999	SPEED ALERT TRAILER	1P9141010XG301142	M55226		\$6,490	L	69499	-	N	NO COV	NO COV	NO COV	07/01/2017	
93	POLICE	1999	SPEED ALERT TRAILER	1P9141011XG301196	M60609		\$6,490	L	69499	-	N	NO COV	NO COV	NO COV	07/01/2017	
94	POLICE	2003	DYNA UTILITY TRAILER	139MP151X3A003226	M70452	3,000	\$23,000	L	68499	ACV	N	500	NO COV	500	07/01/2017	
95	POLICE	2003	DYNA UTILITY TRAILER	139MP15183A003225	M70453	3,000	\$23,000	L	68499	ACV	N	500	NO COV	500	07/01/2017	
96	POLICE	2005	FORD CROWN VICTORIA	2FAHP74W85X121900	195XWN		\$28,180	L	79110	RC	N	500	NO COV	500	07/01/2017	
97	POLICE	2007	FORD EXPLORER	1FMEU73807UB07276	MP607W		\$32,320	L	79110	RC	Y	500	NO COV	500	07/01/2017	
98	POLICE	2009	FORD EXPEDITION	1FMFU16539EB27005	MP610W		\$36,100	L	79110	RC	N	500	NO COV	500	07/01/2017	
99	POLICE	2009	FORD CROWN VICTORIA	2FAHP71V89X115046	MP616W		\$31,928	L	79110	RC	N	500	NO COV	500	07/01/2017	
100	POLICE	2009	CARMATE UTILITY TRAILER	5A3C612S29L001282	M78221	2,990	\$6,000	L	68499	ACV	N	500	NO COV	500	07/01/2017	
101	POLICE	2011	FORD CROWN VICTORIA	2FABP78V6BX100524	MP614W		\$28,495	L	79110	RC	N	500	NO COV	500	07/01/2017	
102	POLICE	2011	FORD CROWN VICTORIA	2FABP78V6BX100525	MP615W		\$28,495	L	79110	RC	N	500	NO COV	500	07/01/2017	
103	POLICE	2011	FORD CROWN VICTORIA	2FABP78V9BX104146	MP612W	4,010	\$28,895	L	79110	RC	N	500	NO COV	500	07/01/2017	
104	POLICE	2011	FORD CROWN VICTORIA	2FABP78V0BX104147	MP613W	4,010	\$28,895	L	79110	RC	N	500	NO COV	500	07/01/2017	
105	POLICE	2011	FORD E250 VAN	1FTNE2ELXBD04268	MP608W		\$21,324	L	79120	ACV	N	500	NO COV	500	07/01/2017	
106	POLICE	2011	FORD CROWN VICTORIA	2FABP78V2BX163250	MP609W		\$30,683	L	79110	RC	Y	500	NO COV	500	07/01/2017	
107	POLICE	2011	FORD CROWN VICTORIA	2FABP78V4BX163251	MP617W		\$28,120	L	79110	RC	Y	500	NO COV	500	07/01/2017	
108	POLICE	2011	FORD CROWN VICTORIA	2FABP78V7BX172395	MP611W	4,011	\$28,120	L	79110	RC	Y	500	NO COV	500	07/01/2017	
109	POLICE	2012	FORD TAURUS	1FAHP2HWXCG106802	883RF8	4,010	\$26,888	L	79110	RC	Y	500	NO COV	500	07/01/2017	
110	POLICE	2013	FORD EXPLORER	1FM5K8AR7DGB71297	MP616W		\$42,998	L	79120	RC	Y	500	NO COV	500	07/01/2017	
111	POLICE	2014	FORD FUSION	3FA6P0LU7ER104275	375VA4		\$32,135	L	79110	RC	Y	500	NO COV	500	07/01/2017	

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112	POLICE	2014	FORD EXPLORER	1FM5K8AR2EAGA0206	MP3203		\$33,038	L	79120	RC	Y	500	NO COV	500	07/01/2017	
113	POLICE	2014	FORD EXPLORER	1FM5K8AR4EAGA0207	MP607W		\$33,038	L	79120	RC	Y	500	NO COV	500	07/01/2017	
114	POLICE	2015	FORD FUSION	3FA8P0RU1FR119752	2DE135		\$31,460	L	79110	RC	Y	500	NO COV	500	07/01/2017	
115	POLICE	2015	FORD EXPLORER	1FM5K8AR3FGB13044	MP608W		\$48,967	L	79120	RC	Y	500	NO COV	500	07/01/2017	
116	POLICE	2016	FORD EXPLORER	1FM5K8D88GGA1598			\$34,749	L	79120	RC	Y	500	NO COV	500	07/01/2017	
117	POLICE	2016	FORD EXPLORER	1FM5K8AR7GGA04345	MP619W		\$31,207	L	7910	RC	Y	500	NO COV	500	07/01/2017	
118	POLICE	2016	FORD EXPLORER	1FM5K8AR9GGA04346	MP618W		\$33,136	L	79120	RC	Y	500	NO COV	500	07/01/2017	
119	POLICE	2016	FORD EXPLORER	1FM5K8AR0GGA04347	MP612W		\$33,136	L	79120	RC	Y	500	NO COV	500	07/01/2017	
120	POLICE	2016	FORD EXPLORER	1FM5K8AR2GGC35623	MP609W		\$31,050	L		RC	N	500	NO COV	500	07/01/2017	
121	POLICE	2016	FORD EXPLORER	1FM5K8AR2GGC35624	MP611W		\$31,050	L	79120	RC	N	500	NO COV	500	07/01/2017	
122	RECREATION	2003	FORD ECOWAGON	1FBSS31L63HB93262	M72100		\$20,540	L	05230	ACV	N	500	NO COV	500	07/01/2017	
123	RECREATION	2008	FORD TAURUS SEDAN	1FAHP25W28G180761	M94422		\$15,927	L	73980	RC	N	500	NO COV	500	07/01/2017	
124	RECREATION	2009	FORD CROWN VICTORIA	2FAHP71V69X115045	971VGJ		\$31,928	L	73980	RC	N	500	NO COV	500	07/01/2017	
125	SCHOOL	2001	GEM GOLF CART	5ASAG27421F013332	M71187		\$6,000	L	94600	ACV	N	NO COV	NO COV	NO COV	07/01/2017	
126	SCHOOL	2001	FORD E350 VAN	1FTSE34L01HB45915	M18465		\$21,124	L	01499	ACV	N	500	NO COV	500	07/01/2017	
127	SCHOOL	2005	BIG TEX UTILITY TRAILER	16VNX142X52D77327	M71931	9,000	\$3,694	L	68499	ACV	N	NO COV	NO COV	NO COV	07/01/2017	
128	SCHOOL	2006	FORD E350 VAN	1FTSE34L76HA38352	M70738		\$16,387	L	05650	ACV	N	500	NO COV	500	07/01/2017	
129	SCHOOL	2009	HOMESTEADER UTILITY TRAILER	5HABE16289N000163	M80636	7,000	\$5,996	L	68499	ACV	N	500	NO COV	500	07/01/2017	
130	SCHOOL	2009	CHEVROLET SILVERADO	1GCHK74K79F181190	M82994	9,900	\$37,981	L	01499	ACV	N	500	NO COV	500	07/01/2017	
131	SCHOOL	2011	FORD E150 VAN	1FMNE1BW2BD829220	11598	8,520	\$24,356	L	05650	ACV	Y	500	NO COV	500	07/01/2017	
132	SCHOOL	2012	FORD PICKUP	1FDRF3G64CEA07859	M87966		\$33,075	L	01499	ACV	Y	500	NO COV	500	07/01/2017	
133	SCHOOL	2015	JOHN DEERE GATOR	1M0625GSEFM102937			\$20,209	H	79650	ACV	Y	500	NO COV	500	07/01/2017	
134	SCHOOL	2016	FORD E350 VAN	1FDEE3FLXGOC18987	M93682	12,500	\$55,022	M	05650	ACV	Y	500	NO COV	500	07/01/2017	
135	SCHOOL	2016	FORD F450 TRUCK	1FDUF4GY4GEA93147	M71570	16,500	\$46,698	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
136	SCHOOL	2017	CROSS UTILITY TRAILER	431FS1823H1000088	M97460		\$6,350	L	68499	ACV	Y	500	NO COV	500	07/01/2017	
137	SELECTMEN	2008	FORD CROWN VICTORIA	2FAFP71V98X111660	M84008		\$29,622	L	73980	RC	N	500	NO COV	500	07/01/2017	
138	SEWER	2008	FORD F350 UTILITY	1FDWX31R58EC52096	M79379		\$48,313	M	21499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	
139	SEWER	2009	INTERNATIONAL 700 SER	1HTWCAZR38J130423	M76544		\$253,577	H	31499	RC	N	DEC 4C	NO COV	DEC 4C	07/01/2017	

Auto Fleet Schedule
Description of Information
Town of Westwood
Territory # 16

Item #	Department	Year	Manufacturer & Model	Vin #	Plate #	GVW	Cost New	Type	Class	ACV RC	Med Pay	\$ Comp Deduct	\$ S.P. Deduct	\$ Coll Deduct	Effective Date	AI/LP Both
140	SEWER	2009	SEWER RODDER UTILITY TRAILER	1S9HU16179C381653	M76542		\$9,000	L	79650	-	N	NO COV	NO COV	NO COV	07/01/2017	
141	SEWER	2011	FORD F350 PICKUP	1FD8X38T9BEB90843	M83469	10,000	\$55,914	M	21499	RC	Y	DEC 4C	NO COV	DEC 4C	07/01/2017	
142	SEWER	2013	FORD EXPLORER	1FM5K8D89DGB21018	M9591		\$33,985	L	01499	ACV	N	500	NO COV	500	07/01/2017	

Police Vehicle Inventory 2016

Department POLICE

Vehicle	Year	Year Purchased	Mileage	Vehicle is Used For	Scheduled Year of Replacement	Comments
601	2016	2015	76695	Unmarked - Chief of Police		
602	2015	2014	50710	Unmarked - Detectives		Hybrid
603	2012	2011	111363	Unmarked - Detectives		
604	2014	2013	73529	Unmarked - Detectives		Hybrid
605	2007	2007	176560	Unmarked SUV		
606	2014	2014	83111	Marked Police Cruiser		
607	2014	2014	88602	Marked Police Cruiser		
608	2015	2015	72549	Marked Police Cruiser		K-9 Unit
609	2011	2012	18411	Marked Police Cruiser		
610	2009	2009	74656	Marked Police Cruiser		Safety Officer
611	2011	2012	10593	Marked Police Cruiser		
612	2016	2015	47815	Marked Police Cruiser		
613	2011	2011	91728	Marked Police Cruiser		Detail cruiser
614	2011	2010	55114	Marked Police Cruiser		Detail cruiser
615	2011	2010	83646	Marked Police Cruiser		Sold to Methuen PD
616	2013	2013	63745	Marked Police Cruiser		
617	2011	2012	121949	Marked Police Cruiser		New motor 2014
618	2016	2015	49498	Marked Police Cruiser		
619	2016	2015	48858	Unmarked Police Cruiser-Patrol		
620	2011	2011	20614	Animal Control Van		
	1991	1994		Emergency Management Trailer		
T1	1999	1999		Solar Speed Alert Trailer		Pending rehab/rebuild
T2	1999	2000		Solar Speed Alert Trailer		Rehabbed 2014
T3	2009	2009		Traffic Safety Trailer		

Speed Trailers:

T1 does not work at all. T2 The trailer was rehabbed and a new speed sign/message board was installed.

Vehicle Inventory

Department FIRE (All readings as of 8/23/17)

Vehicle	Year	Year Purchased	Mileage	Vehicle is Used For	Scheduled Year of Replacement	Comments
E1	1991	1991	69,993	Structure/Vehicle Fires (Reserve Unit)	2017(Out of Service)	Engine
E2	2003	2004	125,861	Structure/Vehicle Fires/Rescue	2017	Engine
E5	2003	2004	48,200	Structure/Vehicle Fires	2017(To Reserve Status)	Engine
L1	2002	2003	16,226	Structure Fires	2023	Ladder Truck
Sq1	1991	1991	29,140	Brush Fires	2020	Combination
Sq2	1990	1990	34,954	Brush Fires	2018	Combination
B1	2001	2001	4,312	Brush Fires	2021	Brush Truck
A1	2015	2015	34,389	Medical	2021	Ambulance
A2	2011	2011	67,324	Medical	2019(Trade -in)	Ambulance
C1	2012	2011	45,906	Command	2017	SUV
C2	2012	2011	55,779	Command	2018	SUV
C3	2016	2016	14,993	Command	2021	SUV
C4	2009	2009	19,306	Utility	2017	Utility Truck
M1	2000	2014	136,729	Fire Alarm	2019	Bucket Truck
A3	2010	2016	109,553	Medical	2021	Ambulance
C5	2002	2001	62,028	Spare Command Vehicle (OOS)	2021 (By C3)	SUV
L2	2014	2014	10,526	Structure Fires	2034	Quint Ladder Truck
K1	2013	2013	90.0 hrs	Utility	2033	ATV

AUTOMOBILE FLEET SCHEDULE - TOWN OF WESTWOOD - Department of Public Works

ITEM #	DEPARTMENT	YEAR	MANUFACTURER & MODEL	PLATE #	COST NEW	TYPE	MILEAGE	Scheduled Replacement
SP. CAR 1	DPW (Blue)	2008	FORD CROWN VIC	2FAFP71V98X111660	M84008	25,000.00	CAR	93,114.00
SP. CAR 2	DPW (Black)	2009	FORD CROWN VIC	2FAHP71V69X115045	M90088	25,000.00	CAR	N/A
SP. CAR 3	DPW (HWY)	2007	FORD CROWN VIC	2FAFP71W17X120988	M68020	30,000.00	CAR	114,000
Car 3	HIGHWAY	2014	FORD EXPLORER	1FM5K8D89EGB25359	M90084	35,000.00	SUV	20.00
Car 5	SEWER	2013	FORD EXPLORER	1FM5K8D89DGB21018	M9591	35,000	SUV	2,600.00
Car 6	Facility Div.	2013	FORD EXPLORER	1FM5K8D88DGC96425	M90095	35,000.00	SUV	10.00
Elect. 1	Health	2016	Nissan Leaf	1N4AZ0CP3GC311469	M77209	35,000.00	LIGHT	100.00
Elect. 2	Building	2016	Nissan Leaf	1N4AZ0CP9GC301481	M77222	35,000.00	LIGHT	100.00
Truck 01	HIGHWAY	2015	FORD F350 PICKUP	1FT8X3BT9GEA92861	M94048	55,000.00	LIGHT	10.00
Truck 02	HIGHWAY	2009	Ford F550	1FDAF57R39EA00588	M76549	55,000.00	MEDIUM	31,000.00
Truck 04	HIGHWAY	2012	Pelican Sweeper	NP2513D	M87411	163,785.00	HEAVY	31,000.00
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
Truck 07	HIGHWAY	2007	FORD F350 UTILITY TR	1FDWFF31P97EA60812	M76014	46,580.00	MEDIUM	45,200.00
Truck 08	HIGHWAY	2013	MACK DUMP	1M2AX01C6DM001799	M85868	165,000.00	HEAVY	400.00
Truck 09	CEMETERY	2008	FORD F550	1FDAF57R78EC52097	M79377	65,000.00	MEDIUM	39,000.00
Truck 10	HIGHWAY	2012	MACK DUMP	1M2AX01C8CM001642	M84011	165,000.00	HEAVY	1,010.00
Truck 11	HIGHWAY	2013	F550 Rack Body	1FDV5HT3CEC96033	M85867	65,000.00	MEDIUM	2,000.00
Truck 12	HIGHWAY	2016	MACK DUMP	1M2AX01CXGM002510	M95417	165,000.00	HEAVY	100.00
Truck 13	HIGHWAY	2012	Ford F650	3FRNF6GE2CV418177	M84130	90,000.00	MEDIUM	2,000.00
Truck 14	HIGHWAY	2009	INTERNATIONAL	1HTWDAAR79H129632	M76543	155,000.00	HEAVY	10,500.00
Truck 15	HIGHWAY	2008	FORD F550	1FDAF57R98EC52098	M79380	55,000.00	MEDIUM	37,103.00
Truck 16	HIGHWAY	2014	FORD F550	1FDUF5HT2EEA98272	m89269	76,000.00	MEDIUM	0.00
Truck 17	HIGHWAY	2011	FORD F550	1FDUF5HT2BEB96049	M84395	55,000.00	MEDIUM	12,182.00
Truck 18	HIGHWAY	2015	FORD F550 (Chip Truck)	1FDUF5HT7EC46871	M93591	60,000.00	HEAVY	2,000.00
Truck 19	HIGHWAY	2012	INTERNATIONAL	1HTWDAAR3CJ672170	M84010	165,000.00	HEAVY	1,749.00

Truck 20	HIGHWAY	2013	MACK DUMP	1M2AX01C4DM001798	M85879	176,000.00	HEAVY	400.00	2023
Truck 21	SEWER	2011	FORD F350	1FD8X3BT9BEB90843	M83469	55,000.00	MEDIUM	24,500.00	N/A
Truck 22	Facility Div.	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/HIGH	2009	INTERNATIONAL GIAN	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
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 30	PARK	2013	FORD DUMP F 550	1FDVF5HT5CEC96034	M85039	40,000.00	MEDIUM	1,200.00	2023
Truck 31	PARK	2012	FORD 350 PICKUP	1FT8X3BT5CEA59415	M88266	55,000.00	MEDIUM	55,000.00	2022
Truck 32	PARK	2009	FORD F-550	1FDAF57R19EA00587	M76548	55,000.00	MEDIUM	48,188.00	2019
Truck 33	HIGHWAY	2002	FORD 750 BUCKET	3FDXF75Y62MA12721	M87409	50,000.00	HEAVY	22,000.00	2025
Truck 55	HIGHWAY	2009	E 350 VAN	1FTSE34PO9DA14618	M78207	26,000.00	LIGHT	32,835.00	2020
	HIGHWAY	1987	STARLIGHT TRAILER	13YF51427HC020180	M39476	3,000.00		NA	
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
K1	PARK	2000	KUBOTA - TRACTOR	L4310	M69131	24,000.00	TRACTOR	NA	
K2	PARK	2002	KUBOTA - M5700 - TRA	(M60014	M68014	30,000.00	TRACTOR	NA	2015
L1	HIGHWAY	2013	JOHN DEERE - 624K	1DW624KHCCE648687		153,875.00	HEAVY	NA	2022
L2	HIGHWAY	2016	VOLVO LOADER	VCEL120HV0S632163		199,000.00	HEAVY		2026
JD	HIGHWAY	2015	410K BACKHOE/LOADE	1T0410KXHEE273112		109,950.00	HEAVY	N/A	2025
JCB-2	HIGHWAY	2009	J.C.B. BACKHOE/LOADE	SLP214FC9U0912503	M76545			NA	2019
Skid	HIGHWAY	2014	JOHN DEERE - 320 SKI	T00260E925352		70,000.00			2026
Chipper 1	HIGHWAY	2003	MOBARK	1R1752	M69835	50,000.00		NA	2016
Chipper 2	HIGHWAY	2014	MOBARK	4S8SZ161XEW040847	M91552	50,000			2026

Date: 10/12/2017	RM-1	SEWER/HIGHWAY	2009 Seer Rod Machine/Traile	1S9HU16179C381653	M76542	\$38,000.00	TRAILER	NA	
	Leaf Vac	HIGHWAY	2006 T-GIANT-VAC	2000544434	M79396	12,000.00		NA	
	Roller	HIGHWAY	2006 ROLLER	332996082	NONE			NA	
	Stumper Emerg. Trailer	HIGHWAY	1994 T-RAYCO STUMP CUT	1665AC/D015492	M51177	20,000.00		NA	
	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 5	HIGHWAY	1996 CROSS/FLAT TRAILER	1C9FS1418T1432647	M54546	3,000.00		NA	
	Trailer 6	HIGHWAY	1994 TRAILER - RECYCLING	RDIOCB351R1850056	M52205	\$3,000.00	MEDIUM		
	Trailer 7	HIGHWAY	2011 Homesteader	5HABE1820BN011337	M88258	\$8,000.00	MEDIUM		
	Trailer 8	HIGHWAY	2005 TRAILER WELCH	1W9US14225N189504	M7252	\$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	CEMETERY	2014 CAM Flatbed	5JPBU312XEP034532	M88818	\$12,750.00			
	HOT BOX	HIGHWAY	2016 ASPHALT TRAILER	4S9PD1826GM097972	M93803	\$35,000			
	MB1	DPW/POLICE	3M MESSAGE SIGN	139MP15133A003225	M70453	\$23,000.00		NA	
	MB2	DPW/POLICE	3M MESSAGE SIGN	139MP151X3A003226	M70452	\$23,000.00		NA	

SUMMARY - TOWN USER AND PERIPHERAL LIST

<i>location</i>	<i>user category</i>	<i>Users Supported</i>	<i>computers</i>
<i>Board or Committee</i>	<i>Town</i>	<i>27</i>	
<i>Carby St</i>	<i>Town</i>	<i>37</i>	<i>30</i>
<i>COA</i>	<i>Town</i>	<i>7</i>	<i>6</i>
<i>Deerfield</i>	<i>School</i>	<i>3</i>	<i>2</i>
<i>Downey</i>	<i>School</i>	<i>4</i>	<i>2</i>
<i>Fire Dept</i>	<i>Town</i>	<i>39</i>	<i>15</i>
<i>Hanlon</i>	<i>School</i>	<i>4</i>	<i>2</i>
<i>High School</i>	<i>School</i>	<i>31</i>	<i>12</i>
<i>HS Central Admin</i>	<i>School</i>	<i>21</i>	<i>11</i>
<i>HS-Pre K</i>	<i>School</i>	<i>3</i>	<i>1</i>
<i>Info Systems</i>	<i>Town</i>	<i>9</i>	<i>9</i>
<i>Islington CC</i>	<i>Town</i>	<i>12</i>	<i>7</i>
<i>Islington Library</i>	<i>Town</i>	<i>1</i>	<i>1</i>
<i>Library</i>	<i>Town</i>	<i>6</i>	<i>6</i>
<i>Martha Jones</i>	<i>School</i>	<i>3</i>	<i>2</i>
<i>Middle School</i>	<i>School</i>	<i>7</i>	<i>2</i>
<i>Police Dept</i>	<i>Town</i>	<i>49</i>	<i>27</i>
<i>Recreation</i>	<i>Town</i>	<i>10</i>	<i>10</i>
<i>Sheehan</i>	<i>School</i>	<i>4</i>	<i>3</i>
<i>Town Hall</i>	<i>Town</i>	<i>36</i>	<i>34</i>
<i>Totals for All Locations</i>		<i>335</i>	<i>218</i>

STATEMENT OF VALUES

Date: 7/5/2017

Name of Insured: Westwood, Town of

Name of Company: MIA Property And Casualty Group, Inc.

Item #	Description and Location of Property	Value at 100%	
		Actual Cash Value	Replacement Cost When Applicable
1 A (D3)	Arcadia Road Sewer Pumping Station		\$2,197,284
B	Arcadia Road		
	Personal Property in Above		\$38,452
2 A (D3)	Brook Street Sewer Pumping Station		\$1,785,138
B	Brook Street		
	Personal Property in Above		\$78,532
3 A (D3)	Conant Road Sewer Pumping Station		\$1,428,109
B	Conant Road		
	Personal Property in Above		\$19,280
4 A (D3)	Downey Elementary School		\$9,632,601
B	250 Downey Street		
	Personal Property in Above		\$191,680
5 A (D3)	E.W. Thurston Junior High School (incl. Addition)		\$19,461,419
B	850 High Street		
	Personal Property in Above		\$609,488
6 A (D3)	Far Reach Road Sewer Pumping Station		\$549,321
B	Far Reach Road		
	Personal Property in Above		\$6,426
7 A (D3)	Highway Department Garage		\$571,405
B	50 Carby Street		
	Personal Property in Above		\$266,603
8 A (A3)	DPW Annex		\$178,592
B	Carby Street		
	Personal Property in Above		\$26,624
9 A (A3)	Highway Department Sand & Salt Storage Shed		\$584,921
B	50 Carby Street		
	Personal Property in Above		\$5,493
10 A (A3)	Islington Branch Library		\$467,953
B	260 Washington Street		
	Personal Property in Above		\$192,795

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.

MMP 100

(ED 10 91)

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STATEMENT OF VALUES

Date: 7/5/2017

Name of Insured: Westwood, Town of

Name of Company: MIIA Property And Casualty Group, Inc.

Item #	Description and Location of Property	Value at 100%	
		Actual Cash Value	Replacement Cost When Applicable
11 A (D3)	Main Fire Station 637 High Street		\$2,494,082
B	Personal Property in Above		\$139,153
12 A (D3)	Martha Jones Elementary School 80 Martha Jones Road		\$12,926,351
B	Personal Property in Above		\$191,680
13 A (F3)	Deerfield School 72 Deerfield Avenue		\$5,307,889
B	Personal Property in Above		\$17,749
14 A (D3)	Highway Department Storage Garage (New) Carby Street		\$329,565
B	Personal Property in Above		\$164,796
15 A (D3)	Paul R. Hanlon Elementary School 790 Gay Street		\$4,423,553
B	Personal Property in Above		\$191,680
16 A (B3)	Police Station 584 High Street		\$1,808,961
B	Personal Property in Above		\$195,229
17 A (A3)	Senior Center Garage/Food Pantry 60 Nahatan Street		\$970,254
B	Personal Property in Above		\$5,493
18 A (F3)	Submersible Sewer Pumping Station Sycamore Drive		\$213,282
B	Personal Property in Above		\$1
19 A (F3)	Submersible Sewer Pumping Station Clapboardtree Street		\$266,603
B	Personal Property in Above		\$1
20 A (D3)	Summer Street Sewer Pumping Station Summer Street		\$878,914
B	Personal Property in Above		\$6,426

STATEMENT OF VALUES

Date: 7/5/2017

Name of Insured: Westwood, Town of

Name of Company: MILA Property And Casualty Group, Inc.

Item #	Description and Location of Property	Value at 100%	
		Actual Cash Value	Replacement Cost When Applicable
21 A (B3)	Town Hall 580 High Street		\$2,720,527
B	Personal Property in Above		\$133,111
22 A (A3)	Westwood Senior Center 60 Nahatan Street		\$1,188,174
B	Personal Property in Above		\$39,808
23 A (F3)	William E Sheehan Elementary School 549 Pond Street		\$11,739,881
B	Personal Property in Above		\$273,320
24 A (A3)	6 Temp. Classroom Buildings - Thurston Middle School 850 High Street		\$696,957
B	Personal Property in Above		\$78,120
25 A (C3)	Dela Park Estates Pumping Station Dela Park Road		\$329,593
B	Personal Property in Above		\$5,493
26 A (C3)	Stevens Farm Pump Station		\$266,603
B	Personal Property in Above		\$5,493
27 A (D3)	DPW Building Carby Street		\$1,598,546
B	Personal Property in Above		\$213,282
28 A (D3)	Westwood High School Nahatan Street		\$43,738,514
B	Personal Property in Above		\$2,381,294
29 A (B3)	Islington Community Center 288 Washington Street		\$3,058,445
B	Personal Property in Above		\$21,648
30 A (C3)	Fencing Morrison Park		\$64,944
B	Personal Property in Above		\$0

STATEMENT OF VALUES

Date: 7/5/2017

Name of Insured: Westwood, Town of

Name of Company: MIIA Property And Casualty Group, Inc.

Item #	Description and Location of Property		Value at 100%	
			Actual Cash Value	Replacement Cost When Applicable
31	A (A3)	Snack Stand Morrison Park		\$10,824
	B	Personal Property in Above		\$1
32	A (C3)	Lighting Morrison Park		\$135,301
	B	Personal Property in Above		\$0
33	A (C3)	Irrigation Morrison Park		\$27,060
	B	Personal Property in Above		\$0
34	A (A3)	Storage Garage Morrison Park		\$135,301
	B	Personal Property in Above		\$143,965
35	A (C3)	Pump Replacement Morrison Park		\$53,321
	B	Personal Property in Above		\$0
36	A (A3)	Modular Classrooms at Hanlon School 790 Gay Street		\$571,193
	B	Personal Property in Above		\$41,334
37	A (A3)	School Street Playground Tot Lot 44 School Street		\$159,962
	B	Personal Property in Above		\$0
38	A (C3)	Highway Garage 50 Carby Street		\$576,833
	B	Personal Property in Above		\$213,282
39	A (A3)	DPW Storage Tent Highway Yard		\$37,324
	B	Personal Property in Above		\$53,321
40	A (A3)	Modular Classrooms Middle School		\$2,985,948
	B	Personal Property in Above		\$223,946

STATEMENT OF VALUES

Date: 7/5/2017

Name of Insured: Westwood, Town of

Name of Company: MIA Property And Casualty Group, Inc.

Item #	Description and Location of Property	Value at 100%	
		Actual Cash Value	Replacement Cost When Applicable
41 A (A3)	Westwood High School Concession Stand 200 Nahatan Street		\$351,915
B	Personal Property in Above		\$1,066
42 A (A3)	Westwood High School Maintenance Garage 200 Nahatan Street		\$303,927
B	Personal Property in Above		\$1,066
43 A (D3)	Library 668 High Street		\$8,498,975
B	Personal Property in Above		\$1,066,410
44 A (A3)	Cemetery Barn High Street		\$156,060
B	Personal Property in Above		\$1,040
45 A (A3)	DPW Employee Locker Room & Breakroom 50 Carby Street		\$180,284
B	Personal Property in Above		\$0
46 A (A3)	Storage Trailer (Leased) 637 High Street		\$25,500
B	Personal Property in Above		\$6,018
47 A (A3)	Temporary Storage Trailer - Fire Department 300 Washington Street		\$61,200
B	Personal Property in Above		\$51,000
48 A (A3)	DPW Storage Tent		\$37,325
B	Personal Property in Above		\$53,321
49 A (A3)	Cemetery Garage Building 909 High Street		\$131,614
B	Personal Property in Above		\$5,100

STATEMENT OF VALUES

Date: 7/5/2017

Name of Insured: Westwood, Town of

Name of Company: MIIA Property And Casualty Group, Inc.

Item #	Description and Location of Property	Value at 100%	
		Actual Cash Value	Replacement Cost When Applicable
Total Amounts of Insurance			\$153,678,264

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

Name: _____
Title: _____
Date: _____



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 23, 2017

In 2017, Westwood recalibrated the pavement management database by having re-inspections performed for the roadway network. Included in this memo is a summary of findings of the road surface rating (RSR) survey.

During the 2017 construction season, Westwood allocated \$ 680,000 toward roadway projects, including mill & overlay on the following roads: Grove Street, Mill Street, Farm Lane, Fieldstone Road, Pleasant Valley Road, Wilson Way, and Westfield Street. In line with its Pavement Management Program, the Town also utilized two Pavement Preservation Techniques as follows: Micro-surfacing and a Hot-In-Place process on Washington Street. These techniques are less costly to perform and are designed to keep good roads in good condition with the long term goal of saving the Town money by extending the life span of these roadways.

The results of the updated program yield an average network rating of 85. The current backlog of work is calculated to be approximately \$5,200,000.

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. We performed these inspections in the fall of 2015. Our next re-inspection program is scheduled for 2018 to provide the Town with a new baseline of data to work from.

We are currently developing our 2018 Roadway Improvement Plan.



TOWN OF WESTWOOD
COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

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

JAMES MCCARTHY, *FACILITY MANAGER*

The following tables show existing backlog information:

Yearly Backlog Comparison - In Dollars

	2017
Pavement Rehabilitation	\$282,000
Surface Improvement	\$490,000
Routine Maintenance	\$160,000

Yearly Backlog Comparison - in Miles

	2013	2014	2015	2016	2017
Pavement Rehabilitation	1.8	1.2	1.7	2.3	0.9
Surface Improvement	37.8	47.0	48.1	45.2	33.7
Routine Maintenance	32.0	20.0	14.6	16.8	22.0
No Maintenance Req.	13.4	16.9	20.6	18.1	26.7

TOWN OF WESTWOOD



FINANCIAL MANAGEMENT POLICIES AND OBJECTIVES

Prepared By:
Pamela Dukeman, Finance Director

Adopted By:
Board of Selectmen January 12, 2004
Revised January 13, 2014



Introduction

The Town of Westwood has an important responsibility to carefully account for public funds, to manage municipal finances wisely, and to plan and provide for the adequate funding of services desired by the public and as required by laws, rules, or regulations, including the provision and maintenance of public facilities and improvements. The financial objectives and policies set forth by the Board of Selectmen in this document are intended to establish guidelines for the continued financial strength and stability of the Town of Westwood.

It is the policy of the Town of Westwood that financial management is conducted with the objectives of safeguarding public funds, protecting the Town's assets, and complying with financial standards and regulations.

To help ensure the Town's financial stewardship, an established program of managing the Town's finances becomes essential. To this end, the Board of Selectmen seeks policies and procedures that are financially prudent and in the Town's best economic interests.

Objectives are broad, fairly timeless statements of the financial position the Town seeks to attain. The Town of Westwood shall pursue the following financial objectives:

- To provide full value to the residents and business owners of Westwood for each tax dollar by delivering quality services efficiently and on a cost-effective basis.
- To preserve our quality of life by providing and maintaining adequate financial resources necessary to sustain a sufficient level of municipal services, and to respond to changes in the economy, the priorities of governmental and non-governmental organizations, and other changes that may affect our financial well-being.
- To provide effective financial management within the Town that conforms to generally accepted accounting principles.
- To ensure public accountability in public financial management.
- To protect and enhance the Town's credit rating and prevent default on any municipal debts.
- To provide quality, essential public safety and education services at the most efficient cost.
- To provide safeguards to ensure the quality and integrity of the financial systems.
- To minimize the Town's financial risk due to unforeseen emergencies.
- To protect against unforeseen emergencies with reserve funds.
- To protect and maintain the Town's capital assets.

In order to achieve the above objectives, the Board of Selectmen adopts the following financial policies. The Board of Selectmen will review these financial policies on an annual basis. As part of that review, the Finance Director will report on the status of the goals, particularly how the current reserve balances compare to stated goals.

Further, it is the intention of the Board of Selectmen that these financial policies will serve as the Town's guiding financial principles. The Selectmen will not diverge from the policies without a clear, public statement and analysis of the change(s); (i.e., schedule of long term borrowing).



Overall Financial Policies

A. Accounting, Auditing and Financial Planning

1. The Town will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Government Accounting Standards Board.
2. An annual audit will be performed by an independent public accounting firm.
3. The Town will maintain strong financial controls to ensure compliance with Town Meeting appropriations and state regulations.
4. The Town has a newly established Audit Committee consisting of three members appointed by the Board of Selectmen to overlapping three-year terms. The Audit Committee will provide independent review and oversight of Westwood's financial reporting processes, internal controls and independent auditors. The Committee will present annually to the Board of Selectmen a written report of how it has discharged its duties and met its responsibilities.
5. The Town will strive to produce quality financial reporting including clear financial statements, high quality, user friendly annual budget documents, and an annual Comprehensive Annual Finance Report (CAFR).
6. The Town shall strive to attain an extremely favorable credit rating. The Town's credit rating is a statement of its overall fiscal health as a government and as a community. The benefit of a strong credit rating is realized in lower interest rate costs on the Town's long term debt issues. The Town will strive to maintain an extremely favorable credit rating by practicing prudent financial management, strong budget control, good cash management and timely billing and collection.

B. General Fund

1. The annual budget should be prepared such that all current operating expenditures will be paid for with current operating revenue. The Town should not fund ongoing operating expenditures with non-recurring revenue sources, such as free cash or borrowing. Operating expenses shall be supported by ongoing recurring revenue sources, including taxes, state aid, local receipts and fees.
2. The annual operating budget shall include an appropriation to an operating reserve fund. This account shall be used to fund any unforeseen and extraordinary expenses that occur during the fiscal year. Funds are transferred to individual departments during the year only upon recommendation of the Finance and Warrant Commission. The minimum annual appropriation to this account should be .5% of the total general fund operating budget, net of debt service. The reserve account may also be used by Town Meeting to meet unexpected, small increases in service delivery costs. This funding will only occur by a transfer article voted at Town Meeting.
3. The Town will maintain adequate working capital in the General Fund by seeking to refrain from using available fund balance equivalent to 4% of the annual general fund operating budget. Specifically, the Town shall strive to maintain free cash at 4% of general fund operating budget, net of debt service. This balance of free cash will provide sufficient cash flow to meet payroll and expenditures without having to borrow in anticipation of tax receipts and will serve as liquid funds that can be used in case of emergency.



4. Free Cash in excess of the goal reserve shall not be used to fund ongoing operating expenditures or budget shortfalls. Free cash in excess of goal amount should be used to:
 - Fund non-recurring, unforeseen expenditures, such as unusually high snow and ice costs;
 - Provide funding for additional capital projects;
 - Build stabilization reserves to goal targets.

C. Revenue

1. The Town will follow an aggressive and equitable policy of collecting revenues.
2. The Town will utilize all available tools to collect revenues including tax title process, title liens, and motor vehicle flagging procedures.
3. The Town will consider the use of service charges as a means of financing services not equitably supported through the existing tax structure.
4. The Town will strive to maintain a healthy commercial tax base to supplement residential tax revenues.
5. The Town will set the annual tax classification factor with the goal to provide residential relief while encouraging appropriate business development. The annual classification factor will be determined utilizing the separate, written document, "Tax Rate Shift Policy".
6. One-Time Revenue - The Town will thoroughly analyze any unexpected and unusual one-time revenue sources before appropriation. One-time revenue sources include items such as unusually high receipts, unanticipated state funds, legal settlements, or other one-time revenues.
 - These funds shall first be considered for use toward meeting reserve level goals and capital needs before being utilized for funding general fund operating budget needs.
 - Consideration will be given first to a project related to the source of funding.
 - The Long Range Financial Planning Committee (LRFP) shall make a recommendation to the Board of Selectmen for use of the funds.

Consideration shall be given to:

- Capital budget.
 - Capital Improvements Stabilization Fund.
 - Stabilization Fund.
 - OPEB Trust Fund.
7. Recurring Revenue - The Town will thoroughly analyze any new, recurring revenue sources before appropriation. New, recurring revenue sources include significant new commercial development, or other permanent revenue sources such as a new fee.
 - The net recurring revenue, after any designated allocations, shall first be considered toward meeting reserve level goals and capital needs before being utilized for funding general fund operating budget needs.



- The Long Range Financial Planning Committee (LRFP) shall make a recommendation to the Board of Selectmen for use of the funds.

Consideration shall be given to:


- Stabilization Fund.
- OPEB Trust Fund.
- Capital Improvements Stabilization Fund.
- Capital Budget.

Endorsement of Overall Financial Policies:

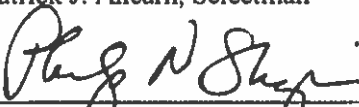
**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Reserve Policy

The Town of Westwood will maintain a level of reserves that protects the Town from emergency conditions that require financial flexibility, contribute to sufficient liquidity to pay all Town expenses without short-term borrowing, and contribute to maintaining a high credit rating. To provide for adequate levels of reserves to protect the Town's financial condition over the long term, the Town of Westwood has adopted the following financial reserve policies.

D. Reserves

1. The Town will maintain adequate reserve funds to protect the Town from unforeseen, extraordinary needs of an emergency nature. Prudent stewardship of the Town requires such planning and protection for the Town's financial health.
2. Reserve funds will be maintained as part of long term goals to reduce borrowing costs. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in costs of borrowing.

3. Stabilization Fund

- The Town shall strive to maintain reserve accounts at a minimum of 8% of general fund operating revenues, net of debt service. The total reserve goal should be maintained at 4% in the general fund and 4% in the stabilization account.
- Stabilization reserve funds shall be used to provide for temporary financing for unanticipated or unforeseen extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, an unexpected liability created by Federal or State legislation, immediate public safety or health needs, opportunities to achieve long-term cost savings, or planned capital investments and related debt service. Reserves will not be used to fund recurring budget items.
- The Town shall strive to make an annual appropriation to the stabilization fund. Even if a nominal amount, this annual appropriation will demonstrate the commitment to reserves and keep the account in focus.
- Funds shall be allocated from reserves only after an analysis and utilization plan has been prepared by the Finance Director and presented to the Board of Selectmen. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources and provide a sufficient cash balance for daily financial needs; and that conditions exist in future years that will allow for replenishment of reserve funds.
- Funds shall be allocated each year in the budget process to replace any use of reserve funds during the preceding fiscal year to maintain the balance of the reserves at 8%.

4. Other Post Employment Benefits (OPEB)

- OPEB is the cost of providing health care and other non-pension benefits for retirees.
- The Town shall continue its practice of having an independent actuary prepare biennial valuations, which is in compliance with the Government Accounting Standards Board (GASB).



- While there is no legal requirement to fund OPEB liability, the Town should strive to move toward fully funding the Annual Required Contribution (ARC), ultimately developing a funding schedule that fully funds OPEB liability.
 - The Town will appropriate no less than \$550,000 per year to the OPEB Liability Trust Fund.
 - The Town should continue to increase this minimum contribution until complying with the annual required contribution (ARC).
 - The OPEB Task Force will continue to review and make recommendations for meeting the OPEB liability through both revenue and expenditure review.

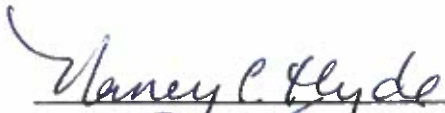
5. Capital Improvements Stabilization Fund

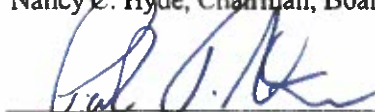
- The Town shall maintain a Capital Improvements Stabilization Fund. The goal of this Fund is to provide for funding long term maintenance and replacement of the Town's existing capital assets – primarily buildings and equipment and to serve as a funding source for new buildings and equipment.
- Funds designated to this account cannot be used for purposes other than those for which the account is established.
- Funds can be saved in this account from year to year, and interest earned remains with the account.
- This Fund shall be maintained to support planned annual capital appropriations and/or debt service for approved capital projects.

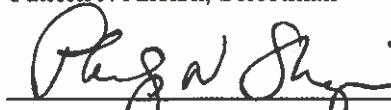
Endorsement of Reserve Policy:

Adopted January 12, 2004

Revised January 13, 2014


Nancy C. Hyde, Chairman, Board of Selectmen


Patrick J. Ahearn, Selectman


Philip N. Shapiro, Selectman




Debt Policy

E. Debt Management

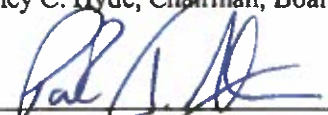
1. Long-term debt should be issued only for capital projects or assets that have a long useful life. It should be issued to pay for the cost of significant infrastructure and capital projects, such as school remodeling, road construction, building construction, and land purchases. Long term debt should not be issued for recurring, small capital purchases with a useful life of less than five years.
2. The Town should attempt rapid debt repayment schedules. The Town shall strive for a rapid repayment schedule of ten years or less. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt obligations. This policy recognizes that capital needs continue and that new debt will continue to be identified and issued.
3. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. Debt issued on behalf of the Sewer Enterprise is supported by sewer user fees.
4. General fund nonexempt debt service should not exceed 8% of general fund revenues. Non-dedicated tax revenue debt service should not exceed 8% of net general fund operating revenue so as to provide appropriate funding for other Town services. Total general fund debt, exempt and non-exempt, should be maintained at no greater than 10-12% of net general fund operating revenues so as to balance total debt costs and tax implications with other services.
5. The Town will follow a policy of full disclosure on all bond offerings and financial prospectus.

Endorsement of Debt Policy:

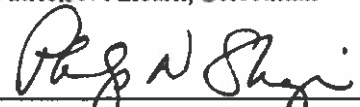
**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Capital Planning Policy

F. Capital Planning

1. The Town will maintain its physical assets at a level adequate to protect the Town's capital investments and to minimize future maintenance and replacement costs. The Town's physical resources are a major component of the Town's overall financial assets and represent a significant investment of public funds. As such, the Town must adequately maintain and update its capital assets.
2. The Town will develop a multi-year plan for capital improvements to be known as the "Five-Year Capital Budget," which will be updated on an annual basis. This report will include all known capital needs for a five year period for all school and municipal operations.
3. Capital items shall be defined as follows:
 - Items requiring an expenditure of at least \$10,000 and having a useful life of more than five years.
 - Projects consisting of real property acquisitions, construction, capital asset improvements, long-life capital equipment, or major maintenance/repair of an existing capital item, as distinguished from a normal operating expenditure.
 - Items obtained under a long term lease.
 - Bulk purchases of similar items, such as technology and furniture purchases, shall be aggregated and the total considered a capital item.
4. The Town shall regularly invest in capital stock on an ongoing basis. Annual delays in reinvesting in the Town's capital assets and equipment can often lead to delaying major problems that result in larger investments of financial resources to correct. The Board of Selectmen will continue to stress the importance of capital reinvestment and will carefully balance the financing of capital with annual operating expenses. The Town will strive to maintain 3 - 5% of the general fund operating budget, net of debt, on capital maintenance and replacement.
5. The funding source for capital projects must be identified and analyzed before any long term bonded capital project is recommended. Funding sources for capital projects must be analyzed so as to balance the limited resources available within Proposition 2 ½.
6. Capital projects funding should also be reviewed in relation to impact on property tax limitation.
 - Projects funded with current tax revenues should identify impact on annual operating budget.
 - Projects funded with long-term debt and *not exempted* from Proposition 2 ½ should identify impact on annual operating budgets.
 - Projects funded with long-term debt and *exempted* from Proposition 2 ½ should identify impact on annual tax rate and/or tax bill (debt exclusion).
 - Projects funded with *capital exclusion* should identify impact on current annual tax rate and/or tax bill (capital expenditure exclusion).
7. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended.

Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenue (taxes or fees) or new revenue sources

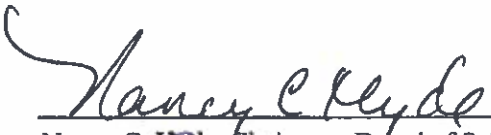


(debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources can also be identified or new funding sources identified. Future operating and maintenance costs for all new capital facilities will be fully costed out.

8. The Town shall support capital budgeting through the Capital Improvements Stabilization Fund. This Fund is outlined in the Reserve Policy.

Endorsement of Capital Planning Policy:

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



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Other Policies

G. Sewer Enterprise Fund

1. Rates and fees for sewer funds shall be established so as to produce revenue that does not exceed the amount of annual appropriation made for the enterprise, less any funds received for the enterprise from any other source without express authority from the Town Meeting.
2. Sewer funds are reviewed annually to project revenues and expenditures for the next fiscal year, estimates of the current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project impact on sewer rates.
3. Betterments will be assessed for sewer extensions. Sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for sewer projects. When specific benefits accrue to property owner(s), betterments will be assessed in accordance with state statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital projects.
4. Sewer main replacements should be scheduled so as to avoid major increases in sewer rates. The current sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Sewer long-term debt schedules should be closely monitored to ensure that new sewer debt replaces completed debt instead of continually adding to total debt.
5. The sewer enterprise will maintain adequate working capital to finance operations. In the absence of retained earnings, operations would require the use of General Fund cash which would reduce General Fund cash available for investment, and consequently reduce General Fund Revenue. To avoid the use of General Fund cash as working capital for the sewer operations, and to accommodate fluctuations in revenue due to consumption variations, retained earnings shall be maintained at an appropriate level. The amount retained for this purpose shall be at least equal to 10% of sewer fund revenues.

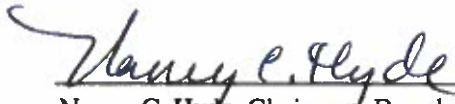
H. Gifts, Grants, and Other Funds

1. All grants shall be managed to comply with the laws, regulations and guidance of the grantor.
2. All gifts and donations shall be managed and expended according to the wishes and instructions of the donor and shall be in compliance with applicable state laws and regulations.
3. All user fees and revolving funds shall be managed in compliance with applicable state laws and regulations. User fees will be set so as to generate only the revenue needed to recover the allowable costs of the programs.
4. All gifts, grants, and fees shall be evaluated for suitability and consistency with Town policies. They shall also be formally approved and accepted by the Board of Selectmen and/or School Committee.
5. Any gifts with conditions determined to be unsuitable for the Town will not be accepted.



Endorsement of Other Policies:

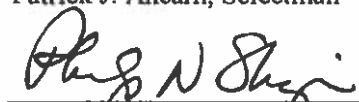
**Adopted January 12, 2004
Revised January 13, 2014**



Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



Investment Policy

I. Investment Policy

- Disbursement, collection, and deposit of all funds will be managed to insure protection and safeguard of funds, and adequate cash flow to meet the Town's needs of operations.
- The Town will strive to maximize the return on its portfolio, with the primary objectives of safety of principal, liquidity of funds and maximum yield.

I. The Investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds

A. Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, and capital project funds. Section two will deal with trust funds, bond proceeds, and any other funds with special circumstances such as stabilization funds. The Norfolk County Retirement Board is responsible for the investment of employees contributory pension funds.

B. Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.
- **Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
- **Yield** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.



C. Investment Instruments

Note: Public investments in Massachusetts are not protected through provisions in State law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity of a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles.

The Treasurer may invest in the following instruments:

1. Massachusetts State pooled fund: **Unlimited amounts** (Pool is liquid)

The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos), and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.

2. U. S. Treasuries that will be held to maturity: **Unlimited amounts** (Up to one year maturity from date of purchase)

3. U.S. Agency obligations that will be held to maturity. **Unlimited amounts** (Up to one year maturity from date of purchase)

4. Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (Up to one year) which are fully collateralized through a third party agreement: **Unlimited amounts**

5. Bank accounts and C.D.'s (Up to one year) fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.M): **\$100,000 limit** All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$100,000 insurance coverage.

6. **Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments will be limited to no more than 5% of an institution's assets and no more than 20% of a municipality's cash. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible. C.D.'s will be purchased for no more than three months and will be reviewed frequently.

D. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 30% of the Town's investments shall be invested in a single financial institution.

E. Authorization

The Treasurer has authority to invest municipality funds, subject to the statutes of the Commonwealth cited above.



F. Ethics

The Town Treasurer and the Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Chief Executive Officer any material financial interest in financial institutions that do business with the town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

G. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to safety. The Treasurer should subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff. Brokers should be recognized, reputable dealers.

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the municipality, to supply the following information to the Treasurer:

- ◆ Audited financial statements
- ◆ Proof of National Association of Security Dealers certification
- ◆ A statement that the dealer has read the municipality's investment policy and will comply with it
- ◆ Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

H. Reporting Requirements

On a regular basis (quarterly, semi-annually, or annually), a report containing the following information will be prepared by the Treasurer and distributed to the Chief Executive Officer, Town Manager, and/or Finance Committee, as appropriate. The quarterly report will include the following information, as a minimum requirement:

- ◆ A listing of the individual accounts and individual securities held at the end of the reporting period.
- ◆ A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- ◆ A summary of the income earned on a monthly basis and year to date basis shall be reported.
- ◆ The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the Town's cash position.
- ◆ The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

II The Investment of Trust Funds and Bond Proceeds

This section of the policy applies only to funds that could be invested long term, i.e. trust funds, stabilization funds and bond proceeds. For issues subject to arbitrage rebate, an arbitrage tracking system such as those available at banks and Mass Municipal Depository Trust (MMDT) will be used to track



expenditures of and interest earned on borrowed funds. Alternative tracking systems should be approved by and used under the advice of Bond Counsel.

A. Arbitrage Regulations

Tax free debt may be issued by cities, towns, and districts, which means that they are able to borrow at rates well below market rates. At the same time, the federal government has issued regulations to prevent them from issuing debt with the goal of investing the borrowed funds at a higher rate of interest than that at which the money was borrowed, or committing arbitrage. If the federal regulations are not followed, there are fines and penalties, but even worse, the tax free status of the debt could be jeopardized. The following arbitrage regulations will be followed:

Unless debt is issued as a "small issuer," that is, an entity issuing less than \$5 million of tax exempt debt in a calendar year, the proceeds shall be used within certain prescribed time frames, or be subject to fines and penalties as described above.

Following, find the general rules and time frames for spending borrowed funds in order to avoid having to pay a rebate to the Federal government on investment income earned on the borrowed funds. All funds must be used according to the following schedules or sooner:

1. **CONSTRUCTION DEBT**

First six months: 10%
First year: 45%
Eighteen months: 75%
Two years: 100%

2. **CAPITAL EXPENDITURES DEBT OTHER THAN CONSTRUCTION PROJECTS**

First six months: 15%
First year: 60%
Eighteen months: 100%

3. **ALL OTHER MUNICIPAL PURPOSE DEBT**

First six months: 100%

B. TRUST FUNDS

Trust Funds may be co-mingled and invested in any instruments allowed by the Legal List issued by the Banking Commissioner each July. Each trust fund must be accounted for separately.

(Note: This section will be completed after State Legislation is passed to change the way in which the Legal List is derived.)

C. STABILIZATION FUNDS

This paragraph shall apply to all general and special purpose stabilization funds of the Town. The total of all Stabilization Funds shall not exceed ten percent of the equalized valuation. (For informational purposes, equalized valuation is the biennial certification of value by the State. For FY12, equalized valuation was approximately \$3.7 billion and therefore the 10% cap would be \$370 million.)

Any interest shall be added to and become a part of the fund. The Treasurer may invest the funds according to the prudent investor rule set forth in Chapter 203C of the General Laws.



Stabilization funds can be expended only upon a two-thirds vote of Town Meeting. Therefore, the investment goals are mid-term preservation of capital with foreseeable liquidity horizons.

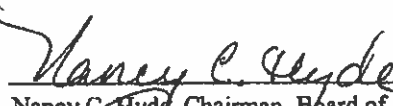
D. OTHER POST EMPLOYMENT BENEFITS LIABILITY TRUST FUND

The OPEB Trust Fund was established by vote of Town Meeting on May 7, 2012 in accordance with section 20 of Chapter 32B of the General Laws. The Trust Fund shall be invested and reinvested by the Treasurer consistent with the prudent investor rule set forth in Chapter 203C of the General Laws.

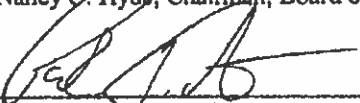
The OPEB Trust Fund is intended to ensure the long-term availability of funding of benefits. Current benefit expenditures are not paid from the Fund. Therefore, the investment goals are long-term preservation and appreciation of capital.

Endorsement of Investment Policy:

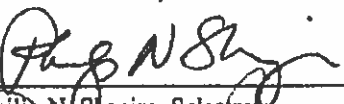
**Treasurer Adopted June, 2006
Revised January 13, 2014**



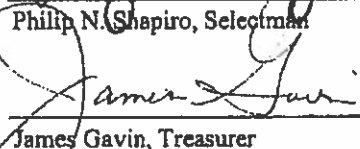
Nancy C. Hyde, Chairman, Board of Selectmen



Patrick J. Ahearn, Selectman



Philip N. Shapiro, Selectman



James Gavin, Treasurer

Financial Policies Status Update – September 2017

	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.	\$384,282 .5%	FY18 Budget \$400,000	Above target. This target was recently revised. \$400,000 is comfortable budget.	✓	Continued to Meet Target
B. 3. Free Cash – shall maintain at 4% of general fund operating budget, net of debt service.	\$3,074,258 4%	\$5,900,219 7%	Actual is at goal. Full amount <u>before</u> use of any free cash. This allows us to utilize standard free cash amount for FY18 budget and still meet target. FY17 unused \$1.9M which is below target.	X	Continued Improvement
D. 3. Reserve accounts – shall maintain at 8% of general fund operating revenues, net of debt service. Total reserve goals should be maintained at 4% in general fund and 4% in stabilization account.	Stabilization Target 4% \$3,286,515 Total 8% or \$6,573,030	Stabilization \$3,023,811 3.6% Total 10% or \$8,924,036	Stabilization approximately \$262K 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.	✓	Continued Improvement 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.	\$550,000	FY18 budget \$1,390,000	FY18 budget includes \$1,390,000 May appropriation. Above minimum target and on track with required funding.	✓	Significant Improvement Target to be Revised
E. 4. General fund nonexempt debt service should not exceed 8% of net general fund revenues.	Not exceed 8% Or \$6,573,030	\$3,412,090 4.1%	Target is met. Non exempt debt service is at approximately ½ of maximum target.	✓	Continued Below Target
E. 4. Total General fund exempt and nonexempt debt should not exceed 10-12% of net general fund revenues.	Not exceed 12% Or \$9,859,545	\$6,366,141 7.7%	Target is met. Total debt is well below target.	✓	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.	\$2,305,693 3%	\$1,734,000 2.2%	Actual is approximately \$571K short of target. Actual at 80% of target. Base capital has been increased incrementally from \$823K to \$1,734,000.	Not Met	Much Improved
G. 5. Maintain sewer retained earnings – will maintain 10% of sewer fund revenues.	\$506,786 10%	\$2,197,027 43%	Actual is well above target, due to new commercial funds to be used for capital maintenance of system.	✓	Well Above Target

Other Policies – September 2017

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	\$100,000 appropriation to stabilization reserve at 2017 Annual Town Meeting, funded by free cash. Continued in FY18 budget plan. Current balance in stabilization account is \$3M	✓	Target has been met consistently
D.4. OPEB – Town will strive to move towards fully funding ARC (Annual Required Contribution).	\$1,390,000 appropriated to OPEB reserve at 2017 Annual Town Meeting, within budget funds. This is currently on target with required annual payment. OPEB trust account now has \$6.5M.	✓	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