



Town Manager FY25 – FY29 Capital Improvement Program



January 16, 2024

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Section 1.0 – Background

The Town of Winchester owns and operates a wide variety infrastructure and capital assets as summarized below:

- Municipal buildings and property, including Town Hall, Library, Public Safety Building, West Side Fire Station, Department of Public Works (DPW) facility, Wildwood Cemetery, and the Transfer Station;
- School buildings, including five elementary schools (Muraco, Lynch, Lincoln, Ambrose, and Vinson-Owen), McCall Middle School, Winchester High School, and three surplus buildings – the Parkhurst School, which has been used for central office space, preschool, and swing space; the Mystic School, which currently houses the Recreation Department and the private Kids Corner afterschool program and summer camp; and the Carriage House, which is currently vacant;
- Water, sewer, and drainage systems, including the Town’s Water Treatment Plant, three reservoirs and associated dams;
- Recreation facilities, parks, playgrounds, athletic fields, and other open space;
- Transportation network, including roads, sidewalks, and bike facilities;
- Rivers, ponds, and other waterways, including associated bridges and culverts; and
- Municipal vehicle fleet, including public safety vehicles, DPW vehicles and equipment (including at cemetery and Transfer Station), and municipal staff vehicles.

Article 6, Section 6-7 of the Town of Winchester Home Rule Charter states that the Town Manager shall prepare a proposed capital improvement program, and submit it to the Select Board and Finance Committee at least 30-days prior to the date fixed for submission of the annual budget. The Charter states that it shall be based on material prepared by the Capital Planning Committee of the Town, and shall include a “list of all capital improvements proposed to be undertaken during the ensuing five years”, as well as cost estimates, methods of financing, and recommended time schedules for each improvement. The Charter states that this information is to be revised annually by a Capital Planning Committee with regard to the capital improvements still pending or in the process of being acquired, improved, or constructed.

Section 4.5 of the Town of Winchester Code of Bylaws establishes the composition and duties of the Capital Planning Committee. The Committee consists of seven voters, who may hold other Town offices, as follows: three members appointed by the Select Board, one member appointed by the Planning Board from among its members, one member appointed by the School Committee, and two members appointed by the Finance

Committee, at least one of who shall be from among its members. The Committee is charged with each year assisting the Town Manager in the preparation of materials for and the development of a capital improvement program, as provided in Article 6, Section 6-7 of the Charter.

This report is intended to meet the requirements of Article 5, Section 6-7 of the Town Charter.

Section 2.0 – Capital Planning Process

The capital planning process starts each year in early June when the Town Manager’s office asks municipal department heads and the School Department to prepare their capital requests for the coming year, as well as their 5-year capital plans. The current minimum threshold for capital requests is set at \$30,000 for all other departments.

For immediate requests, department heads provide a project description/justification, estimated cost, and estimated annual operating cost or savings. Departments are asked to prioritize and rank their requests for the coming year based on the following criteria:

- Health and safety;
- Regulatory mandates;
- Service delivery;
- Community benefits;
- Capital program, including continuation of a multi-phased project, availability of outside funding (grants, private donations, etc.);
- Urgency;
- Annual operating cost/savings; and
- Asset management (*i.e.* extends the useful life, reduces life cycle costs).

The Town Manager’s office meets with each municipal department during the capital development process to discuss the proposed projects; final submissions are typically due in early July. Following submission, the Capital Planning Committee meets with each department to review their requests and 5-year plan. Projects are broken into two categories – those that can be funded out of the Building Stabilization Fund and those that can be funded out of the Capital Stabilization Fund. Committee members then individually rank each project in the two respective categories. The individual rankings are then combined to create a master list of prioritized projects, which are then recommended for funding at either fall or spring town meeting depending on the availability of funds in the two stabilization accounts. Occasionally, the Committee will opt to hold back (or roll forward) some funds to save for future “must-do” projects that are visible in the 5-year plan. The Committee also reviews projects that are funded through the Water and Sewer Enterprise Fund, and the Cemetery Permanent Care Fund, as well as capital projects that may be funded through debt exclusion overrides,

such as the flood mitigation program. The Town Manager's office works with the Committee through the process to review and refine the priorities and the Assistant Town Manager and Special Project Manager attend all of the Capital Planning Committee meetings.

In late summer/early fall the Committee typically presents their recommendations to the Select Board at a regular board meeting. The Committee typically includes a discussion of projects that are not able to be funded through the stabilization funds due to financial constraints, so that the Town Manager and Select Board can consider alternate funding sources for projects that are either too large to be funded through the stabilization funds or for projects that have been identified as lower priorities due to the overwhelming number of capital "needs" that must be funded in a given year. The Capital Planning Committee then works with the Town Manager's office to develop warrant articles and motions, and sponsors or co-sponsors articles at the fall and spring town meetings.

Section 3.0 – Capital Funding Options

Below is a summary of the Town's existing capital funding options, as well as a discussion of the Town's potential adoption of the Community Preservation Act (CPA) as a possible future funding source for a portion of the Town's capital needs.

3.1 Existing Capital Funding Options

The primary sources of funding for the Town's capital needs are the Building and Capital Stabilization Funds, Free Cash, General Fund, and funds allocated to the Town through the American Rescue Plan Act of 2021 (ARPA). Additional information regarding each source is provided below.

Capital and Building Stabilization Funds

In March 2002, in recognition of the Town's inability to make needed capital improvements, while maintaining municipal services, the voters of Winchester approved a general override and created two stabilization funds - \$0.80 million for capital improvements and \$1.85 million for building renovation and replacement. Inflows to these funds grow annually at 2.5% in accordance with Proposition 2½. In November 2002, a report of the Stabilization Fund Sub-Committee was filed with Fall Town Meeting. The committee was established by a vote of the Spring 2002 Town Meeting to make recommendations regarding the planning, management, and reporting of uses of the two stabilization funds. A copy of this report is included in Appendix A.

Free Cash

Free cash is certified each fall by the Massachusetts Department of Revenue, Division of Local Services (DLS) based on the amount of unrestricted funds from a community's

operations in the prior fiscal year based on the balance sheet as of June 30th. It typically includes actual receipts in excess of revenue estimates and unspent amounts from departmental budgets, plus unexpended free cash from the previous year. Once certified, these funds are unrestricted, and available for appropriation at Town Meeting, including for use towards funding of capital needs.

In 2010, the Select Board adopted an Operating Reserves Policy, which states in part that “In preparing the Town’s budget, it shall be the goal of the Select Board to limit the amount of Free Cash used to balance the operating budget to non-recurring expenditures (for example, capital and tax-supported debt service).”

In September 2023, the Town’s free cash balance was certified at \$20,065,593, \$752,364 of which was appropriated at Fall 2023 Town Meeting.

General Fund

The General Fund is the major operating fund of Town government, which supports municipal and school expenses. It is funded by revenues from real estate and property taxes, state aid, excise taxes, investment income, fines and forfeitures, fees, and other charges. As part of the annual budgeting process, general fund receipts can be used to support direct payments for capital projects; payment of debt service on capital projects, such as the recent Transfer Station renovation; or alternately, funds could be transferred directly to the stabilization funds on a one-time or recurring basis.

Debt Exclusion Override

Proposition 2½ limits the amount of revenue a community can raise from local property taxes each year to fund municipal operations. This amount is known as the annual levy limit. However, the law allows cities and towns to increase tax revenues above that limit with approval of voters at an election.

A debt exclusion override is a temporary tax increase, which is “excluded” from the limits of Proposition 2 ½. It increases the amount of property tax revenue a community can raise for a limited period of time to fund a specific project or projects. The amount of an exclusion may be raised in addition to the community's levy limit. It does not increase the community’s levy limit, nor does it become part of the base for calculating future year’s levy limits. Debt exclusion questions require a 4/5th vote of the Select Board in order to be presented to the voters.

Water & Sewer Enterprise Fund

Town Meeting authorized the creation of a Water & Sewer Enterprise fund in 2002 to operate and maintain the Town’s water, sewer, and drainage systems, including the Town’s three reservoirs and Water Treatment Plant. Generally speaking, enterprise funds allow communities to establish a separate account and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or

services. Revenues and expenses related to the service are segregated into a fund separate from all other governmental activities.

The primary sources of revenue to Winchester's Water & Sewer Enterprise fund are usage-based water and sewer billings and per-bill services charges. Annual expenditures typically include MWRA water and sewer assessments, operating and indirect expenses, MS4 permit compliance cost, and capital needs either through direct outlay or long-term borrowing.

Retained earnings are defined as an accumulation of the surplus of the fund's annual revenues greater than the fund's annual expenditures over time, similar to free cash for the general fund. Retained earnings can be appropriated for any legal purpose, including to fund expenditures such as capital investments or the balance the operating budget. Retained earnings balances vary from year to year, in large part due to weather-related fluctuations. Although not guided by formal Town policy, the Town has historically targeted a retained earnings balance between 8 and 10% of the water and sewer fund's expenditure budget. The Town works annually with a consultant to develop financial projections for the enterprise fund, including retained earning projections, prior to setting water and sewer rates at the annual spring Town Meeting. In fall 2023, DLS certified the Water & Sewer Enterprise fund's retained earnings at \$1,931,734.

It is important to note that the enterprise fund does not cover 100% of the water and sewer det service. Due to the Town's adoption of the Chapter 110 tax levy legislation, 86.45% of water and sewer debt is shifted to the tax rate. The enterprise fund covers the remaining 13.55%.

Cemetery Permanent Care Fund

When cemetery plots are sold, a certain percentage of the funds are deposited into the Cemetery Permanent Care Fund, which is invested under the control of the Commissioners of Trust Funds. The other portion of the sale is deposited into the General Fund. The split between General Fund and the Cemetery Permanent Care Fund is determined by the Select Board. Earnings from the Permanent Care Fund are used to maintain the plot (in perpetuity).

The Commissioners of Trust Funds have determined that the safe drawdown from the Permanent Care Fund is \$140,000 per year. In recent years this has been split equally (\$70,000 each) between the capital and operating budgets.

ARPA

The American Rescue Plan Act of 2021 (ARPA) was signed into law in March 2021 as part of a series of COVID-related relief and economic stimulus measures implemented by the federal government. The Town of Winchester has received \$6,814,777 in ARPA

funds; allocation of these funds is fully under the control of the Select Board. As of the date of this report, the Board has committed \$3,651,00, and reserved \$1,850,000 for projects in development, leaving an uncommitted ARPA balance of \$1,313,769.

ARPA funds can be used for a variety of municipal needs, including capital projects. Town staff works closely with Town Counsel in reviewing all ARPA requests to ensure they are eligible for funding. Federal rule requires that all ARPA funding be fully obligated by December 31, 2024 and expended by December 31, 2026.

3.2 Community Preservation Act

The Community Preservation Act (CPA) was created by a state law passed in 2000. It allows Massachusetts communities to levy a property tax surcharge of up to 3% on real property for the purpose of creating a local community preservation fund.

Communities who adopt the CPA also qualify for state matching funds each year.

CPA funds can be used to acquire and protect open space, preserve historic buildings and landscapes, and create and maintain affordable housing. Annually, at least 10% of the funds must be used for each of these purposes, with the remaining 70% being allocated amount the three areas or set aside for future spending as the community decides.

The Winchester Select Board is considering bringing an article forward at Spring 2024 Town Meeting for approval, which would then put consideration of the CPA on the ballot at the November 2024 presidential election. If passed, funds would be available for appropriation in Spring 2025 and use in FY26, subject to the timely establishment of a local community preservation committee who, under the law, is responsible for making annual recommendations to Town Meeting regarding appropriations.

Although not a current source of funding to assist with capital needs, if passed, it is something that could be used as an additional funding source over the course of the 5-year planning horizon.

Section 4.0 – 5-Year Departmental Requests and Anticipated Needs

Capital requests were received from the following departments/categories in July 2023 for development of the FY25 – FY29 capital plan; copies of the original departmental 5-year requests are included in Appendix B:

- DPW
 - o Buildings/Facilities
 - o Roads & Sidewalks
 - o Vehicles/Equipment
 - o Water & Sewer (funded through W&S Enterprise Fund)
 - o Cemetery (funded through the Cemetery Permanent Care Fund)

- Engineering Department
 - o Bridges
 - o Transportation
 - o Stormwater/drainage (funded through the W&S Enterprise Fund)
- Fire Department
- Police Department
- Recreation Department
- School Department
- Town Clerk
- Town Manager
- Disability Access Committee/ADA improvements

The table below provides a summary of the departmental requests and additional needs identified by the Town Manager’s office in preparation of this report. These requests include necessary projects to maintain our buildings and infrastructure in a state of good repair, as well as other request that address health and safety concerns or provide community benefits.

Table 1: FY25 – FY29 Departmental Capital Requests and Anticipated Needs

Fund	FY25	FY26	FY27	FY28	FY29
BSF	\$12,350,000	\$21,064,129	\$1,095,000	\$19,260,000	\$3,060,000
CSF	\$4,097,000*	\$14,668,000	\$6,075,000	\$3,389,000	\$6,205,000
Total	\$16,447,000	\$35,732,129	\$7,170,000	\$23,149,000	\$9,265,000

**Note – The does not include approximately \$2.6 million in expected construction costs related to the Lynch School traffic improvements that is expected to be a separate funding request at Spring 2024 Town Meeting from the CSF.*

Section 5.0 – Stabilization Fund Financial Outlook

The Capital Planning Committee has adopted a set of “Recommendations for Management of the Capital and Building Stabilization Funds”, as summarized below. A full copy of the document is included in Appendix C.

- (1) Minimum Fund Level – The CPC shall target a minimum of \$100,000 in each fund at the end of each capital planning cycle.
- (2) Total Indebtedness of the Funds – Neither fund should ever be bonded to an amount where its debt service exceeds 50% of its inflows.
- (3) Projects Eligible for Bonding or Debt Exclusion

- a. Projects with costs that are expected to be between one-third and one-half of annual fund inflows are eligible for bonding.
- b. Projects with costs that are expected to exceed one-half of annual fund inflows would be recommended for debt exclusion override.

The table below provides a summary of the BSF and CSF inflows, existing debt service, funds available for use above debt service, and maximum bonding capacity in accordance with recommendation (2) above over the next five years.

Table 2: FY25 – FY29 CSF & BSF Financial Outlook

Year	Projected Annual Inflows	Existing Debt Service	Available Debt Capacity¹	Funds available for use above existing debt service
<i>Capital Stabilization Fund</i>				
FY25	\$3,597,512	\$1,086,164	\$712,592	\$3,532,808
FY26	\$3,687,450	\$1,007,689	\$836,036	\$2,679,761
FY27	\$3,779,636	\$994,614	\$895,204	\$2,788,022
FY28	\$3,874,127	\$977,514	\$959,549	\$2,899,613
FY29	\$3,970,980	\$964,089	\$1,021,401	\$3,009,891
<i>Building Stabilization Fund</i>				
FY25	\$3,637,485	\$1,709,243	\$109,500	\$2,768,311
FY26	\$3,728,423	\$1,113,050	\$751,161	\$2,615,373
FY27	\$3,821,633	\$744,575	\$1,166,242	\$3,077,058
FY28	\$3,917,174	\$701,075	\$1,257,512	\$3,216,099
FY29	\$4,035,103	\$604,650	\$1,412,902	\$3,430,453

¹Available debt capacity = Maximum debt service (based on CPC guidelines) minus existing debt service.

As noted in the CPC report to Fall 2023 Town Meeting (Appendix D), the current BSF and CSF funding levels cannot financially support the magnitude of the capital needs and anticipated projects over the next five years. Over the past several months, the Select Board has discussed placing a ballot question on the March 2024 town election for a debt exclusion override to support the funding of various capital projects. At their meeting on January 8, 2024, the Board decided not to move forward with the override in March and will continue to discuss short and long-term funding options to support capital needs.

Section 6.0 – FY25 – FY29 Capital Improvement Program

Table 3 summarizes the FY25 – FY29 departmental requests and anticipated capital needs, as well as the estimated costs and proposed method of financing. As noted in the table for FY25, a portion of the projects were already funded at Fall 2023 Town Meeting. The remaining proposed FY25 projects will be presented to Spring 2024 Town Meeting.

Given the recent decision of the Board not to move forward with a debt exclusion override in March and the on-going discussions to assess short and long-term capital funding options, a funding source has not been identified for several of the larger projects. Of note, CPA has not been identified as a funding source at this time since it has not been approved by Town Meeting and the voters. However, if approved in November 2024, several of the projects included on this list would be CPA-eligible.

Table 3 - FY25 - FY29 Capital Improvement Program

Project Description	FY25 Requests						Future Year Requests/Anticipated Needs							
							FY26		FY27		FY28		FY29	
	CPC Ranking	Cost Estimate	Method of Financing	Funding Timeline			Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing
				Fall 2023 TM	Spring 2024 TM	Other								
<u>Town Hall</u>														
Roof - Engineering for slate repairs	1	\$ 60,000	BSF	X										
Roof - Construction of slate repairs							\$ 560,000	BSF						
Bell Tower structural review	8	\$ 50,000	BSF	X										
Bell Tower structural repairs - Engineering + Construction							Unknown	TBD						
Windows - Engineering for Phase I repairs	6	\$ 50,000	BSF	X										
Windows - Construction (<i>Repair/replacement TBD</i>)							Unknown	TBD						
Auditorium floor replacement			BSF				\$ 150,000	BSF						
Bathroom replacement - Design			BSF						\$ 25,000	BSF				
Bathroom replacement - Construction			BSF								\$ 300,000	BSF		
HVAC Replacement + ADA improvement - Construction	13	\$ 8,000,000	TBD			Move to future year								
<u>Library</u>														
Roof - Immediate repairs (Engineering + Construction)	1	\$ 200,000	BSF	X										
Roof - Engineering for full slate replacement	1	\$ 275,000	BSF	X										
Install canopies and repair EIFS wall	1	\$ 330,000	BSF	X										
Roof - Construction of full slate replacement							\$ 3,034,129	TBD						
Window Replacement - Engineering (original building)	6	\$ 100,000	BSF	X										
Window Replacement - Construction (original building)							\$ 960,000	TBD						
Window Replacement - Engineering (building addition)									\$70,000*	BSF				
Window Replacement - Construction (building addition)											\$700,000*	TBD		
<u>Winchester High School</u>														
Gym Floor replacement - Engineering + Construction							\$ 2,500,000	TBD						
Concrete Floor Repair/replacement							Unknown							
<u>Ambrose School</u>														
Roof - Engineering for Phase I repairs + select replacement	2	\$ 80,000	BSF	X										
Roof - Phase I construction							\$ 800,000	TBD						
Roof - Engineering for Phase II replacement of all roofs													\$300,000*	BSF
<u>McCall School</u>														
Roof - Engineering for Phase I repairs & replacement	4	\$ 240,000	BSF	X										
Roof - Phase I construction							\$ 3,000,000	TBD						
Roof - Engineering for Phase II roof replacement													\$360,000*	BSF
<u>Lincoln School</u>														
Chiller replacement - Engineering	7	\$ 150,000	BSF	X										
Chiller replacement - Construction							\$ 1,200,000	BSF						
Sitework/Flatwork - Engineering & Construction	9	\$ 1,500,000	TBD											
<u>Mystic School</u>														
Heating System - Engineering	10	\$ 150,000	ARPA			Funded 1/8/24								
Heating System - Construction		\$ 1,500,000	TBD			Moved to FY25 priority								
Window Replacement - Engineering + Construction	11	\$ 610,000	TBD			Move to future year								

*Estimate has not been escalated beyond FY25 value.

Project Description	FY25 Requests						Future Year Requests/Anticipated Needs							
							FY26		FY27		FY28		FY29	
	CPC Ranking	Cost Estimate	Method of Financing	Funding Timeline			Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing
				Fall 2023 TM	Spring 2024 TM	Other								
Miscellaneous Building Projects														
DPW Generator - Installation	3	\$ 150,000	BSF		X									
DPW Storage Structure replacement - Engineering	5	\$ 100,000	BSF	X										
DPW Storage Structure replacement - Construction							\$ 3,000,000	TBD						
Carriage House Roof Replacement - Eng & Construction	12	\$ 205,000	BSF			Move to future year								
Carriage House - Full rehabilitation							\$6 million							
Parkhurst Roof - Engineering & Construction							Unknown							
West Side Fire Station - Building Replacement											\$12,000,000	TBD		
Auxilliary Restoration - Design											\$ 100,000	BSF		
Auxilliary Restoration - Construction													\$ 600,000	BSF
Miscellaneous Capital Projects														
ADA Transition Plan Improvements	Automatic	\$ 143,000	CSF		X		\$ 125,000	CSF	\$ 125,000	CSF	\$ 125,000	CSF	\$ 125,000	CSF
DPW Road & Sidewalks	Automatic	\$ 500,000	CSF		X		\$ 500,000	CSF	\$ 500,000	CSF	\$ 500,000	CSF	\$ 500,000	CSF
Risk Assessment - Implementation	1	\$ 150,000	CSF	X										
Town Clerk - Central Tabulation Equipment	11	\$ 25,000	CSF	X										
McCall School HVAC Retro - Commission	13	\$ 75,000	CSF	X										
Muraco School Culvert Construction - Supplemental Funding		\$ 1,090,000	Debt Exclusion	X										
Water Quality														
Winter Pond water quality improvements	18	\$ 100,000	CSF			Move to future year								
Wedge Pond water quality improvements - Engineering	19	\$ 100,000	CSF			Move to future year								
Wedge Pond water quality improvements - Construction							Unknown							
Bridge Projects														
Washington Street bridge repairs - Supplemental funding	Automatic	\$ 116,000	CSF	X										
Shore Road bridge - Engineering	5	\$ 100,000	CSF	X										
Shore Road bridge - Construction							\$ 1,000,000	CSF						
Everett Avenue culvert - Engineering	7	\$ 100,000	ARPA			Voted 11/27/23								
Everett Avenue culvert - Construction							\$ 350,000	CSF						
Transportation Projects														
Lynch School traffic improvements - Construction	Not ranked	\$ 2,600,000	CSF		X	Expected SB sponsor								
Symmes Corner intersection study	17	\$ 100,000	CSF			Move to future year								
Symmes Corner - Engineering							\$ 175,000	CSF						
Symmes Corner - Construction									\$ 1,500,000	CSF				
Lockeland Road at Ridge Street intersection study	20	\$ 100,000	CSF			Move to future year								
Lockeland at Ridge - Engineering							\$ 300,000	CSF						
Lockeland at Ridge - Construction									\$ 2,000,000	CSF				
Westland Ave at Wildwood St/Johnson Rd - Construction	22	\$ 300,000	CSF			Move to future year								
Traffic calming study (Kenwin Rd, Park Ave, Palmer St)	23	\$ 100,000	CSF			Move to future year								
Traffic calming (3 corridors) - Engineering							\$ 125,000	CSF						
Traffic calming (3 corridors) - Construction									\$ 400,000	CSF	\$ 600,000	CSF		
Highland Avenue at Forest Street realignment - Engineering											\$ 300,000	CSF		
Highland Avenue at Forest Street realignment - Construction													\$ 3,000,000	TBD
Downtown traffic calming/ped improvements - Construction											\$ 8,000,000	TBD		

*Estimate has not been escalated beyond FY25 value.

Project Description	FY25 Requests						Future Year Requests/Anticipated Needs							
							FY26		FY27		FY28		FY29	
	CPC Ranking	Cost Estimate	Method of Financing	Funding Timeline			Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing
				<i>Fall 2023 TM</i>	<i>Spring 2024 TM</i>	<i>Other</i>								
<u>Vehicles/Equipment</u>														
DPW - Dump Truck/Salter	2	\$ 270,000	W/S	X										
DPW - Scissor lift & trailer	4	\$ 40,000	CSF		X									
DPW - Wood Chipper	6	\$ 93,000	CSF		X									
DPW - Manager Vehicle (Facilities)	8	\$ 45,000	CSF	X										
DPW - Athletic Field Mower	14	\$ 135,000	CSF		X									
Cemetery - Dump Truck	16	\$ 35,000	Cem Trust Fund											
5-year DPW vehicle requests							\$ 193,000	CSF	\$ 275,000	CSF	\$ 255,000	CSF	\$ 280,000	CSF
Fire Department - Training officer vehicle	21	\$ 55,000	CSF			Move to future year								
Fire Department - Engine 4 replacement									\$ 750,000	CSF				
Fire Department - Structural FF PPE							\$ 175,000	CSF						
Fire Department - Ladder 1 replacement													\$ 900,000	CSF
Fire Department - Fire prevention vehicle											\$ 69,000	CSF		
Recreation Department - Vehicle							\$ 50,000	CSF						
<u>Playgrounds/Recreation</u>														
School playground equipment & surfaces - Lincoln & VO	3	\$ 400,000	CSF	X										
McDonald Field playground replacement	15	\$ 480,000	CSF	X										
Leonard Field playground improvements	12	\$ 250,000	CSF	X										
Leonard Field additional improvements (basketball courts + pavillion)							\$ 455,000	CSF						
Ginn Field Lights - Design + Construction	9	\$ 210,000	CSF	X										
Packer Ellis Tennis Courts - Preliminary Design	10	\$ 75,000	CSF	X										
Packer Ellis Tennis Courts - Engineering + Construction							\$ 2,000,000	TBD						
Ginn Field Pickleball Courts							\$ 260,000	CSF						
Manchester Field Skatepark renovation											\$ 40,000	CSF	\$ 400,000	CSF
Mullin Field restoration									\$ 75,000	CSF	\$ 500,000	CSF		
Mullin Field playground replacement									\$ 450,000	CSF				
Skillings Field Turf Replacement													\$ 1,000,000	CSF
<u>Wildwood Cemetery</u>														
Columbarium - Engineering		\$ 15,000	Cem Trust Fund		X									
Columbarium - Construction							\$ 70,000	Trust Fund						

*Estimate has not been escalated beyond FY25 value.

Project Description	FY25 Requests						Future Year Requests/Anticipated Needs							
							FY26		FY27		FY28		FY29	
	CPC Ranking	Cost Estimate	Method of Financing	Funding Timeline			Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing	Cost Estimate	Method of Financing
				<i>Fall 2023 TM</i>	<i>Spring 2024 TM</i>	<i>Other</i>								
<u>Water/Sewer/Drain Projects</u>														
WHS/Nelson Street drainage improvements (supplemental)		\$ 225,000	W/S Ent (RE)	X										
MS4 Stormwater Permit		\$ 150,000	W/S Ent (RE)		X		\$ 150,000	W/S Ent (RE)	\$ 200,000	W/S Ent (RE)	\$ 200,000	W/S Ent (RE)	\$ 200,000	W/S Ent (RE)
Lead Neck removal project		\$ 600,000	W/S Ent (Bond)		X									
South Reservoir Dam - Construction		\$ 6,000,000	W/S Ent (Bond)		X									
Woodside Road Pump Station - Engineering		\$ 140,000	W/S Ent (Bond)		X									
Raw Water Pump Station		\$ 350,000	W/S Ent (RE)											
RC Mower R-52							\$ 65,000	W/S Ent						
Trailer generator for Squire Road pump station							\$ 125,000	W/S Ent						
Woodside Road Pump Station - Construction							\$ 850,000	W/S Ent						
Resurface Concrete Tank at WTP							\$ 100,000	W/S Ent						
Personal computer software programming at WTP							\$ 75,000	W/S Ent						
Washington Street water main replacement							\$ 1,450,000	W/S Ent						
Glen Green flood mitigation improvements									\$ 100,000	W/S Ent				
Repair intake house building & access bridge/install intrusion									\$ 250,000	W/S Ent				
WTP backwash holding basins									\$ 250,000	W/S Ent	\$ 250,000	W/S Ent		
WTP generator									\$ 300,000	W/S Ent				
Highland Avenue Water Main Replacement											\$ 1,450,000	W/S Ent		
Risley Road water pump station replacement													\$ 200,000	W/S Ent
North Reservoir pump station replacement													\$ 300,000	W/S Ent
SCADA Phase II Plant & Remote Sites													\$ 400,000	W/S Ent

*Estimate has not been escalated beyond FY25 value.

Appendix A:
Report of the Stabilization Fund Sub-
Committee – Fall Town Meeting,
November 2002

Report of the Stabilization Fund Sub-Committee Fall Town Meeting, November 2002

This committee was established by a vote of the Spring 2002 Town Meeting to make recommendations to the Fall Town Meeting regarding the planning, management, and reporting of uses of the two stabilization funds established pursuant to the approval of a general override on March 26, 2002 (see Attachment I).

The Meaning of the Override and Home Rule Petition

On March 26, 2002, in recognition of Town's inability to make needed capital improvements, while maintaining current services, the voters of Winchester approved a general override of \$4,550,000. In an effort to reassure the voters that a certain share of the funds would be used for the capital projects so often sacrificed to operating needs at budget time, the Board of Selectmen divided the override into three parts. The first asked for \$1.90 million for the operating budget. The second and third sought approval of funding for two stabilization funds, \$0.80 million for capital improvements and \$1.85 million for building renovation and replacement. Because Massachusetts General Laws provide for only a single stabilization fund that the Town Meeting can draw on for any purpose with a two-thirds vote, the Town filed a home rule petition with the State Legislature requesting permission to establish specialized funds. The Legislature approved the request with one change and the Acting Governor signed the bill, Chapter 69 of the Acts of 2002, into law on March 26, 2002.

The law (see Attachment II) allows the Town of Winchester to establish stabilization funds for specific purposes, with appropriations to and from the funds by two-thirds vote of Town Meeting. Withdrawals are restricted to the specific purposes for which any such fund was established and may include debt service on bonds issued to finance capital projects. Since one Town Meeting cannot bind another, however, the state changed the language submitted by the Town from "the Town Meeting *shall* annually appropriate not less than..." to "the Town Meeting *may* annually appropriate...".

This change of language means that Town Meeting is not obligated to add to the stabilization funds in fiscal years 2004 and beyond. Neither is there anything to prevent Town Meeting from amending the purpose of the accounts should it desire to spend the funds already in the account for something other than the intended capital projects. Should the purpose of a fund be modified, however, no more funds could be raised and appropriated into it without another referendum. To ensure that the intent of the voters is carried out, therefore, the Town Meeting will likely be asked to make appropriations into the funds subject to "no change in purpose."

Minimum Requirements for Capital Maintenance and Renewal

The Town of Winchester owns nearly three-dozen buildings that need regular maintenance, periodic face-lifts, and occasional major renovations. The replacement value of these buildings is estimated at \$225 million. In addition to buildings, the Town has 90 miles of streets, nearly as many of sidewalks, 175 acres of parks, playgrounds and open spaces, and an estimated \$7 million worth of rolling stock and heavy equipment. In addition, the Town has 106 miles of water mains and sanitary and storm sewers, but funding for these facilities comes out of the budget for water and sewer operations, which function on an enterprise-equivalent basis.

A conservative estimate of the funds required to keep all this capital in compliance with health and safety codes and in good working order is about \$4 million a year, or roughly 7% of revenue exclusive of income from water and sewer fees and grant funding. This does not make any allowance for new initiatives such as flood mitigation. With the \$2.65 million for the two stabilization funds, and with the existing funding commitment from current revenues, the Town comes close to meeting this goal of \$4 million for capital but still falls short by as much as \$500,000. This does not take into consideration, however, the backlog of capital needs.

The Committee believes that the funds raised by the general overrides provide the Town with an opportunity to implement a long-range plan for capital maintenance and renewal, and that the existence of such a plan will lead to more cost-efficient recommendations to, and decisions by, the Town Meeting. Accordingly, the Committee makes the following recommendations:

1. To ensure that the additional funds provided by the overrides be allocated in a manner consistent with an overall plan, recommendations on the use of the funds in the two capital stabilization accounts should be made by the Capital Planning Committee in the same manner as all other capital improvements and in accordance with Chapter 2, Section 4.5.4 of the Town Bylaws.

The existing EFPBC will provide their Master Plan to the Capital Planning Committee. The Capital Planning Committee will integrate that plan into an overall plan for major renovations of all the Town's buildings to be implemented as funding becomes available.

2. At the Fall Town Meeting, the Capital Planning Committee will present its recommendations for the coming fiscal year. In addition to detailing the use of the stabilization funds, the Committee will also recommend projects to be financed from current revenues. Continuing the appropriation of funds from current revenues for capital was an assumption used by the Board of Selectmen in determining the amounts of the overrides.

3. At the Fall Town Meeting, to help members evaluate the plan, the Capital Planning Committee shall issue a report including (but not limited to) the following:
 - a. A list of all the projects/procurement requests presented to the Capital Planning Committee.
 - b. The criteria used by the Committee for ranking capital requests and a ranking of the requests.
 - c. A policy statement on how funds will be allocated to each of the major categories of capital—buildings, parks and playgrounds, rolling stock, and streets. The allocations may be in either dollars or shares. The purpose of the policy statement is not to determine precise amounts of spending in any given year, but to ensure that no class of capital is neglected for an extended period.
 - d. A projection of the Town's capital needs over the coming five years together with a schedule and financing plan for addressing those needs.
 - e. A status report on previously approved and funded projects.
 - f. A schedule of interest and amortization payments on outstanding debt.
4. Each year at the Fall Town Meeting, the Town Meeting will be asked to approve the capital plan presented by the Capital Planning Committee. The approval will be of the plan only; no appropriations for the following year will be made until the Spring Town Meeting.

This committee believes that the question of when to bond is an important one that needs to be fully and openly debated. Buildings aside, it is clear that some projects will be of sufficient scope that funding them from current revenue would starve other needs. If the Capital Planning Committee knows that it has a \$100,000 expense on the schedule five years hence, it could set aside approximately \$20,000 a year for five years or wait until the funds are needed and issue bonds. One method involves forgoing some other need in the short term; the other obligates funds that would otherwise be available in the future. This committee recognizes that neither approach is necessarily always preferable.

Respectfully Submitted by
Paul Collins
Robert Deering
Robert Frank
Cynthia Latta
Brian Sullivan
Peter Van Aken



Town of Winchester
OFFICE OF THE TOWN CLERK
Town Hall 71 Mt. Vernon Street Winchester, MA 01890
Phone 781-721-7130 Fax 781-721-1153 E-Mail cward@ci.winchester.ma.us

Attachment I

Carolyn Ward, Town Clerk
Kathleen Cramer, Records Clerk

Christine A. Cullen, Asst. Town Clerk
Kelly A. Davis, Records Clerk

Spring Annual Town Meeting
April 22, 2002
Adjourned Session, June 17, 2002

ARTICLE 33

Motion 1

VOTED that the Educational Facilities Planning & Building Committee (EFPBC) is directed to provide an updated master plan reflecting the action taken by the Town Meeting on the Ambrose School including the estimated cost and schedule for each additional project. Such update will include forecast student population and construction options (new/renovation/combinations); said plan will be provided prior to the Fall 2002 Annual Town Meeting.

MAJORITY VOICE VOTE

Motion 2

VOTED that a sub-committee of the Town Meeting be appointed consisting of the following Town Meeting Members:

Paul Collins, Robert Deering, Robert Frank, Cynthia Latta, Peter Van Aken, Brian Sullivan, Town Manager (Ex-Officio)

Said committee will serve until the end of the 2002 Fall Town Meeting. This committee will report back at the Fall Town Meeting with the following:

1. Identification of options for consideration by the Town Meeting for the planning, management and reporting of the Building Renovation/Reconstruction Stabilization Fund and the Capital Improvement Stabilization Fund.
2. Detailed recommendation for the format of documentation to be provided annually to the Town Meeting on the planned long term use of said funds, including at a minimum: Status of current funded projects; identification of projects submitted; priorities assigned to identified projects; planned implementation dates; and current status of all outstanding bonds. Said documentation to be distributed annually to Town Meeting seven (7) days prior to each Fall Town Meeting.

MAJORITY VOICE VOTE

I certify that the foregoing is a true account of the action taken under Article 33 of the Spring Annual Town Meeting of April 22, 2002 at the Adjourned Session June 17, 2002

ATTEST:


Carolyn Ward
Town Clerk

Attachment II

Chapter 69 of the Acts of 2002

An Act Authorizing the Town of Winchester to Establish Stabilization Funds

Be it enacted by the Senate and House of Representatives by General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding any general or special law or rule or regulation to the contrary, the town of Winchester may establish stabilization funds for specific purposes that it considers necessary, including capital. Subject to section 2 of this act, appropriations to and from the funds may be made at any town meeting by a 2/3 vote. Expenditures from the funds shall be restricted to the specific purpose for which the fund was established and may include debt service for any such appropriations financed through borrowing. If the debt service for any school construction project is financed from any such stabilization fund, then an amount equivalent to the state reimbursement for such project shall be appropriated into the fund.

SECTION 2. If, pursuant to paragraph (g) of section 21C of chapter 59 of the General Laws, the voters of the town of Winchester approve an appropriation into the stabilization funds, the town meeting may annually appropriate such amount into the stabilization funds unless the voters, by referendum vote, approve, by majority vote, the appropriation of such funds for another stated purpose.

SECTION 3. This act shall take effect upon its passage.

Approved March 26, 2002

Appendix B:
5-year Departmental Capital Requests
(FY25 – FY29)



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Human Resources

Date Prepared: 5/22/23

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
ADA, DAC funding	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 625,000.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
TOTAL	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 625,000.00

Town of Winchester

CAPITAL IMPROVEMENT PROGRAM FY- 2025 TO FY- 2029

5-Year SUMMARY

Date Revised: 06/30/23

Department:

DPW Buildings

Capital Improvement Costs						
PROJECTS	FY-25	FY-26	FY-27	FY-29	FY-29	TOTAL
DPW Storage/Structure Replacement	1,500,000					1,500,000
Scissor lift and trailer	40,000					40,000
Town Hall Roof Construction	TBD					TBD
Library roof construction	TBD					TBD
Mystic Heating system design	150,000					150,000
Town Hall Bell Tower Structural review	50,000					50,000
DPW Generator construction	150,000					150,000
Library Window Replacement	TBD					TBD
Mystic window replacement construction	610,000					610,000
Town Hall Window Replacement	TBD					TBD

F425 26 27 28 29

Town Hall HVAC construction	6,500,000					6,500,000
Carriage house roof replacement design	50,000					50,000
Mystic heating system construction		1,500,000				1,500,000
Carriage house roof replacement construction		250,000				250,000
Town Hall Aud. floor replacement		150,000				150,000
Bell Tower construction		TBD				TBD
Town Hall Bathroom design			25,000			25,000
Town Hall Bathroom construction				300,000		300,000
Auxiliary Restoration design				100,000		100,000
Auxiliary Restoration construction					600,000	600,000
Town Wide Paint and Carpet	100,000					100,000
TOTAL	\$9,150,000	\$1,900,000	\$25,000	\$400,000	\$600,000	\$12,075,000



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Cemetery

Date Prepared: 6/26/2023

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
One-Ton Dump Truck	\$ 90,000.00					\$ 90,000.00
Cremation Garden Master Plan	\$ 15,000.00					\$ 15,000.00
Columbarium Construction		\$ 70,000.00				\$ 70,000.00
Backhoe			\$ 150,000.00			\$ 150,000.00
Building Renovations				\$ 70,000.00		\$ 70,000.00
Tree/Road/Ground Work					\$ 70,000.00	\$ 70,000.00
						\$ 0.00
TOTAL	\$ 105,000.00	\$ 70,000.00	\$ 150,000.00	\$ 70,000.00	\$ 70,000.00	\$ 465,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: DPW - Roads and Sidewalks

Date Prepared: June 14, 2023

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
Roads and Sidewalks	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 2,500,000.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
TOTAL	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 2,500,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Public Works/Vehicles

Date Prepared: 6/26/2023

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
Manager vehicle/Facilities	\$ 45,000.00					\$ 45,000.00
DPW Dump Truck/Salter	\$ 270,000.00					\$ 270,000.00
Athletic Field Mower	\$ 135,000.00					\$ 135,000.00
Wood Chipper	\$ 93,000.00					\$ 93,000.00
Utility Vehicle		\$ 78,000.00				\$ 78,000.00
Road Side Brush Cutter		\$ 50,000.00				\$ 50,000.00
Facilities PickUp Truck		\$ 65,000.00				\$ 65,000.00
TOTAL	\$ 543,000.00	\$ 193,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 736,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Public Works/Vehicles

Date Prepared: 6/26/2023

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
DPW Dump Truck/Salter			\$ 275,000.00			\$ 275,000.00
Loader Mounted Snowblower				\$ 175,000.00		\$ 175,000.00
1 Ton Dump Truck				\$ 80,000.00		\$ 80,000.00
DPW Dump Truck/Salter					\$ 280,000.00	\$ 280,000.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
TOTAL	\$ 0.00	\$ 0.00	\$ 275,000.00	\$ 255,000.00	\$ 280,000.00	\$ 810,000.00

Capital Improvement Costs						
PROJECTS	FY-25	FY-26	FY-27	FY-28	FY-29	TOTAL
Leadneck Removal Project	600,000					600,000
South Dam Rehabilitation	6,000,000					6,000,000
Dump Truck	90,000					90,000
RC Mower R-52	65,000					65,000
Trallor Generator for Squire Road	125,000					125,000
Woodside Road Pumping Station Design	140,000					140,000
Woodside Road Pumping Station Construction		850,000				850,000
Raw Water Pump Station	350,000					350,000
Resurface Concrete Tank		100,000				100,000
Personal Computer Software Programming WTP		75,000				75,000
Washington Street Water Main Replacement		1,450,000				1,450,000
Glen Green Flooding Mitigation & Improvements			100,000			100,000
Repair Intake House Bldg and Access Bridge/Install Intrusion			250,000			250,000
WTP Backwash Holding Basins			250,000	250,000		500,000
Treatment Plant Generator			300,000			300,000
Highland Avenue Water Main Replacement Program				1,450,000		1,450,000
Risley Road Water Pump Station					200,000	200,000
North Reservoir Pump Station					300,000	300,000
SCADA Phase II Plant & Remote Sites					400,000	400,000
Pickup Truck					70,000	70,000
TOTAL	7,370,000	2,475,000	900,000	1,700,000	870,000	13,415,000



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Engineering--Bridges

Date Prepared: 7/6/23

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
Everett Ave. Bridge	\$ 100,000.00	TBD				\$ 100,000.00
Shore Rd. Bridge	\$ 100,000.00	TBD				\$ 100,000.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
TOTAL	\$ 200,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 200,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Engineering--Stormwater

Date Prepared: 7/6/23

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
MS4 Permit--Year 7	\$ 150,000.00	\$ 150,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 900,000.00
Wedge Pond WQ Improvements	\$ 100,000.00	\$ 100,000.00				\$ 200,000.00
Winter Pond WQ Improvements	\$ 100,000.00	\$ 75,000.00				\$ 175,000.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
TOTAL	\$ 350,000.00	\$ 325,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 1,275,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Engineering--Transportation

Date Prepared: 7/6/23

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
Symmes Corner Intersection Study	\$ 100,000.00	\$ 175,000.00	\$ 1,500,000.00			\$ 1,775,000.00
Traffic Calming Studies--Three Locations	\$ 100,000.00	\$ 125,000.00	\$ 400,000.00	\$ 600,000.00		\$ 1,225,000.00
Ridge St. at Lockeland Rd. Intersection Study	\$ 100,000.00	\$ 300,000.00	\$ 2,000,000.00			\$ 2,400,000.00
Westland Rd. at Wildwood St. Construction	\$ 300,000.00					\$ 300,000.00
Highland Ave. at Forest St.				\$ 300,000.00	\$ 3,000,000.00	\$ 3,300,000.00
Downtown Action Plan (Main St.)				\$ 8,000,000.00		\$ 8,000,000.00
						\$ 0.00
TOTAL	\$ 600,000.00	\$ 600,000.00	\$ 3,900,000.00	\$ 8,900,000.00	\$ 3,000,000.00	\$ 17,000,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Fire page 1 of 1

Date Prepared: 7/7/2023

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
Training officer vehicle	\$ 69,000.00					\$ 69,000.00
Engine 4 replacement			\$ 750,000.00			\$ 750,000.00
Deputy Chief vehicle						\$ 0.00
Structural FF PPE		\$ 175,000.00				\$ 175,000.00
WSS replacement				\$ 12,000,000.00		\$ 12,000,000.00
Ladder 1 replacement					\$ 9,000,000.00	\$ 9,000,000.00
Fire prevention vehicle				\$ 69,000.00		\$ 69,000.00
TOTAL	\$ 69,000.00	\$ 175,000.00	\$ 750,000.00	\$ 12,069,000.00	\$ 9,000,000.00	\$ 22,063,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Recreation Department/Fields

Date Prepared: June 28, 2023

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
Packer Ellis Tennis Courts	\$ 75,000.00	\$ 1,500,000.00				\$ 1,575,000.00
Ginn Lights	\$ 260,000.00					\$ 260,000.00
Mullin Field Restoration			\$ 75,000.00	\$ 500,000.00		\$ 575,000.00
Recreation Vehicle		\$ 50,000.00				\$ 50,000.00
McDonald Playground			\$ 3,000,000.00			\$ 3,000,000.00
Skate park renovation				\$ 40,000.00	\$ 400,000.00	\$ 440,000.00
Ciarcia Turf replacement					\$ 1,000,000.00	\$ 1,000,000.00
TOTAL	\$ 335,000.00	\$ 1,550,000.00	\$ 3,075,000.00	\$ 540,000.00	\$ 1,400,000.00	\$ 6,900,000.00



Capital Improvement Request Form – FY 25

CAPITAL IMPROVEMENT PROGRAM FY2025 TO FY2029

5-Year SUMMARY

Department: Town Clerk's Office

Date Prepared: 06/29/2023

Estimated 5-Year Capital Improvement Costs						
PROJECTS	FY25	FY26	FY27	FY28	FY29	TOTAL
Central Tabulation Equipment	\$ 25,000.00					\$ 25,000.00
Software License		\$ 2,500.00				\$ 2,500.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
TOTAL	\$ 25,000.00	\$ 2,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 27,500.00

Appendix C:
Recommendations for Management
of the Capital and Building
Stabilization Funds

Recommendations for the Management of the Capital and Building Stabilization Funds

While this document attempts to describe best practices and aspirational goals of the CPC, it does not restrict the committee from deviating from this outline. This document describes *hoped for* practices.

Minimum Fund Levels

The CPC shall target a minimum of \$100,000 in each fund at the end of each capital planning cycle.

For a number of reasons, including but not limited to, the fact that the exact level of the funds at any given time has a degree of uncertainty that can't be fully quantified; the funds are exposed to potential investment losses; and there is a desire to maintain some level of funds for unexpected expenses, this minimum level is recommended. This amount should be re-evaluated in the future to reflect the growth of the funds.

Total Indebtedness of the funds

Neither fund should ever be bonded to an amount where its Debt Service exceeds 50% of its Inflows.

In FY20, after the injection of new funds following the 2019 override, the Building Stabilization Fund has a Debt Service / Inflows ratio of 72.4% and will not be below the 50% threshold until FY25 (50.7%). The Capital Stabilization Fund has a Debt Service / Inflows ratio of 17.7%. The CSF ratio is expected to rise to 24.5% in FY21 as a result of the anticipated bonding of the Lake St. and Waterfield St. bridge projects.

Projects Eligible for Bonding or Debt Exclusion Override

Projects with costs that are expected to be between 1/3 and 1/2 of annual Fund Inflows are eligible for Bonding.

In FY20, BSF projects between \$1.07M to \$1.6M would be eligible for bonding had the fund not already exceeded its Total Indebtedness threshold. For the CSF, the range of eligibility would be \$940K to \$1.4M

Projects with costs that are expected to exceed 1/2 of annual Fund Inflows would be recommended for Debt Exclusion Override.

In FY20, those levels would be \$1.6M for the BSF and \$1.4M for the CSF.

Provisions for Future Projects

The CPC will attempt to build a balance in each fund of 1/5 of Inflows (plus the \$100K minimum) over the course of 3 years. That balance is to be used to partially fund anticipated large projects that do not meet the bonding threshold. Once the 1/5 balance is attained, all inflows should be used to fund projects. When the balance is drawn down for a large project, the 3 year buildup would begin again in the following FY.

By building a balance within each fund, CPC can plan for large Building or Capital projects that are anticipated within the 5 year planning cycle. These balances would smooth out the effects of projects that don't meet the threshold for bonding, but that could crowd out routine or even required projects in any given year. In FY20, the BSF balance goal would be \$640K and the contribution to that goal in FY20 would be \$210K. The CSF balance goal would be \$560K and the contribution to that goal in FY20 would be \$188K.

Appendix D:
CPC Report to Fall 2023 Town Meeting



October 16, 2023

To: Town Meeting

RE: Capital Planning Report

From: James A. Johnson, Chair, Members of the Capital Planning Committee

cc: Select Board
Beth Rudolph, Town Manager
Finance Committee
Heather Von Mering, Town Moderator

The Capital Planning Process

Each capital planning cycle begins in the early summer just as many residents head off to the beach. Town management works with department heads to prepare reports and requests detailing immediate and anticipated capital needs for the next five fiscal years. The creation of these reports is aided by tools such as the town VFA/Gordian database which contains the state of the town's School and Municipal buildings. There is also a fleet vehicle database, a roads status database, and other inputs that are used to inform department capital requests. The CPC wishes to thank the Select Board for funding a comprehensive update of the VFA/Gordian database using ARPA funds. Going forward, Town management has committed to funding an annual refresh of the database from the operating budget.

Even with these inputs, the process is not strictly analytical and is, in fact, intrinsically driven by human judgements. Unanticipated needs occur (sometimes things just break), and the composition of the CPC, with 2 members from FinCom, a member each from Planning and Schools, and 3 appointed by the Select Board, was designed to ensure a range of values, beyond strictly monetary, were to influence the process.

When these requests have been compiled and reviewed by town management, the Capital Planning Committee then interviews the department heads looking at their requests for the upcoming fiscal year and reviews identified 5 year requirements. Informed by what funds are available in the current year and what funding may be available in future cycles, the CPC begins a ranking process to prioritize which capital needs will get funded in the current cycle. Occasionally the committee will opt to hold back (or roll forward) some funds to be able to achieve "must-do" projects that are visible in the 5 year plan.

What you need to know but don't want to hear.

The CPC has completed its evaluation of capital project requests submitted by Town Departments for the next 5 years and **the outlook is disturbing**. For years, this committee has been warning Town Meeting and assorted Boards and Committees of the mountain of unfunded capital projects that were being deferred or that were fast approaching. This year, **it is no longer possible to look past that reality**.

The Capital Planning Committee is recommending funding engineering work for required roof, window, and HVAC repairs to Schools and Municipal buildings that will lead to construction projects estimated to cost nearly \$10 million. The CPC is also recommending funding initial engineering investigation and design work for the repair of the Everett Ave. and Shore Road bridges. There are currently an additional \$8.6 million in building construction projects unfunded for which engineering work has been completed, but that are of lower priority and are being deferred. The lack of

funding to address those projects will ultimately result in increased costs.

In addition to its usual review of capital requests from town departments, the CPC is aware of 2 projects being discussed by Schools that could have a significant impact on the capital funds of the town. The High School Gymnasium floor needs replacement and the layout of the gym may be reconfigured, possibly costing more than \$2 million. Neither project was part of the recent renovation. Additionally, deterioration has been discovered in older parts of the floor slab of the High School. The significance, scope and cost to repair these problems are being investigated by EFPBC. This problem has not been presented as a project to the CPC, but CPC has been made aware of the potential for this issue to turn into a high dollar value repair project.

The stabilization funds are unable to support projects of these magnitudes and alternate sources of funding (Override, Free Cash, ARPA, etc.) will be required. All these alternate sources of funds will require the support and approval of either the Select Board, Town Meeting, and Town residents; potentially, all three.

What you want to hear.

The needs of our youngest residents came into focus during this capital cycle. Following a review of the town playgrounds initiated by the Select Board and as a part of the Building Departments routine inspection, 4 playgrounds are being recommended for significant rehabilitation. The Leonard Field and McDonald Field playgrounds have deteriorated to the point that they are being recommended for complete refurbishment. This effort has been aided by the Select Board securing \$200K from Eversource for the disruptions caused to the town residents during construction of the 345KV line. The school playground at Lincoln is also being recommended for complete refurbishment. The play surface at Vincent Owen is failing due in part to water infiltration under the surface and will require replacement in addition to the installation of a drainage system. CPC is also proposing to fund the replacement of the High Intensity Discharge lights at Ginn Field with an LED system that will be on controlled timers like other fields in town.

CPC is recommending a study for the rehabilitation of the long ignored, century-plus-old, Packer-Ellis tennis courts. The retaining walls and stairways along Palmer Street are in a state of significant disrepair and the courts themselves may require repair or replacement.

Supplemental funding will be required for both the Washington Street bridge repairs and for the final phase of the Town's flood mitigation project – the Muraco Culvert or so-called Project (10).

As usual, funding for an assortment of DPW vehicles and equipment is recommended and road repairs (probably the town's highest value asset) are recommended for full funding. Funding for ADA is increased by \$18,000 this cycle to reflect monies returned from the Parkhurst elevator project which the DAC assisted with funds from the ADA account.

The CPC is recommending \$7.5 million in Water and Sewer projects funded through a combination of retained earnings and borrowings. Additionally, CPC is recommending \$105,000 in Cemetery projects funded through a combination of the Perpetual Care fund and supplemental funds from the CSF.

We would like to thank the Department Heads, Select Board, and especially Mark Twogood, Assistant Town Manager and Margaret White, Special Projects Manager for all your hard work in preparing the attached recommended FY 25 Capital Plan.

James A. Johnson III, Chair
Roger McPeck, Vice Chair
Diab Jerius, Member
John Miller, Member
Christian Nixon, Member
Helen S. Philliou, Member
Derek Ross, Member

This year the CPC anticipates the use of the following funds for the FY 25 Capital Projects:

Capital Stabilization Funds	\$3,169,000
Building Stabilization Funds	\$1,785,000
Water Sewer Borrowing	\$6,775,000
Water Sewer Retained Earnings	\$815,000
Cemetery Trust Fund	\$70,000
Borrowing Debt Exclusion – Muraco Culvert Supplemental	\$1,090,000
Borrowing Lynch Traffic	<u>\$2,600,000</u>
Total:	\$16,304,000

This year alone there were more than \$25 million in Capital Stabilization Fund, Building Stabilization Fund and Water Sewer requests. The table below summarizes the FY 25-29 request totals.

Capital Planning Five Year Summary Table

Department	FY 25	FY 26-29*	5-Year Total
ADA	\$143,000	\$500,000	\$643,000
DPW Buildings	\$10,290,000	\$11,416,000	\$21,706,000
DPW Cemetery	\$70,000	\$360,000	\$430,000
DPW Roads and Sidewalks	\$500,000	\$2,000,000	\$2,500,000
DPW Vehicle/Equipment	\$543,000	\$1,003,000	\$1,546,000
DPW Water Sewer	\$7,370,000	\$6,045,000	\$13,415,000
Engineering Stormwater	\$350,000	\$925,000	\$1,275,000
Engineering Bridges	\$200,000	TBD	
Engineering Transportation	\$600,000	\$16,400,000	\$17,000,000
Fire Department	\$55,000	\$13,894,000	\$13,949,000
Police Department	\$150,000	\$667,500	\$817,500
Recreation	\$335,000	\$6,565,000	\$6,900,000
Schools	\$1,705,000	\$9,800,000**	\$11,505,000
Town Clerk	\$25,000	\$0	\$25,000
Town Manager	\$2,600,000	TBD	

*FY 26-29 are estimated amounts

**Schools FY 26-29 only includes McCall and Ambrose Roofs

The Five-Year Total is in excess of \$90 million.

The Building Stabilization Fund (BSF) is used for building maintenance, repairs and new construction. The Capital Stabilization Fund (CSF) is used for fields and playgrounds, roads and sidewalks, equipment, flood mitigation and bridge repair. After the funds available for the FY 25 capital budget were allocated, there remain unfunded projects which include, in no particular order:

- Town Hall HVAC Replacement Project
- Lincoln Sitework/Flatwork
- Mystic Heating System Design
- Mystic Window Replacement
- Carriage House Roof Replacement
- Symmes Corner Intersection Study
- Winter Pond Water Quality Improvements
- Wedge Pond Water Quality Improvements
- Ridge Street at Lockland Road Intersection Study
- Training Officer Vehicle
- Westland Road at Wildwood Street
- Traffic Calming

FY 25 CPC Recommended Projects

Fall Town Meeting Building Stabilization Fund

Town Hall & Library Roof Eng. & Library Roof Immediate Repairs	\$ 865,000
Ambrose School Roof Engineering	\$ 80,000
McCall Middle School Roof Engineering	\$ 240,000
DPW Storage Garage Units Engineering	\$ 100,000
Library Window Replacement Eng. & Town Hall Window Engineering.	\$ 150,000
Lincoln School Chiller Engineering	\$ 150,000
Town Hall Bell Tower Structural Review	<u>\$ 50,000</u>
Total	\$ 1,635,000

Fall Town Meeting Capital Stabilization Fund

Washington Street Bridge Repairs Supplemental Funding - Construction	\$ 116,000
Phase I Risk Assessment Implementation	\$ 150,000
Dump Truck/Salter	\$ 270,000
Playground Equipment & Surfaces Lincoln and VO Elementary Schools - Construction	\$ 400,000
Shore Road Bridge Design - Engineering	\$ 100,000
Everett Avenue Culvert Engineering	\$ 100,000
Manager Vehicle Facilities	\$ 45,000
Ginn Field Lights	\$ 210,000
Packer Ellis Tennis Courts Engineering	\$ 75,000
Central Tabulation Equipment	\$ 25,000
McCall School HVAC Retro-Commissioning	\$ 75,000
Leonard Field and McDonald Field Playground Facilities Engineering and Construction	<u>\$ 730,000</u>
Total	\$ 2,296,000

Fall Town Meeting Water & Sewer Enterprise Fund

Dump Truck	\$ 90,000
Nelson Street/ WHS Drainage Improvements -Supplemental Funding- Construction	<u>\$ 225,000</u>
Total	\$ 315,000

Borrowing Debt Exclusion – Supplemental Funding

Muraco Culvert Supplemental Funding – Construction	<u>\$ 1,090,000</u>
Total	\$ 1,090,000

Total Fall Town Meeting Request:	\$5,336,000
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Spring Town Meeting Building Stabilization Fund

DPW Generator - Construction	\$ 150,000
Total	\$ 150,000

Spring Town Meeting Capital Stabilization Fund

ADA Projects – Engineering/Construction	\$ 143,000
DPW Roads and Sidewalks - Construction	\$ 500,000
Scissors Lift & Trailer – Equipment	\$ 40,000
Woodchipper - Equipment	\$ 93,000
Cemetery Dump Truck (Cost share w/Cemetery)	\$ 35,000
Athletic Field Mower	<u>\$ 135,000</u>
Total	\$ 946,000

Spring Town Meeting Water & Sewer Enterprise Fund

MS4 Permit – Engineering	\$ 150,000
Lead Necks Removal Project (Borrowing)	\$ 600,000
South Reservoir Dam Construction (Borrowing)	\$ 6,000,000 (EST)
Woodside Road Pumping Station Engineering (Borrowing)	\$ 140,000
Raw Water Pumping Station	\$ <u>350,000</u>
Total	\$ 7,240,000

Spring Town Meeting Cemetery Trust Fund

Cemetery Capital Improvements Columbarium - Engineering	\$ 15,000
Cemetery Dump Truck (Cost share with CSF)	\$ <u>55,000</u>
Total	\$ 70,000

Capital Stabilization Override

Lynch Traffic Improvements – Construction (Borrowing)	\$ <u>2,600,000</u> (EST)
Total	\$ 2,600,000

Total Spring Town Meeting Request:	\$10,968,000
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FY 25 Project Descriptions – Fall Funding

BUILDING STABILIZATION FUND

Town Hall & Library Roof Eng. & Library Roof Immediate Repairs

This request will fund the engineering for Town Hall roof repairs and engineering for the ultimate complete repairs to the Library roof. It will also fund the engineering for the Library Immediate Repairs and the construction of those repairs. Last July the Town's engineering consultant completed an analysis of both roofs and prepared a report outlining short and long term repairs and/or replacement as well as schematic level cost estimates. Once the engineering work is complete a future capital request will be submitted for construction.

Ambrose School Roof Engineering

This request will fund the engineering for the Ambrose Elementary School roof repairs/replacement. Last July the Town's engineering consultant completed an analysis of the Ambrose roof and prepared a report outlining short and long term repairs and/or replacement as well as schematic level cost estimates. Once the engineering work is complete a future capital request will be submitted for construction.

McCall Middle School Roof Engineering

This request will fund the engineering for the McCall Middle School roofs repairs/replacement. Last July the Town's engineering consultant completed an analysis of the McCall Middle School roofs and prepared a report outlining short and long term repairs and/or replacement as well as schematic level cost estimates. Once the engineering work is complete a future capital request will be submitted for construction.

DPW Storage Garage Units Engineering

This request is for further engineering and permitting related to the proposed DPW Storage Garage Units. A previous appropriation in the fall of 2021 funded preliminary design. Over time the DPW complex has lost significant covered storage for equipment. Over the years DPW has increased its inventory of specialized equipment to offset the reduction in the work force. Once the engineering work is complete a future capital request will be submitted for construction.

Library Window Replacement Eng. & Town Hall Window Engineering.

This request will fund the engineering for the Library and Town Hall Window repairs/replacement. Last July the Town's engineering consultant completed an analysis of the windows in both buildings and prepared a report outlining short and long term repairs and/or replacement as well as schematic level cost estimates. Once the engineering work is complete a future capital request will be submitted for construction.

Lincoln School Chiller Engineering

An evaluation and engineering report on the existing system was previously funded which identified a limited number of replacement options. After review and discussion with DPW, WPS and Engineering & Planning, we will move into final design and bid package preparation on a preferred option. Once the final engineering is complete a future capital request will be submitted for construction of the replacement.

Town Hall Bell Tower Structural Review

This request is to fund an initial structural review of the Bell Tower at Town Hall. This past winter a brick fell from the tower and upon initial inspection concerns were raised about the condition of the masonry. This project will further investigate the existing conditions and outline recommendations for further work.

CAPITAL STABILIZATION FUND

Washington Street Bridge Repairs Supplemental Funding

This request is for supplemental funding for the previously appropriated funds for the Washington Street Bridge Repairs. Bids that were received all exceeded the available funding. This project will fund the repairs identified in a MassDOT bridge inspection report and further detailed in an engineering study funded previously by Town Meeting.

Phase I Risk Assessment Implementation

This request is to fund the first phase of a comprehensive security review of Town physical facilities. This project provides improvements to Town Hall security. It is anticipated that the work will consist of the installation of security cameras, exterior lighting and door hardware.

Dump Truck/Salter

This request will fund a new six-wheel 35,000 GVW dump truck for use by the streets department for roadwork as well as snow and ice operations. This request is to replace a 1996 vehicle with 48,111 miles and 5,741 hours of use. The vehicle has exceeded its useful life.

Playground Equipment & Surfaces Lincoln and VO Elementary Schools - Construction

This request will fund the replacement of the play surfaces at the VO and Lincoln Elementary School playgrounds. Recent inspections of both facilities have cited safety concerns related to the impact absorption of the existing surfaces, as well as ADA concerns. This appropriation will also allow for the replacement of any equipment that may be unsafe or non-code compliant.

Shore Road Bridge Design - Engineering

This request will fund the engineering and design to complete plans and specifications suitable for bidding the bridge repairs. In 2022 MassDOT completed an inspection that identified multiple deficiencies. The Town then hired an engineer to perform additional inspections and prepare initial cost estimates. Once the engineering is complete a future capital request will be submitted for construction of the repairs.

Everett Avenue Culvert Engineering

This request will fund the engineering and design to complete plans and specifications suitable for bidding the culvert repairs. In 2023 the Town hired an engineer to complete a detailed culvert inspection and develop preliminary cost estimates for repairs. Once the engineering is complete a future capital request will be submitted for construction of the repairs.

Manager Vehicle Facilities

This request will fund a new vehicle for the Facilities Manager. The current vehicle is a 2014 Ford Explorer, salvaged from the Police Department. It has 115,000 hard miles and gets approximately 8 miles to the gallon.

Ginn Field Lights

This request will fund the replacement of the Ginn Field Athletic Light fixtures and poles. The current lights are 30 years old and have many deficiencies. The new lights will utilize LED Lamps which provide better and more efficient lighting, and less spill over to nearby residents and less glare.

Packer Ellis Tennis Courts Engineering

This request will fund preliminary design for the rehabilitation of the Packer-Ellis Tennis Court Facility. The facility is over 100 years old and is well loved by all who use it and is utilized by more than 1500 people a year including the Winchester High School Tennis teams. Once the preliminary engineering is complete a future capital request will be submitted for additional engineering and eventually for construction of the repairs.

Central Tabulation Equipment

This request will fund the procurement of high-speed ballot counting machines. This equipment will allow the Town Clerk to implement a process known as Central Ballot Tabulation, which will assist in meeting the requirements of the Massachusetts Voters Act of 2022.

McCall School HVAC Retro-Commissioning

This request will fund the recommissioning of the HVAC system in its entirety to map out the overall control system of the school and make recommendations for equipment replacements when they are at the end of their useful life. The McCall Middle School Complex had a full renovation 25 years ago, since then there have been space additions, modifications and energy savings projects that have made substantial alterations to the HVAC control system. These alterations have included new digital control technologies integrating into the base systems. The recommissioning will create a comprehensive view of the heating control systems in the building.

Leonard Field and McDonald Field Playground Facilities Engineering and Construction

This request will fund both the full design and construction of two new playground structures at Leonard Field and McDonald Field. The work will consist of new playground structures, and new playground surfacing. Both facilities will be fully ADA accessible and code compliant.

WATER & SEWER ENTERPRISE FUND

Dump Truck

This request is to fund a new Dump truck. The proposed vehicle is a new 2023 Ford F550 regular cab with plow, dual wheels and 4-wheel drive to be used on a daily basis for maintenance as well as for snow and ice operations when needed.

Nelson Street/ WHS Drainage Improvements

This is a supplemental request to fund drainage improvements to the area of Nelson Street near the Winchester High School parking lot as well as drain line repairs from Nelson Street to Skilling's Road. Town Meeting previously appropriated funds for the repairs. The project was bid, and prices came over our budgeted amount. This appropriation will allow us to award the bid and complete the repairs.

Capital Planning Process

The process for evaluating capital project requests begins in June of every year and culminates at Fall Town Meeting. All elected and appointed Boards, Committees and school and municipal departments are requested to submit next FY requests and projected 5 year needs in order to create a comprehensive five-year needs assessment for the Town. This year participation includes School Committee, Select Board, Town Manager, Energy Management Committee, Disabilities Access Commission, and virtually all municipal department heads. These requests are processed by Town staff, reviewed by Town management, and submitted to the CPC for evaluation and prioritization.

The CPC consists of the following members per the Town's charter. Two members appointed by the Finance Committee, one member appointed by the Planning Board, one member appointed by the School Committee and three members appointed by the Select Board. The makeup of the CPC was designed to be inclusive of multiple viewpoints and relies on each member representing an appointed Board or Committee to report back to said Committee and also bring forward concerns and/or issues back to the CPC.

The CPC in evaluating each project relies on each Town entity submitting a proposal to take into consideration their immediate and long-term capital needs. A major tool that is used by the Town in developing our long-term immediate building repairs is the VFA/Gordian Building Envelope Program. This program helps to develop the expected life cycle and cost estimates for building system maintenance upgrade and replacement.

While the Town Manager is ultimately responsible for the town capital plan, through its active participation and guidance in the prioritization process, Town management allows residents to influence the capital process through its elected and appointed representatives. This program allows for long term capital planning which helps the Town prioritize its five-year plan and align with the desires of town residents.

Additionally, the Department of Public Works and the Engineering Department have developed a comprehensive program for sewer, water, drainage, roads, traffic, sidewalks and flood mitigation projects. The Field Management Committee together with the DPW and School Department have developed a five-year field improvements plan. All of these tools utilized by the various Town agencies contribute to the development of a comprehensive plan for maintaining and improving the Town infrastructure and assets.

Project Evaluation Criteria

Fundamental to Capital Planning evaluation is a ranking process that allows the CPC to evaluate each individual project in a consistent manner. The ranking is based on the following criteria:

- Public Health and Safety
- Mandates by State or Federal Government
- Necessary for Maintenance of Town Assets
- Demonstrated Increased Efficiency and /or Cost Savings

Each project request is required to address the following items when submitting to the CPC.

- 1) Expected lifetime of the item/project.
- 2) Expected operating costs of and manpower available to complete or use the item or project.
- 3) Comparison of purchasing versus leasing or outside contracting of the service and, where relevant, the cost of multi-town sharing of resources or equipment.
- 4) Need for the item/project and its effect on the operating budget-what it might save in maintenance and repair.
- 5) Departmental priorities for the current year's projects/items.
- 6) Cost estimates of the item/project, supported by bids or quotes whenever possible.
- 7) A plan detailing item/projects awarded during the past three (3) years and those to be

requested over the next three (3) years.

- 8) A schedule of implementation for approved items and projects, including a timeline within the proposed FY.

One of the critical steps in completing the CPC's evaluation of each project is meeting individually with department representatives seeking project funding. In these meetings we discuss where the request fits into the overall goals for departmental long-range capital plans. In this process each party submitting a request is asked to ensure that alternative strategies for meeting their needs have been considered. It is also required that each party has evaluated utilizing alternative funding sources as well, if available.