

TOWN OF
WHITMAN *Massachusetts*



CAPITAL IMPROVEMENT PLAN
FY2021 – FY2025



Submitted October 2019

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INTRODUCTION

The FY2021 – FY2025 Capital Improvement Plan (CIP) for the Town of Whitman invests more than \$26.7 million into the community for a variety of goals, for example: maintaining and upgrading roadways to ensure safe and comfortable travel, replacing old and failing vehicles used to accomplish the day-to-day operations of Police, Fire, and Public Works and investing in the Town's properties, including the construction of a new DPW Facility.

The CIP identifies more than \$3.1 million in non-local funds, a reflection of the Town's focus on leveraging local dollars and human resources to pursue State grants and other funding for the betterment of the community. This means that approximately 11.6% of the plan is funded by non-local sources. In addition, several Enterprise Fund projects take advantage of a State program for borrowing that will save the ratepayers money.

The proposed *Capital Investment Strategy* recommends spending a target percentage of 3.9% of net budget in FY2021 and increasing the target steadily to 4.5% by FY2025.

The comprehensive FY2021 – FY2025 CIP described in this report is a roadmap for the Town's future. Equally as important, the background supporting materials that will be provided to the Town Administrator can be tools for the Town to annually extend that roadmap for the next five-year period to ensure that the Town continues to meet its obligations and goals.

What is a capital budget? What is a capital project?

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or acquisition of a new dump truck, whereas an operating budget includes recurring expenses or are modest in magnitude, such as supplies or vehicle maintenance. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP.

The Massachusetts Association of Town Finance Committees defines capital projects as "major, non-recurring expenditures, for one of the following purposes:

- acquisition of land for a public purpose;
- construction of a new facility or external expansion or major rehabilitation of an existing one. Examples of such town facilities include public buildings, water and sewer lines, roads and playing fields;
- purchase of vehicles or major equipment items;
- planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects;
- equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment;
- major equipment which is expensive and has a relatively long life such as a fire apparatus, garbage trucks, and construction equipment."

What is a capital plan? Why prepare one?

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community's capital expenditure and "one of most important responsibilities of local government officials." Putting together multiple years of capital spending into a plan, instead of looking at each year in isolation, has multiple benefits including:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase;
- costly mistakes created by lack of coordination - such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided; and,
- methodical progress can be made toward meeting community goals.

TOWN OF WHITMAN'S CAPITAL ASSETS

The Town of Whitman provides a range of services to residents, businesses, and visitors from recreational opportunities to fire and emergency response to snow and ice removal. In order to provide these services, the Town's capital assets must be maintained in good working order. These capital assets could be used directly by the public – such as a playground – or used internally by municipal staff in the course of conducting official business – such as servers and other IT assets.

The proper care of the Town's assets not only protects the taxpayers' investments, but also can be critically important to the health and safety of the residents and businesses. Like many other Massachusetts municipalities, the Town faces a substantial challenge in balancing the need for reinvestment in capital assets and the cost.

Capital assets the Town of Whitman is responsible for include:

- Facilities and major components therein;
- Information technology;
- Parks and open space;
- Roads, bridges, and related infrastructure; and
- Vehicles and equipment.

Facilities

The Town of Whitman manages buildings that serve a multitude of purposes from municipal offices to the Whitman Public Library to the Department of Public Works. Each of the facilities must be maintained on a regular basis to ensure the safety and effectiveness of the working environment. Buildings and the major components therein, such as the HVAC system, roof, and flooring, do have certain lifespans and so major upgrades and/or replacements may be necessary or advantageous.

| Name | Address |
|------------------------------------|---------------------|
| Whitman Town Hall | 54 South Avenue |
| Department of Public Works | 100 Essex Street |
| Whitman Public Library | 100 Webster Street |
| Whitman Council on Aging | 16 Hayden Avenue |
| Whitman Fire-Rescue Station | 56 Temple Street |
| Whitman Police Department | 20 Essex Street |
| Whitman Middle School | 100 Corthell Avenue |
| Louise A. Conley Elementary School | 100 Forest Street |
| John H. Duval Elementary School | 60 Regal Street |
| Armory Building | Legion Parkway |

Whitman has made use of the Commonwealth's Green Communities grant program to great effect. Since December 2015, Whitman has been awarded \$761,701 to fund energy conservation measures in municipal facilities, ranging from interior light upgrades, LED lighting retrofits and streetlight conversions, dishwashers, kitchen ovens, steamer kettles, boiler replacements, energy management systems, convactor valve controls, air handler/DX units, and interior storm windows at Town Hall, the Library, Fire Station, Police Station, Council on

Aging, Department of Public Works, and in the Whitman Public Schools. Green Community grants were also used to install variable frequency drives on pumps at the Oakland Street, Rowena, Auburn, Commercial, and Old Coach pumping stations.

The Town is a part of the Whitman-Hanson Regional School District. The district has six schools in its jurisdiction overall (three elementary, two middle schools, and the joint high school). Whitman is served by two elementary and a middle schools, and high school students are sent to the regional WHRHS. All capital projects at the Whitman elementary and middles schools are financed 100% by the Town of Whitman; capital project costs at the high school are shared between Whitman and Hanson based on population (currently, 59.88% and 40.12%, respectively).

Information Technology

In order to operate effectively and efficiently, Town staff require various technology hardware and software. This includes desktop and laptop computers, peripheral equipment such as printers and copiers, and computer servers. According to the Town's asset inventories, there are computers and servers in use at various municipal departments from the Council on Aging, Public Works, Police, Fire-Rescue, and Town Hall. In addition to these assets, departments may use other IT in the course of their duties, such as UPS batteries for power backup during outages and more specialized items like portable and mobile radio units for public safety communication.

Parks and Open Space

The Town of Whitman owns the following sites for active and passive recreation:

| Town Facility | Address |
|--|--------------------------------|
| Essex Street Basketball Court | 100 Essex Street |
| Memorial Field | 20 Essex Street |
| Parker Bates Memorial Field (Dump Field) | Essex Street (Across from VFW) |
| Town Park – Lower Field | Maple Avenue |
| Town Pool | Whitman Avenue |
| Upper Field (Little League) | Hayden Avenue |
| Whitman Middle School (Baseball, Softball, Soccer) | 100 Corthell Avenue |
| Whitman Town Park | Whitman Avenue |

In addition, the Town owns land for the purposes of conservation, watershed protection, cemeteries, and land on which municipal buildings are sited.

Roads, Bridges, and Related Infrastructure

According to the Massachusetts Department of Transportation, there are nearly 49 miles of Town-owned road in Whitman. Another approximately 1.63 miles are unaccepted (or private) ways¹. Additionally, Whitman has four bridges or large culverts identified on the MassDOT's bridge inventory². The State is responsible for inspecting these bridges, but the Town is responsible for repairs and replacement. There are also many other smaller municipally-owned culverts in Town.

| Facility Carried | Feature Intersected | Structure | Year Built/ Reconst'd | Structure Category |
|------------------|----------------------|-----------|-----------------------|--------------------|
| St 27 South Ave | Shumatuscacant River | Bridge | 1935 | Short Span Bridge |
| St 27 South Ave | Shumatuscacant River | Culvert | 1935 | Culvert |
| St 27 South Ave | Brigham Pond | Culvert | 1850 | Culvert |
| Hwy Essex St | Shumatuscacant River | Culvert | 1850 | Culvert |

Vehicles and Equipment

Town staff use an array of vehicles and equipment to complete their tasks on a daily basis. The Town owns many vehicles and pieces of equipment, ranging from pickup trucks and cruisers to backhoes and ambulances. The departments also have other small equipment and tools, such as generators, trailers, and hand tools.

| # | Department | Year | Manufacturer – Model/Vehicle Type |
|----|------------|------|-----------------------------------|
| 1 | BUILDING | 2009 | CHEVROLET - TAHOE |
| 2 | COA | 2009 | FORD - E450 BUS |
| 3 | DPW | 1989 | PARKER - TRAILER |
| 4 | DPW | 1991 | KATO - LIGHT GENERATOR |
| 5 | DPW | 1991 | CAMET - JET TRAILER |
| 6 | DPW | 1995 | GMC - TOPC7H |
| 7 | DPW | 1995 | KOHLER - GENERATOR TRAILER |
| 8 | DPW | 1996 | CATERPILLAR - LOADER |
| 9 | DPW | 1996 | CATERPILLAR - BACKHOE |
| 10 | DPW | 1997 | WACK - CONSTRUCTION TRAILER |
| 11 | DPW | 1998 | JOHN DEERE - SKIDSTEER |
| 12 | DPW | 1999 | INTERNATIONAL - DUMP TRUCK |
| 13 | DPW | 1999 | INTERNATIONAL - DUMP TRUCK |
| 14 | DPW | 1999 | INTERNATIONAL - SANDER TRUCK |
| 15 | DPW | 1999 | INTERNATIONAL - SANDER TRUCK |
| 16 | DPW | 1999 | INTERNATIONAL - SANDER TRUCK |
| 17 | DPW | 1999 | WACKER - TRAILER |
| 18 | DPW | 1999 | ROGERS - TAG TRAILER |
| 19 | DPW | 1999 | SRECO - TRAILER |
| 20 | DPW | 2000 | INGERSOLL RAND - COMPRESSOR |
| 21 | DPW | 2000 | INTERNATIONAL - DUMP TRUCK |

¹ MassDOT, 2018 Massachusetts Road Inventory Year End Report, <https://www.mass.gov/files/documents/2019/03/27/2018-ri-year-final.pdf>

² MassDOT Open Data Portal, <https://geo-massdot.opendata.arcgis.com/datasets/bridges>

| # | Department | Year | Manufacturer – Model/Vehicle Type |
|----|-------------|------|-----------------------------------|
| 22 | DPW | 2000 | INTERNATIONAL - DUMP TRUCK |
| 23 | DPW | 2002 | FORD - F350 |
| 24 | DPW | 2002 | INTERNATIONAL - 4700 |
| 25 | DPW | 2003 | FORD - CROWN VICTORIA |
| 26 | DPW | 2003 | BANDIT - BRUSH CHIPPER |
| 27 | DPW | 2003 | ANDERSON - TRAILER |
| 28 | DPW | 2004 | FORD - F350 |
| 29 | DPW | 2004 | FORD - F350 PICKUP |
| 30 | DPW | 2004 | ATLAS - CONST. COMPRESSOR |
| 31 | DPW | 2005 | ELGIN - PELICAN |
| 32 | DPW | 2006 | FORD - F250 |
| 33 | DPW | 2006 | CAT - LOADER |
| 34 | DPW | 2007 | FORD - F250 PICKUP |
| 35 | DPW | 2008 | FORD - F350 PICKUP |
| 36 | DPW | 2008 | FORD - RANGER |
| 37 | DPW | 2009 | FORD - F450 |
| 38 | DPW | 2010 | FORD - E350 CARGO VAN |
| 39 | DPW | 2010 | INTERNATIONAL - DUMP TRUCK |
| 40 | DPW | 2010 | STEPP - ASPHALT TRAILER |
| 41 | DPW | 2013 | SEWER - JETTER TRAILER |
| 42 | DPW | 2015 | CHEVROLET - SILVERADO |
| 43 | DPW | 2017 | INTERNATIONAL - 7400 |
| 44 | DPW | 2017 | CHEVROLET - SILVERADO |
| 45 | EMERG. MGMT | 2002 | FORD - CUTVAN |
| 46 | FIRE | 1986 | CHEVROLET - PICKUP |
| 47 | FIRE | 1990 | FEDERAL - CYCLONE |
| 48 | FIRE | 1997 | FORD - F350 |
| 49 | FIRE | 2001 | GEM - ELECTRIC MOTOR |
| 50 | FIRE | 2004 | PIERCE - DASH AERIAL LADDER |
| 51 | FIRE | 2006 | FORD - EXPEDITION |
| 52 | FIRE | 2007 | STERLING - ENCORE RESCUE |
| 53 | FIRE | 2009 | E ONE - TYPHOON |
| 54 | FIRE | 2010 | FORD - F450 AMBULANCE |
| 55 | FIRE | 2012 | FORD - F550 AMBULANCE |
| 56 | FIRE | 2014 | CHEVROLET - TAHOE |
| 57 | FIRE | 2015 | CHEVROLET - TAHOE |
| 58 | FIRE | 2016 | EMERGENCY-ONE - TYPHOON |
| 59 | FIRE | 2016 | FORD - F550 AMBULANCE |
| 60 | FIRE/RESCUE | 2012 | BLAZE - UTILITY TRAILER |
| 61 | POLICE | 1999 | TOYOTA - 4 RUNNER UTILITY |
| 62 | POLICE | 2001 | GEM - ELECTRIC |
| 63 | POLICE | 2001 | GEM - ELECTRIC |
| 64 | POLICE | 2001 | MAZDA - 626 |
| 65 | POLICE | 2004 | FORD - ECOVAN |
| 66 | POLICE | 2004 | FORD - CROWN VICTORIA |
| 67 | POLICE | 2005 | B & W - CUSTOM TRAILER |

| # | Department | Year | Manufacturer – Model/Vehicle Type |
|----|-------------|------|-----------------------------------|
| 68 | POLICE | 2006 | CARRY ON - TRAILER |
| 69 | POLICE | 2007 | FORD - EXPLORER XLT |
| 70 | POLICE | 2008 | FORD - TAURUS |
| 71 | POLICE | 2008 | FORD - TAURUS |
| 72 | POLICE | 2008 | JEEP - LIBERTY UTILITY |
| 73 | POLICE | 2010 | FORD - EXPLORER |
| 74 | POLICE | 2011 | FORD - CROWN VICTORIA |
| 75 | POLICE | 2012 | FORD - TRANSIT CONNECT VAN |
| 76 | POLICE | 2013 | FORD - TAURUS |
| 77 | POLICE | 2013 | FORD - INTERCEPTOR |
| 78 | POLICE | 2013 | FORD - EXPLORER |
| 79 | POLICE | 2013 | FORD - EXPLORER |
| 80 | POLICE | 2014 | FORD - EXPLORER |
| 81 | POLICE | 2015 | FORD - TAURUS |
| 82 | POLICE | 2016 | HARLEY DAVIDSON - MOTORCYCLE |
| 83 | POLICE | 2017 | FORD - EXPLORER |
| 84 | POLICE | 2017 | FORD - EXPLORER |
| 85 | POLICE | 2017 | FORD - EXPLORER |
| 86 | UNAVAILABLE | 2017 | FORD - E450 ECONO |

POSSIBLE FUNDING SOURCES

There are a number of ways to finance municipal capital improvement projects. Some of the most common methods are:

Local Resources

- **Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (also known as “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
 - **Bonds funded within the tax limits of Proposition 2 ½:** Debt service for these bonds must be paid within the tax levy limitations of Proposition 2 ½. Funds used for this debt must be carefully planned in order to not negatively impact the annual operating budget.
 - **Bonds funded outside the tax limits of Proposition 2½:** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.³
- **Capital Outlay / Pay as You Go:** Pay as You Go capital projects are funded with current revenues (typically tax levy or free cash) and unexpended balances in previously approved projects. The entire cost is paid off within one year so no borrowing takes place. A project funded with current revenues will cost less than if it were funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must also be carefully planned in order to not negatively impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.
 - **Free Cash:** Represents the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the State Director of Accounts.
- **Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are similar to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the town would be authorized to borrow money.

³ A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.

- **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. A majority vote of Town Meeting is required to appropriate money into the fund and a 2/3 vote to appropriate money out of this fund.
- **Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town, city, or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, city, or district shall be used only by said town, city, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Section 63).
- **Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, including investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include ambulance funds, recreation funds, the sale of cemetery lots, and off-street parking fees accounts.

Federal, State, and Private Grants and Loans

Other revenue sources may include grants or loans from federal, state, or private sources. For example, federal money is used for bridge and roadway projects listed on the State Transportation Improvement Plan. Private funds are sometimes available from “Friends of...” groups for local libraries or councils on aging. However, the Commonwealth provides the most opportunities for funding through various programs.

Key State funding sources for the Town of Whitman include:

- **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.
- **Community Compact IT grant program:** Through the Community Compact Cabinet, this program offers grants of up to \$200,000 for “one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible.”⁴
- **Green Communities Division grants:** The Department of Energy Resources provides grants through its Green Communities Division intended to reduce energy use through clean energy projects, including vehicle/equipment, building, and school facilities projects. For example, projects may include HVAC

⁴ “Community Compact IT Grant Program,” Available: <https://www.mass.gov/community-compact-it-grant-program>

upgrades, solar, energy audits, idle reduction technology, lighting retrofits, window/door weatherization, hybrid/electric vehicles, and vehicle charging stations, to name a few.

- **Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school repair and construction via a series of programs. In the School Building Program, projects must be accepted into the process in response to the submission of a Statement of Interest (SOI) which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income, community property wealth, and community poverty. Through the Accelerated Repair Program, the MSBA will fund roof, window, and boiler projects with an expected 18-month completion date. Funding can be provided for multiple projects in a single district in a year. The Major Repairs Program includes roofs, windows, and boilers, but can also include other significant building renovations. Districts are limited to one project per year under the Major Repair Program, but work can be more substantial than under the Accelerated Repair Program.

CAPITAL PLANNING PROCESS

Through a Community Compact grant, the Town of Whitman hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston to facilitate preparation of the Town's five-year Capital Improvement Plan (CIP) for FY2021 - FY2025.

Assessing Capital Needs

The project team reached out to leadership of all Town departments and many board/committee representatives to explain the process and discuss potential project requests⁵. Departments were provided with the Center's online request form asking them to describe their proposed project(s), justify each project, prioritize projects, and identify the fiscal year(s) in which the project should be completed. In addition, departments were asked to indicate if non-local funds might be available to support the project and to anticipate the impact of the project on the Town's operating budget. For example, savings could be realized if the purchase of new equipment could reduce the cost of annual maintenance and repairs.

This was a time-intensive process for staff, which required reviewing asset inventories, finding available data on asset condition/performance, and projecting work for a five-year period. The project team did not physically inspect the infrastructure to validate the urgency for replacement/repair of buildings, vehicles, or equipment, but accepted the department head's submission and attempted to organize and assess the projects based on their merits in such a way as to facilitate decisions about the proposed spending plan. The Town Administrator did review the submissions and make changes as necessary.

Overall, 142 project requests were submitted, totaling just over \$24.85 million across all funding sources, including local and non-local sources. (Note that some projects were added or changed with updated cost estimates after the capital needs assessment phase.)

There were eight projects involving local money that were \$500,000 or more:

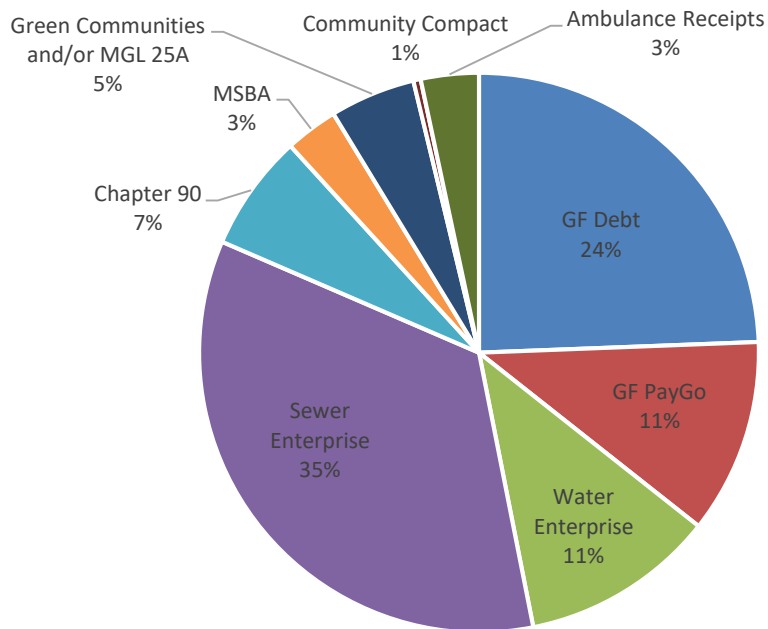
1. Replace the sewer force main at Auburn Street in FY2022 for \$6 million from Whitman's Enterprise Fund (Note: project cost increased to \$8.3 million);
2. Build new DPW facility in FY2021 for \$4 million (Note: project cost increased to \$5 million). Approximately 1/3 of the cost will be borne by the General Fund and the remaining 2/3 will come from the Enterprise Fund;
3. Approximately \$1.67 million for road paving projects to supplement Chapter 90 funding;
4. Replace aging water mains system wide in FY2023 for \$1 million from Whitman's Enterprise Fund;
5. Study the renovation capacity at WMS in FY2021 for \$750,000 from Whitman's General Fund;
6. Replace the roof at Duval Elementary School in FY2021 for \$600,000 from Whitman's General Fund (to be funded in part by MSBA);
7. Replace the gymnasium roof at WMS in FY2021 for \$500,000 from Whitman's General Fund (to be funded in part by MSBA);
8. Install generators in sewer pump stations for \$500,000 from Whitman's Enterprise Fund.

⁵ All departments and many boards/committees with relevant missions were invited to submit projects, although not all did so.

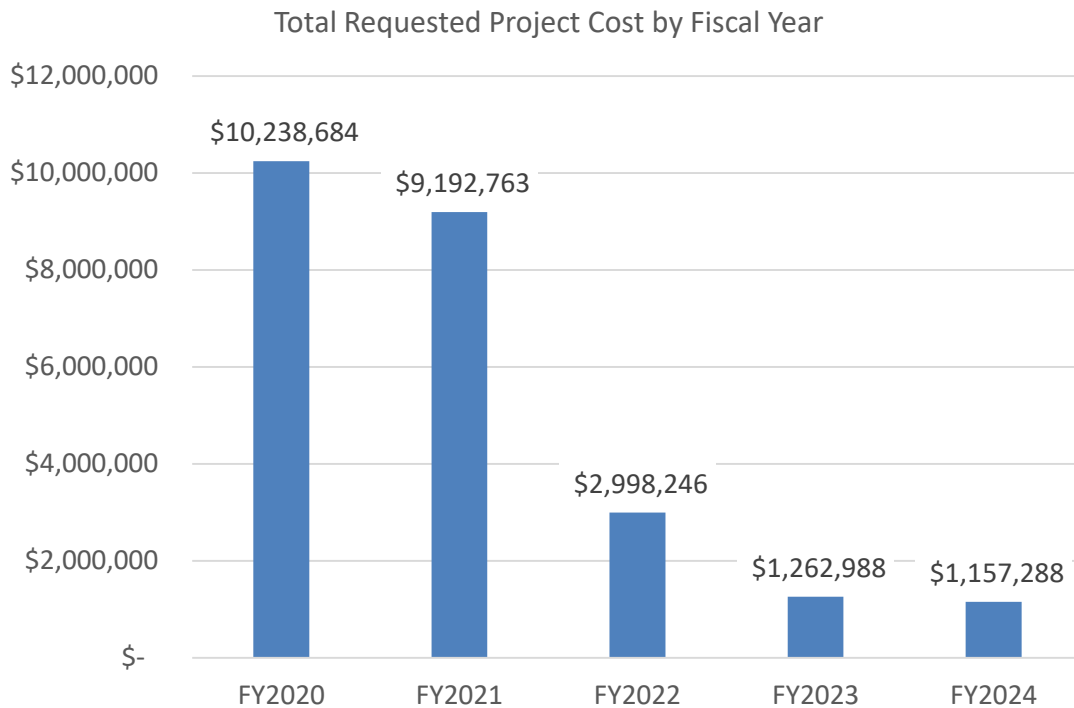
Original Project Submissions by Department

| Department | Project Count | Total Cost | Cost as % of Total |
|------------------|---------------|---------------------|--------------------|
| Board of Health | 1 | 30,000 | 0.12% |
| Building | 4 | 107,257 | 0.43% |
| Council on Aging | 1 | 15,000 | 0.06% |
| Fire/Rescue | 11 | 1,242,000 | 5% |
| Library | 3 | 99,333 | 0.4% |
| Police | 3 | 497,954 | 2% |
| Public Schools | 35 | 3,886,000 | 15.64% |
| Public Works | 15 | 7,448,425 | 29.97% |
| Recreation | 8 | 40,000 | 0.16% |
| Technology | 21 | 810,500 | 3.26% |
| Water/Sewer | 10 | 8,690,500 | 34.97% |
| WHRHS & District | 30 | 1,983,000 | 7.98% |
| Total | 142 | \$24,849,969 | 100% |

Total Cost by Preliminary Funding Source



The project costs were frontloaded in the first two years of the plan, although this was driven in large part by the Auburn Street force main and new DPW facility projects, which together cost \$10 million or more than 50% of the total cost in the first two years. Still, the pattern indicates that department heads see a significant need for short-term capital investment in the Town.



A summary of all projects submitted during the Capital Needs Assessment can be found in Appendix A.

Scoring Capital Project Requests

After working with department heads to obtain as much detail as possible about each project, the project team then scored the projects based on a series of criteria. The criteria included:

- State/Federal mandate, legal obligation, or liability
- Threat to public and/or employee health or safety
- Advancement of adopted plans, studies, or goals
- Department priority
- Impact on service to residents/businesses
- Distribution of benefit
- Economic benefits
- Environmental benefits
- Impact on operating budget
- Availability and likelihood of external funding
- Risk and impact of failure
- Impact on internal effectiveness and/or efficiency

Points were awarded by the project team based on the details provided about each project. The scoring methodology relies on complete and accurate data from department heads in order to fairly reflect a project's merits. A project's modest score may be the result of missing or incomplete information about the project and

its justification. Such situations underscore the importance of a submission of comprehensive data for each project in order to best reflect the level of importance it deserves. That said, the project scores do not necessarily dictate which projects are or are not included in the final CIP. That decision is based on a number of factors, including the unique values and priorities of the Town of Whitman.

Developing the Capital Investment Strategy

The project team worked with the Town Administrator and financial team to gather information about the Town's existing debt profile, authorized and unissued debt, capital leases, stabilization and any special funds, and revenue and expenditures forecasts. After documenting General Fund spending over a four-year historical period, the team compared capital spending to net budget. Net budget is defined as the total amount raised on the tax rate recapitulation sheet less any excluded debt or capital exclusions, enterprise funds, and available funds. Available funds are deducted under the rationale that these are typically reserves such as Free Cash that can vary from year to year. The goal is to measure General Fund capital spending as a percent of these recurring General Fund revenues to ensure that an appropriate share of recurring General Fund revenues is reinvested through the capital improvement plan.

The Town of Whitman invested an average of 8.77% of net operating budget for capital needs during the period FY17 through FY19. That investment level dropped dramatically in FY20 to 2.96% as the Town faced substantial pressure on its operating budget and moved to exclude debt for the Police Station that had previously been paid within the limits of Proposition 2 ½. The Center, working collaboratively with the Town Administrator and representatives of the Board of Selectmen developed a plan to rebuild the Town's capital investment over time. The FY21 – FY25 CIP sets an investment level of 3.9% in the first year and increases it each year to reach 4.5% by year five, bringing investment in line with municipal best practice.

Managing the Plan in Future Years

Annually, Town management should reassess the capital needs of all Town departments and boards/committees, extending the outlook to include the next year (e.g. in FY21, the Town will complete a plan for the years FY22 - FY26). This annual process allows for the reassessment of the scope, timing, and cost of projects that are included in the current CIP. In addition, the Town will update the assumptions in the capital investment strategy in order to determine the resources available for the plan's time period. These assumptions should reflect the findings in the Town's five-year financial forecast.

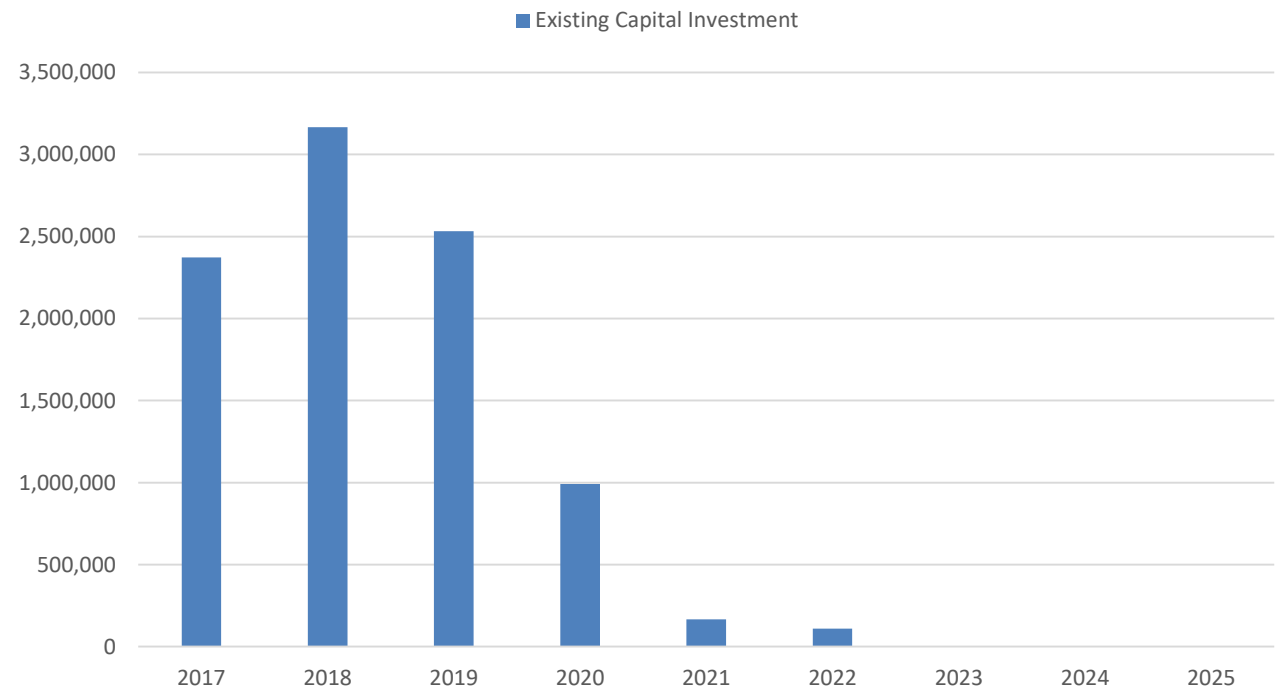
GENERAL FUND CAPITAL INVESTMENT STRATEGY

The Town of Whitman has set a target for General Fund capital spending at 3.9% in FY2021, which will gradually increase to 4.5% in FY2025 by a factor of 10 to 20 basis points annually. The table on page 18 calculates the amount of General Fund resources available at these target percentages after taking into account:

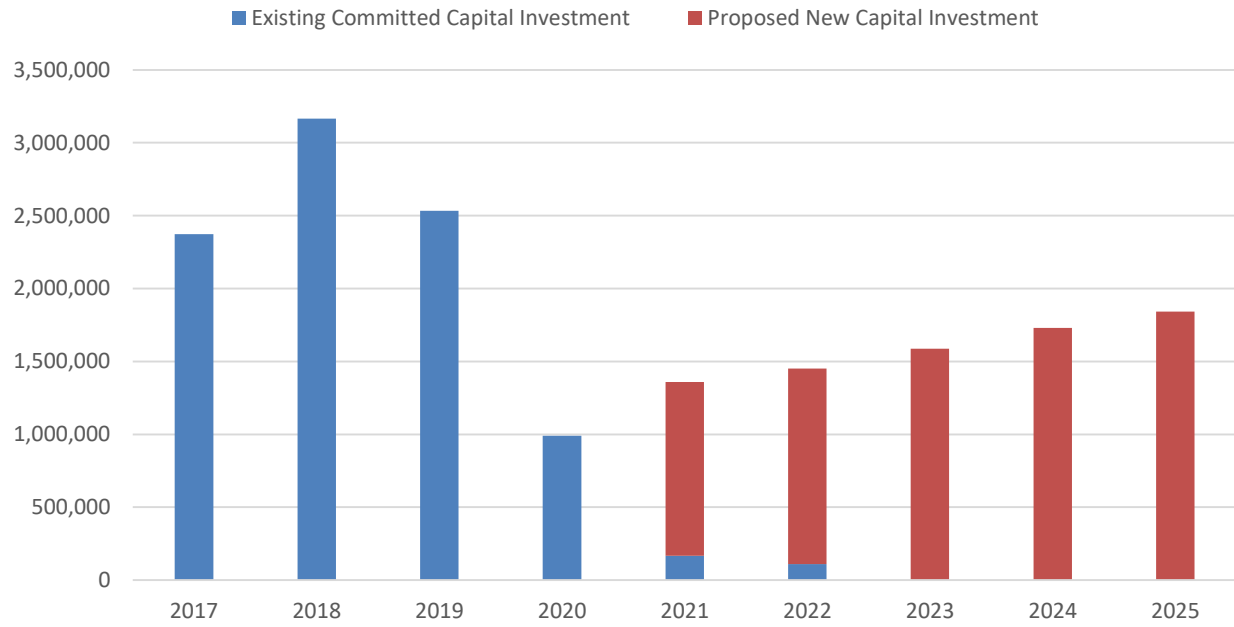
- existing non-excluded debt service,
- projected debt service for authorized and unissued non-excluded debt,
- existing capital leases, and
- projected Whitman Hanson Regional High School (WHRHS) debt assessment.

The charts below summarize existing and proposed capital investment. With the exclusion of the Police Station debt, the Town has little committed to capital investment in the years FY20 through FY25 (See Scenario A). Under the proposed strategy, capital investment grows annually at an affordable pace (See Scenario B). This growth is pegged to growth in the net operating budget, which is projected to be 4.11% per year based on historical growth.

Scenario A: Existing Committed Capital Investment



Scenario B: Total Proposed Capital Investment



See Appendix B for a 10-year capital investment strategy (FY21-FY30)

| General Capital Investment Strategy | | | | | FY2021 - FY2025 General Capital Improvement Plan | | | | |
|---|------------------|------------------|------------------|----------------|---|------------------|------------------|------------------|------------------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Committed Capital Investment | | | | | | | | | |
| Existing General Fund Non-Excluded Debt | 991,755 | 953,771 | 925,743 | 141,050 | | | | | |
| Authorized & Unissued GF Non-Excl. Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Leases and Regional School Debt | 171,807 | 208,770 | 211,488 | 181,022 | 167,289 | 110,527 | 0 | 0 | 0 |
| General Fund Pay as You Go Spending | 1,209,524 | 2,003,218 | 1,395,212 | 668,799 | 0 | 0 | 0 | 0 | 0 |
| Total Committed Capital Investment | 2,373,086 | 3,165,759 | 2,532,443 | 990,871 | 167,289 | 110,527 | 0 | 0 | 0 |
| Net Budget (4.11% proj. annual growth) | 29,671,494 | 30,365,731 | 32,153,592 | 33,475,105 | 34,850,932 | 36,283,305 | 37,774,549 | 39,327,083 | 40,943,426 |
| Capital Spending as % of Net Budget | 8.00% | 10.43% | 7.88% | 2.96% | 3.90% | 4.00% | 4.20% | 4.40% | 4.50% |
| Target Capital Spending Amount | | | | | 1,359,186 | 1,451,332 | 1,586,531 | 1,730,392 | 1,842,454 |
| Available for New Capital Investment | | | | | 1,191,897 | 1,340,805 | 1,586,531 | 1,730,392 | 1,842,454 |

| Proposed General Fund Project Plan* | 2021 | 2022 | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|----------------|----------------|
| GF PayGo (Cash-Funded) | 782,023 | 703,578 | 827,383 | 656,221 | 203,291 |
| GF Annual Debt Service | 399,542 | 620,230 | 733,081 | 963,323 | 1,035,254 |
| Total Annual GF Cost (Budgetary Impact) | 1,181,565 | 1,323,808 | 1,560,464 | 1,619,544 | 1,238,545 |
| <i>Surplus/Deficit</i> | <i>10,333</i> | <i>16,997</i> | <i>26,067</i> | <i>110,848</i> | <i>603,909</i> |

| Proposed Enterprise Fund Project Plan* | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|----------------|------------------|------------------|------------------|------------------|
| EF PayGo (Cash-Funded) | 170,500 | 100,000 | 200,000 | 100,000 | 100,000 |
| EF Annual Debt Service | 353,342 | 934,342 | 1,023,292 | 1,014,992 | 1,006,692 |
| Total EF Resources Committed | 523,842 | 1,034,342 | 1,223,292 | 1,114,992 | 1,106,692 |

*Costs based on project plan detailed in next section

The Collins Center recommends that any annual surplus be transferred to a Capital Stabilization Fund for future capital costs.

Use of Debt as a Capital Investment Strategy

Many Massachusetts municipalities use debt to accomplish important, higher-cost capital projects. The careful and strategic use of debt allows a municipality to not only leverage its resources to meet important community needs, but also to ensure equity by allowing a project's beneficiaries to pay for it. The Center worked with Town officials to set a threshold of \$100,000, above which a project would be debt-funded. In total, there were 20 General Fund projects with a total cost of \$6.07 million.

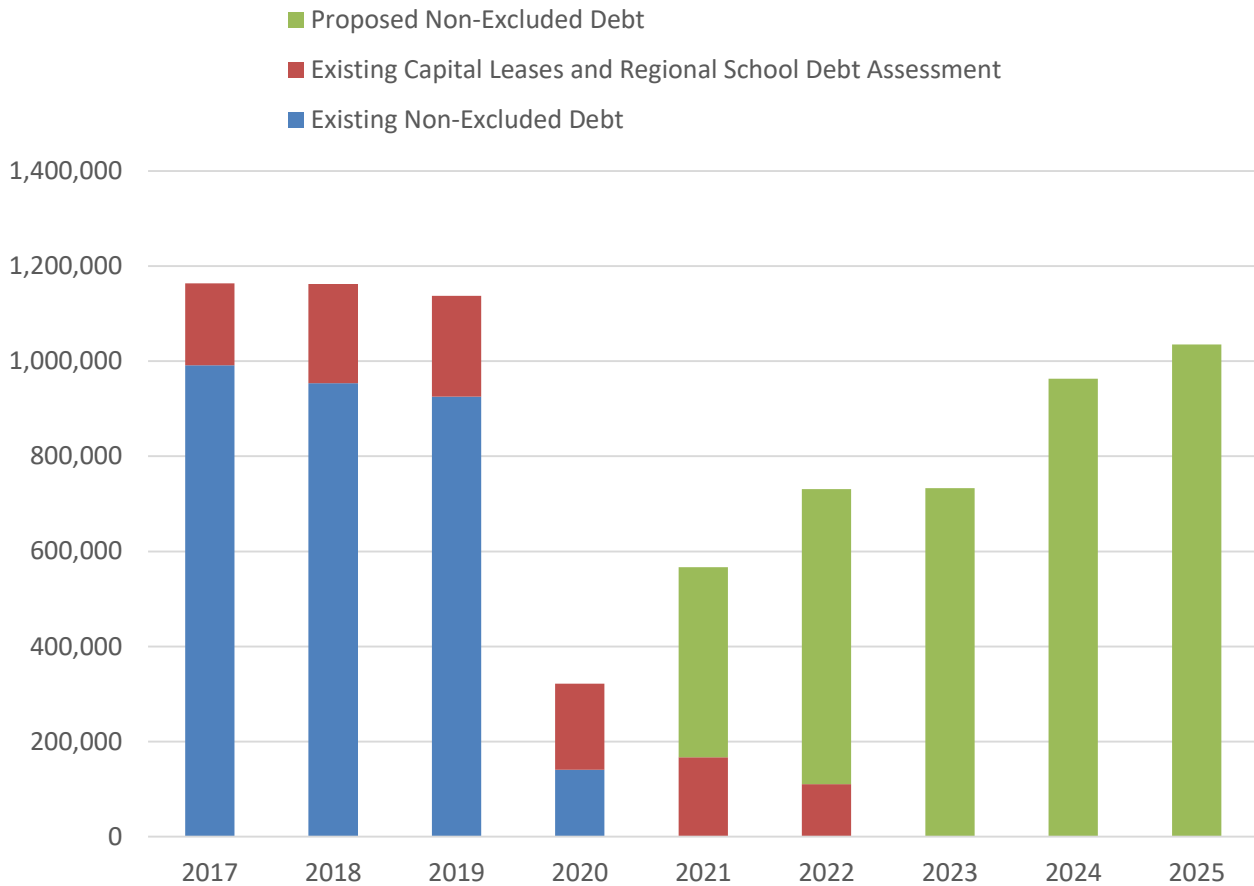
The Collins Center project team estimated the annual debt service of these projects using conservative debt terms. A level-principal (also known as declining debt) model was used⁶, and the length of borrowing was minimized in order to reduce borrowing costs. The terms used by the Collins Center project team were:

| Debt Terms | Projects Using these Terms |
|-----------------|--|
| 25 years @ 5.0% | None |
| 20 years @ 4.5% | Replace Roof at Duval Replace Gymnasium Roof at WMS Build New Equipment Maintenance, Storage, & Personnel Facility for DPW |
| 15 years @ 4.0% | None |
| 10 years @ 3.5% | None |
| 5 years @ 3.0% | Replace 1990 Pumping Engine w/Mini-Pumper Install Emergency Generator at Conley Install Emergency Generator at Duval Replace Generator at WMS Study Renovation Capacity at WMS Install Transfer Switches in Portable Generators at Conley; Duval; WMS Replace 1999 International 4900 Replace 1999 International 4900 Replace 2005 Elgin Sweeper Replace 1996 CAT Backhoe Replace 1996 CAT Loader-938 Supplement to Chapter 90 Program Replace 1999 International 4900 Purchase Finance/Accounting Software for Municipal Offices Repairs to Roadway at/near WHRHS Resurface Student/Staff Parking Lot at WHRHS Create Additional Parking at WHRHS |

The chart on the following page shows the existing General Fund non-excluded debt service, capital leases, regional school district debt assessment, and the proposed debt service over time. Annual debt service grows at a reasonable and affordable pace.

⁶ Unless a project is extraordinarily high-cost, the Center recommends a level-principal model as compared to a level-debt service model.

Existing and Proposed Annual General Fund Debt Service



The Town should consider adopting a policy on the use of debt and debt management that could guide the development of future capital improvement plans. State law as well as guidance from the Division of Local Services (DLS) should be considered when crafting such a policy.

Recommendations Regarding Seeking Grants and Other Funding Sources

Given the financial pressures facing the Town, the Collins Center recommends that Town officials aggressively seek State grants and other alternative funding sources to accomplish capital projects. Such non-local funds could be a key component of the Town's comprehensive capital investment approach. Seeking grants will allow the Town to invest in capital needs above and beyond the target investment level identified, meeting important needs identified by the various department heads and redirecting Town funds to other key projects for which there are no available grant programs at this time.

In total, the proposed CIP already proposes that the Town seek \$618,860 from the Massachusetts School Building Authority and approximately \$2.5 million in other non-local resources, including repeated submissions to the State's Green Communities and Community Compact IT grant programs, in addition to other grants. In addition, the Center strongly recommends that the Town consider applications to the following programs:

- **Massachusetts General Law Chapter 25A:** This State law provides an alternative method of contracting for and implementing improvements in facilities that can result in improved energy efficiency. The Collins Center recommends that the Town explore the potential benefits of this approach, called energy management services or an energy services contract (ESCO). An ESCO is essentially a turn-key contract that is exempt from normal public procurement rules and uses, at least in part, energy cost savings to pay for the improvements. Under this program, the contractor must provide a guaranteed amount of energy cost savings which is then applied to the cost of the improvements. Under chapter 25A, "Methods for measurement and verification of energy savings shall conform to the most recent standards established by the Federal Energy Management Program of the United States Department of Energy." This is commonly done through an investment grade audit of energy savings. If the guaranteed level of savings is not reached, then the contractor must provide reimbursement. Some municipalities couple this approach with funding from the Green Communities Division to cover energy facility improvements that are not fully paid for by savings. In this way, a municipality, with careful planning and coordination, may implement significant energy facilities improvements with no dollar impact on the operating or capital budgets.
- **MassWorks Infrastructure Program:** This is a competitive grant program that provides capital funds for municipalities and other eligible public entities to complete public infrastructure projects that support and accelerate economic and housing development throughout the Commonwealth and/or address roadway safety concerns.
- **MassDOT Municipal Small Bridge Program:** A State program that targets municipality-owned bridges with spans between 10-20 feet. The program was funded with \$50 million total for FY2017-FY2021, and each municipality may receive up to \$500,000 annually. The program may or may not continue after FY2021. This program may cover preservation activities or replacement.
- **Municipal Vulnerability Preparedness (MVP) Program:** This program from the Executive Office of Energy and Environmental Affairs (EEA) supports municipalities as they plan for and implement climate resiliency projects. Grants are available to assess vulnerabilities and create action plans. Once that step is complete, municipalities can seek additional grant money annually for implementation of capital and other projects.

FY2021-FY2025 CIP - PROJECT PLAN

The Town of Whitman's FY2021 - FY2025 proposed capital improvement plan includes 115 projects costing slightly more than \$26.7 million and funded through a variety of sources, including local, state, and federal money. These capital investments will allow the Town to maintain and improve its capital assets, which represent millions of dollars of taxpayer investment.

Overall, the CIP calls for approximately \$23.6 million in local investment, which accounts for about 88.3% of the total investment. The GF (or, General Fund) PayGo and GF Debt categories represent projects paid for using local taxpayer money. PayGo projects represent cash-funded projects using current year tax levy or Free Cash, and GF Debt projects are accomplished with debt funded by the General Fund. In addition, local resources are available from other sources. In Whitman, Ambulance Receipts are used to offset capital costs of the Fire Department. The CIP includes \$790,000 from this source.

Non-local sources total slightly more than \$3.1 million and include competitive and non-competitive sources, such as Chapter 90 roadway funds, Community Compact IT grant, Green Communities grants, as well as other State grant opportunities.

On an annual basis, the capital budget (i.e. budgetary impact) is:

| Category | FY21 | FY22 | FY23 | FY24 | FY25 |
|--|------------------|------------------|------------------|------------------|------------------|
| GF PayGo (Cash-Funded Projects) | 782,023 | 703,578 | 827,383 | 656,221 | 203,291 |
| GF Debt Service (For Debt-Funded Projects) | 399,542 | 620,230 | 733,081 | 963,323 | 1,035,254 |
| Total GF Budgetary Impact | 1,181,565 | 1,323,808 | 1,560,464 | 1,619,544 | 1,238,545 |

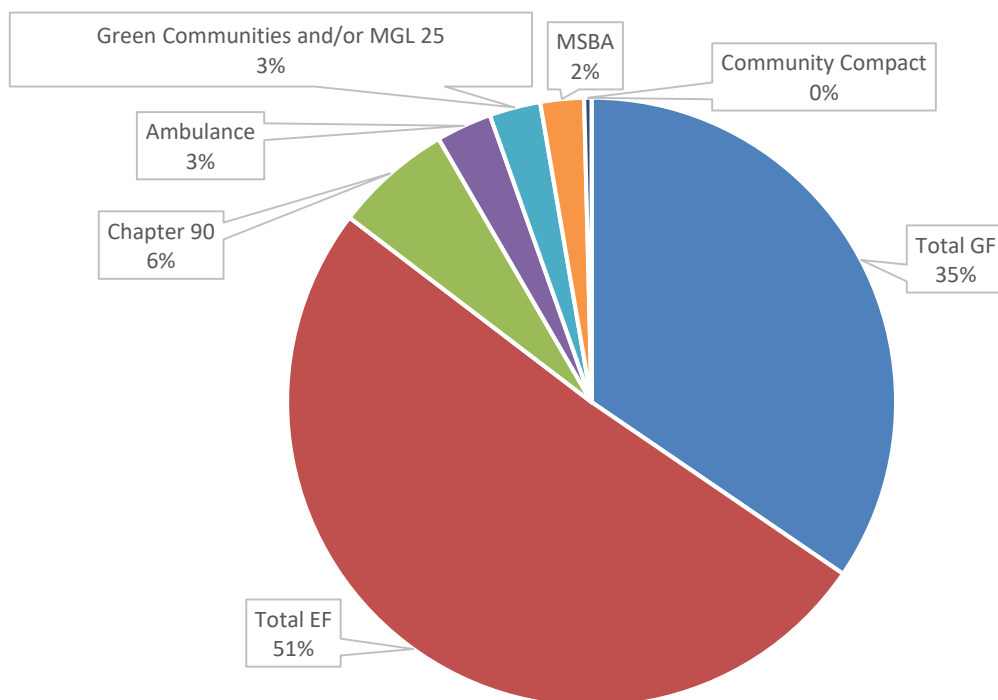
| | FY21 | FY22 | FY23 | FY24 | FY25 |
|--|----------------|------------------|------------------|------------------|------------------|
| EF PayGo (Cash-Funded Projects) | 170,500 | 100,000 | 200,000 | 100,000 | 100,000 |
| EF Debt Service (For Debt-Funded Projects) | 353,342 | 934,342 | 1,023,292 | 1,014,992 | 1,006,692 |
| Total EF Budgetary Impact | 523,842 | 1,034,342 | 1,223,292 | 1,114,992 | 1,106,692 |

The table below shows the total spending by funding source (local and non-local) and fiscal year. Note that the GF Debt amount reflects the total amount to be bonded for certain high-cost projects and not the associated annual debt service.

Spending by Funding Source and Fiscal Year

| | | FY21 | FY22 | FY23 | FY24 | FY25 | Total |
|-----------|-------------------------------|------------|-----------|-----------|-----------|-----------|------------|
| Local | Total General Fund | 3,779,830 | 1,706,278 | 1,387,383 | 1,741,221 | 628,291 | 9,243,003 |
| | Total Enterprise Fund | 12,103,833 | 100,000 | 1,200,000 | 100,000 | 100,000 | 13,603,833 |
| | Ambulance Receipts | 160,000 | 250,000 | 255,000 | - | 125,000 | 790,000 |
| Non-Local | Chapter 90 | 388,036 | 322,000 | 322,000 | 322,000 | 322,000 | 1,676,036 |
| | Green Community and/or MGL 25 | 335,000 | 186,687 | 205,570 | - | - | 727,257 |
| | MSBA | 618,860 | - | - | - | - | 618,860 |
| | Community Compact | - | 15,000 | - | - | 90,000 | 105,000 |
| | Total | 17,385,559 | 2,579,965 | 3,369,953 | 2,163,221 | 1,265,291 | 26,763,989 |

FY2021 - FY2025 CIP Funding by Source



Projects are spread across different functional units of Town government. However, a majority of the cost (51%) is for water and sewer projects to be paid by Enterprise Fund resources. This includes a portion of the new DPW facility that will be dedicated to water and sewer operations (including vehicles, staff, etc.)

Project Count by Department

| Department | Project Count | Total Cost | Cost as % of Total |
|------------------|---------------|---------------------|--------------------|
| Board of Health | 1 | 30,000 | 0.12% |
| Building | 4 | 107,257 | 0.43% |
| Council on Aging | 1 | 15,000 | 0.06% |
| Fire/Rescue | 9 | 1,115,000 | 5% |
| Library | 3 | 99,333 | 0.4% |
| Police | 2 | 537,081 | 2% |
| Public Schools | 31 | 3,857,000 | 15.64% |
| Public Works | 13 | 8,309,318 | 29.97% |
| Recreation | 2 | 40,000 | 0.16% |
| Technology | 16 | 755,500 | 3.26% |
| Water/Sewer | 8 | 10,270,500 | 34.97% |
| WHRHS & District | 25 | 1,628,000 | 7.98% |
| Total | 115 | \$26,763,989 | 100% |

The most significant spending by asset type is for vehicles and equipment (55%), which reflects the Town's strong commitment to allocating local resources to ensuring effective tools for frontline service providers in public safety and public works. The categories facilities, school facilities, and road infrastructure also represent significant investments. These can include expensive projects, such as the new proposed DPW facility at \$5 million or various repairs to Whitman's Public Schools, which make up about one-third of projects. The table below shows the project count and capital commitment by asset type.

Project Count and Cost by Asset Type

| | Project Count | Total Cost | Cost as % of Total |
|------------------------------|---------------|-------------------|--------------------|
| Facilities | 6 | 4,514,590 | 19% |
| Information Technology | 16 | 455,500 | 2% |
| Public Recreation/Open Space | 2 | 40,000 | 0% |
| Road Infrastructure | 2 | 2,176,036 | 7% |
| School Facility | 55 | 3,360,000 | 14% |
| Study | 4 | 810,500 | 3% |
| Vehicles and Equipment | 30 | 13,065,696 | 55% |
| Total | 115 | 26,763,989 | 100% |

A full project listing for the FY2021 – FY2025 CIP can be found in the subsequent section.

Future Policy and Operational Decisions & Implications for Capital Planning

The Capital Improvement Plan is a dynamic document that should be reassessed annually. Over time, assumptions and decisions made regarding the target for available funding, whether it is most appropriate to use cash or debt for particular projects, or the timing, scope, and cost of projects may change. This may happen due to a change in financial circumstances, laws/regulations, or policy. For example, the plan includes \$750,000 for a study of renovation capacity at Whitman Middle School. This study will likely produce additional potential capital projects that will need to be considered in future years.

FY2021 – FY2025 CIP: Complete Project Listing

General Fund PayGo Projects

| Project # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Total PayGo |
|------------|--|---------|--------|--------|--------|--------|-------------|
| Pub Sch1 | Replacement of Gymnasium Heat/Ventilation Unit at WMS | 100,000 | | | | | 100,000 |
| Pub Sch 4 | Replace Kitchen Equipment at Duval | 32,000 | | | | | 32,000 |
| WHRHS 1 | Replace Roof Top Units at WHRHS | 100,000 | | | | | 100,000 |
| Pub Sch 9 | Upgrade Electrical System/Replace Breakers & Panels at WMS | 75,000 | | | | | 75,000 |
| Pub Sch8 | Univents Replacement at WMS | 120,000 | | | | | 120,000 |
| T 2 | Install Fuel Management System for Town Gas Pumps | | 20,000 | | | | 20,000 |
| Pub Sch 10 | Purchase Student Furniture for Conley | | 35,000 | | | | 35,000 |
| Pub Sch 11 | Purchase Student Furniture for Duval | | 35,000 | | | | 35,000 |
| Pub Sch 12 | Purchase Student Furniture for WMS | 35,000 | | | | | 35,000 |
| WHRHS 5 | Replace Fire Alarms & Smoke Detectors at WHRHS | | 42,000 | | | | 42,000 |
| WHRHS 7 | Study & Install High School Safety Lighting Near Route 27 (WHRHS) | | 20,000 | | | | 20,000 |
| Lib 1 | Purchase & Install Mobile Laptop Bank for Library | 10,333 | | | | | 10,333 |
| B 2 | Replace Roof at the Armory | | 35,000 | | | | 35,000 |
| Pub Sch 15 | Replace Fire Alarms/Smoke Detectors at Conley | 55,000 | | | | | 55,000 |
| Pub Sch 16 | Replace Fire Alarms/Smoke Detectors at WMS | 55,000 | | | | | 55,000 |
| Rec 1 | Replace Fencing at Memorial Field | 15,000 | | | | | 15,000 |
| WHRHS 11 | Replace Floor Tiles at WHRHS | | 30,000 | | | | 30,000 |
| WHRHS 12 | Replace Gym Floor Covering with Carpeting (Phase 1) | | 20,000 | | | | 20,000 |
| WHRHS 13 | Replace Gym Floor Covering with Carpeting (Phase 2) | | | 20,000 | | | 20,000 |
| WHRHS 14 | Replace Gym Floor Covering with Carpeting (Phase 3) | | | | 20,000 | | 20,000 |
| WHRHS 15 | Replace Photovoltaic Panels at WHRHS | | 20,000 | | | | 20,000 |
| WHRHS 16 | Replace Sprinkler & Irrigation System at WHRHS Lower Fields | | 20,000 | | | | 20,000 |
| WHRHS 17 | Replace Sprinkler & Irrigation System at WHRHS Upper Fields | | 20,000 | | | | 20,000 |
| WHRHS 8 | Install Wireless Power Touch for Curtains, Basketball Hoops and Mat Movers | | 35,000 | | | | 35,000 |
| WHRHS 9 | Refinish Cafeteria Floor at WHRHS | | | | 25,000 | | 25,000 |
| CoA 1 | Assess Feasibility of Acquiring Additional Space for Senior Center use | | | 15,000 | | | 15,000 |
| H 1 | Purchase New Vehicle for Animal Control | | | 30,000 | | | 30,000 |
| Pub Sch 18 | Installation of Rear Driveway at WMS | 18,000 | | | | | 18,000 |

| Project # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Total PayGo |
|------------|---|--------|--------|---------|---------|---------|-------------|
| Pub Sch20 | Study HVAC Systems for Conley, Duval, & WMS | | 30,000 | | | | 30,000 |
| T 4 | Purchase Computers for CoA; DPW; Fire; Police; Town Hall | 35,000 | 10,000 | | | 4,000 | 49,000 |
| T 5 | Purchase SAN (Storage) for Police | 15,000 | | | | | 15,000 |
| Pub Sch 21 | Replace Phone System at Conley | | 24,000 | | | | 24,000 |
| Pub Sch 22 | Replace Phone System at Duval | | 24,000 | | | | 24,000 |
| Pub Sch 23 | Replace Phone System at WMS | | 24,000 | | | | 24,000 |
| Pub Sch24 | Replacement of Roof Top Ventilation Units at Conley | | | 150,000 | | | 150,000 |
| PW 8 | Replace 2004 Ford Utility F350 | | 48,500 | | | | 48,500 |
| T 7 | Install Interior Cameras at Police Station | | | 8,000 | | | 8,000 |
| T 8 | Install Storage Drives for Town Security Cameras | | | 3,000 | | | 3,000 |
| WHRHS 19 | Replacement of Phone System at WHRHS | | 80,000 | | | | 80,000 |
| Lib 2 | Assess Feasibility of an Addition to the Library | | | 15,000 | | | 15,000 |
| T 9 | Purchase Microsoft Office 2019 for Town Hall | | 11,000 | | | | 11,000 |
| Pub Sch 25 | Replace Older Section of Roof at Conley | | | 75,000 | | | 75,000 |
| Pub Sch 26 | Replace Older Section of Roof at Duval | | | 75,000 | | | 75,000 |
| Pub Sch 27 | Replace/Repair Older Section of Roof at WMS | | | 100,000 | | | 100,000 |
| T 10 | Install Firewall to Protect Municipal Internal Network | | | 5,500 | | | 5,500 |
| T 11 | Purchase Copiers/MFP for CoA; DPW; Fire | | 6,000 | 11,000 | 11,000 | | 28,000 |
| T 12 | Purchase UPS Batteries for Fire; Police; Town Hall | | | 18,000 | | | 18,000 |
| T 13 | Install Exterior Cameras for Municipal Buildings (CoA; DPW; Fire; Police; Library; Town Hall) | | | 64,000 | 35,000 | | 99,000 |
| WHRHS 22 | Refinish Gymnasium Floor at WHRHS | 30,000 | | | | | 30,000 |
| WHRHS 23 | Replace Carpeting on 1st Floor | | | | 45,000 | | 45,000 |
| WHRHS 24 | Replace Carpeting on 2nd Floor | | | | 45,000 | | 45,000 |
| WHRHS 25 | Replace Carpeting on 3rd Floor | | | | 45,000 | | 45,000 |
| B 4 | Repairs to Exterior Masonry at Town Hall | | | 16,000 | | | 16,000 |
| PD 1 | Annual Vehicle Replacement & Motorcycle Lease | 60,940 | 61,787 | 120,792 | 122,671 | 124,441 | 490,631 |
| PW 10 | Replace 2003 Ford F250 Pickup | | 39,291 | | | | 39,291 |
| PW 11 | Replace 2004 Ford Pickup | | | 39,291 | | | 39,291 |
| T 14 | Install Network Switches for CoA; DPW; Fire; Police; Library; Town Hall | 12,000 | 4,000 | 4,000 | 29,000 | | 49,000 |
| WHRHS 26 | Purchase (2) Facility Vehicles | | | | 75,000 | | 75,000 |

| Project # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Total PayGo |
|------------|--|--------|--------|--------|--------|--------|-------------|
| PD 2 | Taser Maintenance & Replacement Program | 8,750 | 9,000 | 9,300 | 9,550 | 9,850 | 46,450 |
| Pub Sch 29 | Seal Cracks in Driveway at Conley | | | | 20,000 | | 20,000 |
| Pub Sch 30 | Seal Cracks in Driveway at Duval | | | | 20,000 | | 20,000 |
| Pub Sch 31 | Seal Cracks in Driveway at WMS | | | | 25,000 | | 25,000 |
| Rec 2 | Repaint/Repair Public Pool Interior | | | | | 25,000 | 25,000 |
| Lib 3 | Replace Carpet Tiles at Library | | | | 74,000 | | 74,000 |
| T 15 | Purchase A/V Equipment (Fire; Police; Town Hall) | | | | 55,000 | 40,000 | 40,000 |
| PW 12 | Replace 2002 Ford Dump F350 | | | 48,500 | | | 48,500 |
| T 16 | Develop Email Archiver | 5,000 | | | | | 5,000 |

General Fund Debt-Funded Projects

| Project # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Debt Total |
|------------|---|-----------|---------|---------|---------|---------|------------|
| PW1 | Build New Equipment Maintenance, Storage & Personnel Facility for DPW | 1,666,667 | | | | | 1,666,667 |
| PS3 | Replace Roof at Duval | 262,440 | | | | | 262,440 |
| PS4 | Replace Gymnasium Roof at WMS | 218,700 | | | | | 218,700 |
| Pub Sch 2 | Study Renovation Capacity at WMS | 750,000 | | | | | 750,000 |
| F/R 3 | Replace 1990 Pumping Engine w/Mini-Pumper | | | | 325,000 | | 325,000 |
| PW2 | Replace 1999 International 4900 | | 130,900 | | | | 130,900 |
| T 3 | Purchase Finance/Accounting Software for Municipal Offices | | 300,000 | | | | 300,000 |
| WHRHS 3 | Create Additional Parking at WHRHS | | | 110,000 | | | 110,000 |
| PW 3 | Replace 1999 International 4900 | | 130,900 | | | | 130,900 |
| PW 4 | Replace 1999 International 4900 | | 130,900 | | | | 130,900 |
| Pub Sch 13 | Install Emergency Generator at Conley | | | | 110,000 | | 110,000 |
| Pub Sch 14 | Install Emergency Generator at Duval | | | | 110,000 | | 110,000 |
| Pub Sch 17 | Replace Generator at WMS | | | | 100,000 | | 100,000 |
| PW 5 | Replace 2005 Elgin Sweeper | | | | 240,000 | | 240,000 |
| WHRHS 10 | Repairs to Roadway at/near WHRHS | | 210,000 | | | | 210,000 |
| PW 6 | Replace 1996 CAT Backhoe | | | | | 140,000 | 140,000 |
| PW 7 | Replace 1996 CAT Loader-938 | | | | | 185,000 | 185,000 |
| WHRHS 20 | Resurface Student/Staff Parking Lot at WHRHS | | | 350,000 | | | 350,000 |
| PW10 | Supplement to Chapter 90 Program | 100000 | 100000 | 100,000 | 100000 | 100000 | 500,000 |

| Project # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Debt Total |
|------------|--|--------|--------|--------|---------|--------|------------|
| Pub Sch 28 | Install Transfer Switches in Portable Generators at Conley; Duval; WMS | | | | 100,000 | | 100,000 |

Enterprise Fund PayGo Projects

| Project # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Total PayGo |
|-----------|--|---------|---------|---------|---------|---------|-------------|
| W/S 1 | Develop Hydraulic Model & Master Plan for the Water System | 10,500 | | | | | 10,500 |
| W/S 4 | Develop Master Plan for Pump Stations | 35,000 | | | | | 35,000 |
| W/S 6 | Repair Generator at Oakwood Ave | 25,000 | | | | | 25,000 |
| W/S 5 | Install Generators | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| W/S 2 | Update Sewer Pump Station Controls | | | 100,000 | | | 100,000 |

Enterprise Fund Debt-Funded Projects

| Project # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Debt Total |
|-----------|--|-----------|--------|-----------|--------|--------|------------|
| PW 1 | Build New Equipment Maintenance Facility for DPW | 3,333,333 | | | | | 3,333,333 |
| W/S 7 | Replace Aging Water Mains System wide | | | 1,000,000 | | | 1,000,000 |
| W/S 9 | Install Low-Pressure Monitoring Station | 300,000 | | | | | 300,000 |
| W/S 8 | Replace Force Main at Auburn Street | 8,300,000 | | | | | 8,300,000 |

Projects Funded through Other Sources

| Proj # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Total Funding | Source(s) |
|--------|--|---------|---------|---------|---------|---------|---------------|--------------------|
| F/R1 | Remount & Refurbish 2011 Ambulance | | 225,000 | | | | 225,000 | Ambulance Receipts |
| F/R2 | Remount & Refurbish 2012 Ambulance | | | 225,000 | | | 225,000 | Ambulance Receipts |
| F/R4 | Refurbish 2004 Ladder Truck | 100,000 | | | | | 100,000 | Ambulance Receipts |
| F/R5 | Replace Firefighter Ballistic Protection Equipment | | | 30,000 | | | 30,000 | Ambulance Receipts |
| F/R6 | Purchase Administrative Vehicle | 60,000 | | | | | 60,000 | Ambulance Receipts |
| F/R7 | Replace Firefighter/EMS Equipment | | 25,000 | | | | 25,000 | Ambulance Receipts |
| F/R8 | Replace 2019 Shift Commander Vehicle | | | | | 65,000 | 65,000 | Ambulance Receipts |
| F/R9 | Replace Administrative Vehicles | | | | | 60,000 | 60,000 | Ambulance Receipts |
| PW9 | Chapter 90 Paving Program | 388,036 | 322,000 | 322,000 | 322,000 | 322,000 | 1,676,036 | Chapter 90 |

| Proj # | Project Title | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Total Funding | Source(s) |
|-----------|--|---------|--------|---------|--------|--------|---------------|--|
| T1 | Implement Electronic Permitting/Licensing (Building, Health, Selectmen) | | 15,000 | | | | 15,000 | Community Compact |
| T6 | Install Core Router/Network Switch | | | | | 90,000 | 90,000 | Community Compact |
| B1 | Install New Air Handlers at Town Library | | 41,687 | | | | 41,687 | Green Communities and/or MGL 25 |
| B3 | Install High Efficiency Air Conditioning at DPW Admin Building | | | 14,570 | | | 14,570 | Green Communities and/or MGL 25 |
| Pub Sch19 | Retrofit Light Fixtures for Energy Efficiency at Conley, Duval, & WMS | 335,000 | | | | | 335,000 | Green Communities and/or MGL 25 and Utility Incentives |
| Pub Sch6 | Upgrade Energy Controllers at Conley | | 35,000 | | | | 35,000 | Green Communities and/or MGL 25 |
| Pub Sch7 | Upgrade Energy Controllers at Duval | | 35,000 | | | | 35,000 | Green Communities and/or MGL 25 |
| WHRHS18 | Install LED Classroom Lights at WHRHS | | | 111,000 | | | 111,000 | Green Communities and/or MGL 25 |
| WHRHS2 | Purchase & Install Solar Powered Site Lighting at WHRHS | | 75,000 | | | | 75,000 | Green Communities and/or MGL 25 |
| WHRHS21 | Replace Interior Computer Lab, Cafeteria, Music Suite, & Gymnasium Lights with LEDs at WHRHS | | | 65,000 | | | 65,000 | Green Communities and/or MGL 25 |
| WHRHS6 | Replace Insulated Window Units at WHRHS | | | 15,000 | | | 15,000 | Green Communities and/or MGL 25 |
| Pub Sch3 | Replace Gymnasium Roof at WMS | 281,300 | | | | | 281,300 | MSBA |
| Pub Sch5 | Replace Duval Roof | 337,560 | | | | | 337,560 | MSBA |

FY2021 – FY2025 Funding Source Summary

| | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Total |
|------------------------|------------|-----------|-----------|-----------|-----------|------------|
| Total Project Costs | 17,385,559 | 2,579,965 | 3,369,953 | 2,163,221 | 1,265,291 | 26,763,989 |
| Total GF Project Costs | 3,779,830 | 1,706,278 | 1,387,383 | 1,741,221 | 628,291 | 9,243,003 |
| Total EF Project Costs | 12,103,833 | 100,000 | 1,200,000 | 100,000 | 100,000 | 13,603,833 |
| Other Funding Sources | 1,501,896 | 773,687 | 782,570 | 322,000 | 537,000 | 3,917,153 |

APPENDICES

Appendix A: Capital Needs Assessment Results

Appendix B: 10-Year Capital Investment Strategy

Appendix A: Capital Needs Assessment Results

Note: This table summarizes all the projects submitted by departments/board/committees etc. in their original form. Additional details (e.g. justification, potential grants, etc.) were also submitted and are part of the supporting materials provided to the Town. In some cases, timing, scope, and/or cost of certain projects may have changed.

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|---|--------|--------|--------|--------|--------|--------------------|
| B 1 | Install New Air Handlers at Town Library | to furnish and install 3 new 5 ton First Company Hydro Air units with matching 5-ton Carrier 13 seer outdoor AC condensing units to replace existing equipment. | | 41,687 | | | | 41,687 |
| B 2 | Replace Roof at the Armory | Repair roof by replacing shingle portion | | 35,000 | | | | 35,000 |
| B 3 | Install High Efficiency Air Conditioning at DPW Admin Building | Furnish and install Mitsubishi Electric high efficiency (19.2 SEER 11.0 HSPF) ductless mini split systems for building. | | | 14,570 | | | 14,570 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|---|--------|---------|---------|--------|--------|--------------------|
| B 4 | Repairs to Exterior Masonry at Town Hall | Repairs to exterior masonry including stairs, railings and stone caps misc. washing and pointing | | 16,000 | | | | 16,000 |
| CoA 1 | Assess the feasibility of acquiring additional space for Senior Center use | A new or renovated building in town to replace the current Senor Center that is too small to adequately serve the needs of the town's elders. | 15,000 | | | | | 15,000 |
| F/R 1 | Remount & Refurbish 2011 Ambulance | This project remounts the ambulance "box" on a new chassis and refurbishes the entire package. | | 225,000 | | | | 225,000 |
| F/R 2 | Remount & Refurbish 2012 Ambulance | This project remounts the ambulance "box" on a new chassis and refurbishes the entire package. | | | 225,000 | | | 225,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|--|--------|---------|--------|---------|--------|--------------------|
| F/R 3 | Replace 1990 Pumping Engine w/Mini-Pumper | Replacement of a 1990 pumping engine with mini-pumper | | | | 325,000 | | 325,000 |
| F/R 4 | Refurbish 2004 Ladder Truck | Refurbish of the frame work and other items on the Ladder truck. | | 100,000 | | | | 100,000 |
| F/R 5 | Replace Firefighter Ballistic Protection Equipment | replaces the current ballistic protection for firefighters. | | | 30,000 | | | 30,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|-------------------------------------|---|--------|--------|--------|--------|--------|--------------------|
| F/R 6 | Purchase Administrative Vehicle | Purchase of a new vehicle to be used by the fire department for administrative and response needs. | 60,000 | 0 | 0 | 0 | 0 | 60,000 |
| F/R 7 | Replace Firefighter / EMS Equipment | Firefighting and EMS equipment becomes old, obsolete and no longer usable. Additionally, new equipment comes about which makes our jobs more efficient and safer. This capitol assures funding for such upgrades. | 0 | 25,000 | 0 | 0 | 0 | 25,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--------------------------------------|--|--------|--------|--------|--------|--------|--------------------|
| F/R 8 | Replace 2019 Shift Commander Vehicle | Shift Commander vehicle responds to over 3000 incidents and inspections yearly, and is the most utilized vehicle in the fleet. | | | | | 65,000 | 65,000 |
| F/R 9 | Replace Administrative Vehicles | Replacement of Administrative vehicles | | | | | 60,000 | 60,000 |
| H 1 | New Animal Control Vehicle | A new van (vehicle) for Animal Control use will be, in all probability, a need within the next few years. The existing van, a 2012 Ford Transit, is presently 7 years old with mileage of 65,000 plus miles. | 30,000 | | | | | 30,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|---|--------|--------|--------|--------|--------|--------------------|
| Lib 1 | Purchase & Install Mobile Laptop Bank for Library | 12 Microsoft Surface Laptops; Luxor Office 12 Laptop Charging Cart w Electrical Outlets; 12 Amazon Basics wireless mice. This would neither require consulting nor design work. Once the items were purchased they could be serviced internally by the Assistant Director of the library. | 10,333 | 0 | 0 | 0 | 0 | 10,333 |
| Lib 2 | Assess the feasibility of an addition to the Library | Preliminary feasibility assessment to add a separate teen room and programming rooms and space for group study areas. | 15,000 | | | | | 15,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|--|-----------|-----------|-----------|-----------|-----------|--------------------|
| Lib 3 | Replace Carpet Tiles at Library | Remove existing carpet and supply and install carpet tile. | 74,000 | | | | | 74,000 |
| PD 1 | Annual Vehicle Replacement and Motorcycle Lease | Replace vehicles continuously on a rotating basis and maintain the yearly lease on the motorcycle. The vehicles would be purchased as marked and unmarked units. Depending on the needs and condition of the fleet for that particular year you would purchase as needs dictate between marked and unmarked. | \$ 56,438 | \$ 56,438 | \$ 56,438 | \$ 56,438 | \$ 56,438 | 282,190 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|------------|---|--|----------|----------|--------|--------|--------|--------------------|
| PD 2 | Taser Maintenance and Replacement Program | Purchase of Taser's to maintain keeping up with new technology and replacing outdated equipment. This includes batteries and replacement cartridges. | \$ 8,750 | \$ 9,000 | 9300 | 9550 | 9850 | 46,450 |
| Pub Sch 1 | Replacement of Gymnasium Heat/Ventilation Unit at WMS | REPLACEMENT OF GYM HEAT AND VENTILATION UNIT | 100000 | | | | | 100,000 |
| Pub Sch 10 | Purchase Student Furniture for Conley | STUDENT FURNITURE-CHAIRS/DESKS | | 35,000 | | | | 35,000 |
| Pub Sch 11 | Purchase Student Furniture for Duval | STUDENT FURNITURE-CHAIRS/DESKS | | 35000 | | | | 35,000 |
| Pub Sch 12 | Purchase Student Furniture for WMS | STUDENT FURNITURE-CHAIRS/DESKS | 35000 | | | | | 35,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|------------|---|--|--------|--------|--------|--------|--------|--------------------|
| Pub Sch 13 | Install Emergency Generator at Conley | EMERGENCY GENERATOR | 110000 | | | | | 110,000 |
| Pub Sch 14 | Install Emergency Generator at Duval | EMERGENCY GENERATOR | 110000 | | | | | 110,000 |
| Pub Sch 15 | Replace Fire Alarms/Smoke Detectors at Conley | Replace fire alarms/smoke detectors | 55,000 | | | | | 55,000 |
| Pub Sch 16 | Replace Fire Alarms/Smoke Detectors at WMS | Replace fire alarms/smoke detectors | 55,000 | | | | | 55,000 |
| Pub Sch 17 | Replace Generator at WMS | GENERATOR REPLACEMENT | 100000 | | | | | 100,000 |
| Pub Sch 18 | Installation of Rear Driveway at WMS | Create a loop driveway at the rear of the school | 18,000 | | | | | 18,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|------------|---|---|---------|--------|--------|--------|--------|--------------------|
| Pub Sch 19 | Retrofit Light Fixtures for Energy Efficiency at Conley, Duval, & WMS | Retrofit light fixtures for energy efficiency | 335,000 | | | | | 335,000 |
| Pub Sch 2 | Study Renovation Capacity at WMS | Study renovation capacity at WMS | 750,000 | | | | | 750,000 |
| Pub Sch 20 | Study HVAC Systems for Conley, Duval, & WMS | Study HVAC systems for Whitman Public Schools | 30,000 | | | | | 30,000 |
| Pub Sch 21 | Replace Phone System at Conley | REPLACE PHONE SYSTEM | | 24000 | | | | 24,000 |
| Pub Sch 22 | Replace Phone System at Duval | REPLACE PHONE SYSTEM | | 24000 | | | | 24,000 |
| Pub Sch 23 | Replace Phone System at WMS | REPLACE PHONE SYSTEM | 24000 | | | | | 24,000 |
| Pub Sch 24 | Replacement of Roof Top Ventilation Units at Conley | REPLACEMENT OF ROOF TOP VENTILATION UNITS (AS NEEDED) | | | 150000 | | | 150,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|------------|--|---|--------|--------|--------|--------|--------|--------------------|
| Pub Sch 25 | Replace Older Section of Roof at Conley | PARTIAL ROOF REPLACEMENT- OLDER SECTION | 75000 | | | | | 75,000 |
| Pub Sch 26 | Replace Older Section of Roof at Duval | PARTIAL ROOF REPLACEMENT- OLDER SECTION | | | 75000 | | | 75,000 |
| Pub Sch 27 | Replace/Repair Older Section of the Roof at WMS | PARTIAL ROOF REPLACEMENT- OLDER SECTION | 100000 | | | | | 100,000 |
| Pub Sch 28 | Install Transfer Switches in Portable Generators at Conley; Duval; WMS | PORTABLE GENERATOR | 100000 | | | | | 100,000 |
| Pub Sch 29 | Seal Cracks in Driveway at Conley | CRACK SEAL & SEAL DRIVEWAYS | | 20,000 | | | | 20,000 |
| Pub Sch 3 | Replace Gymnasium Roof at WMS | ROOF REPLACEMENT (GYM) | 500000 | | | | | 500,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|------------|--------------------------------------|--|---------|--------|--------|--------|--------|--------------------|
| Pub Sch 30 | Seal Cracks in Driveway at Duval | CRACK SEAL & SEAL DRIVEWAYS | | 20000 | | | | 20,000 |
| Pub Sch 31 | Seal Cracks in Driveway at WMS | CRACK SEAL & SEAL DRIVEWAYS | 25000 | | | | | 25,000 |
| Pub Sch 4 | Replace Kitchen Equipment at Duval | KITCHEN EQUIPMENT REPLACEMENT | 32000 | | | | | 32,000 |
| Pub Sch 5 | Replace Roof at Duval | Replace roof of Duval Elementary School | 600,000 | | | | | 600,000 |
| Pub Sch 6 | Upgrade Energy Controllers at Conley | Make energy management system upgrades at Conley | | 35,000 | | | | 35,000 |
| Pub Sch 7 | Upgrade Energy Controllers at Duval | ENERGY MANAGEMENT | | 35,000 | | | | 35,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|---|-----------|---------|--------|--------|--------|--------------------|
| Pub Sch 8 | Univents Replacement at WMS | UNIVENT REPLACEMENT (20) | 120000 | | | | | 120,000 |
| Pub Sch 9 | Upgrade Electrical System/Replace Breakers & Panels at WMS | ELECTRICAL SYSTEM UPGRADE | 75000 | | | | | 75,000 |
| PW 1 | Build New Equipment Maintenance, Storage & Personnel Facility for DPW | 12,000 Square foot vehicle and small equipment maintenance, parts and other storage, and limited facilities for personnel | 4,000,000 | | | | | 4,000,000 |
| PW 1 | Replace 1999 International 4900 | Replaces a 1999 model year snow plow | | 130,900 | | | | 130,900 |
| PW 10 | Replace 2003 Ford F250 Pickup | Replaces a 2003 model year pick-up truck | 39,291 | | | | | 39,291 |
| PW 11 | Replace 2004 Ford Pickup | Replaces a 2004 model year pick-up truck | 39,291 | | | | | 39,291 |
| PW 12 | Replace 2002 Ford Dump F350 | Replaces a 2002 model year dump truck | | 48,500 | | | | 48,500 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|----------------------------------|---|---------|---------|---------|---------|---------|--------------------|
| PW 2 | Chapter 90 Paving Program | Pave and apply surface treatments; apply pavement markings on eligible roadways | 388,036 | 322,000 | 322,000 | 322,000 | 322,000 | 1,676,036 |
| PW 4 | Replace 1999 International 4900 | Replaces a 1999 model year snow plow | | 130,900 | | | | 130,900 |
| PW 5 | Replace 2005 Elgin Sweeper | Replaces a 2005 model year street sweeper | | | | 240,000 | | 240,000 |
| PW 6 | Replace 1996 CAT Backhoe | Replaces a 1996 model year backhoe/loader | | | | | 140,000 | 140,000 |
| PW 7 | Replace 1996 CAT Loader-938 | Replaces a 1996 model year front end loader | | | | | 185,000 | 185,000 |
| PW 8 | Replace 2004 Ford Utility F350 | Replaces a 2004 model year truck | 48,500 | | | | | 48,500 |
| PW 9 | Supplement to Chapter 90 Program | Pave and apply surface treatments for eligible roads | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| PW3 | Replace 1999 International 4900 | Replaces a 1999 model year snow plow | | 130,900 | | | | 130,900 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|---|-----------|--------|--------|--------|-----------|--------------------|
| Rec 1 | Replace Fencing at Memorial Field | Replace fencing at Memorial Field | \$ 15,000 | | | | | 15,000 |
| Rec 2 | Repaint/Repair Public Pool Interior | Drain and repaint interior of pool and correct tile issues | | | | | \$ 25,000 | 25,000 |
| T 1 | Implement Electronic Permitting/Licensing (Building, Health, Selectmen) | | | 15,000 | | | | 15,000 |
| T 10 | Install Firewall to Protect Municipal Internal Network | | | | 5,500 | | | 5,500 |
| T 11 | Purchase Copiers/MFP for CoA; DPW; Fire | Purchase copiers and related equipment for the following depts.: COA (\$11,000 FY22); | | 6,000 | 11,000 | 11,000 | | 28,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|---|--------|--------|--------|--------|--------|--------------------|
| | | DPW (\$11,000 FY23); Fire (\$6,000 FY21) | | | | | | |
| T 12 | Purchase UPS Batteries for Fire; Police; Town Hall | Purchase/Replace UPS Batteries for the following depts.: Fire (\$500 FY22); Police (\$15,000 FY22); Town Hall (\$2,500 FY22) | | | 18,000 | | | 18,000 |
| T 13 | Install Exterior Cameras for Municipal Buildings (CoA; DPW; Fire; Police; Library; Town Hall) | Install exterior cameras for the following depts.: COA (\$15,000 FY22); DPW (\$15,000 FY21); Fire (\$15,000 FY21); Library (\$20,000 FY22); Police (\$4,000 FY21); Town Hall (\$30,000 FY21). | | 64,000 | 35,000 | | | 99,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|--|--------|---------|--------|--------|--------|--------------------|
| T 14 | Install Network Switches for CoA; DPW; Fire; Police; Library; Town Hall | Install network switches for the following depts.: COA (\$4,000 FY23); DPW (\$4,000 FY22); Fire (\$4,000 FY21); Library (N/A); Police (\$25,000 FY23); Town Hall (\$12,000 FY20) | 12,000 | 4,000 | 4,000 | 29,000 | | 49,000 |
| T 15 | Purchase A/V Equipment (Fire; Police; Town Hall) | Purchase A/V equipment for the following depts.: Fire (\$25,000 FY20); Police (\$30,000 FY20); Town Hall (\$40,000 FY21) | 55,000 | 40,000 | | | | 95,000 |
| T 16 | Develop E-Mail Archiver | | | 5,000 | | | | 5,000 |
| T 2 | Install Fuel Management System for Town Gas Pumps | | | 20,000 | | | | 20,000 |
| T 3 | Purchase Finance/Accounting | | | 300,000 | | | | 300,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|--|--------|--------|--------|--------|--------|--------------------|
| | Software for Municipal Offices | | | | | | | |
| T 4 | Purchase Computers for CoA; DPW; Fire; Police; Town Hall | Purchase computers for the following depts.: COA (\$5,000 FY20); DPW (\$5,000 FY20); Fire (N/A); Library (\$4,000 FY24); Police (\$25,000 FY20); Town Hall (\$10,000 FY21) | 35,000 | 10,000 | | | 4,000 | 49,000 |
| T 5 | Purchase SAN (Storage) for Police | | 15,000 | | | | | 15,000 |
| T 6 | Install Core Router/Network Switch | | | | | | 90,000 | 90,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|--|--------|---------|---------|--------|--------|--------------------|
| T 7 | Install Interior Cameras at Police Station | | | | 8,000 | | | 8,000 |
| T 8 | Install Storage Drives for Town Security Cameras | | | | 3,000 | | | 3,000 |
| T 9 | Purchase Microsoft Office 2019 for Town Hall | | 11,000 | | | | | 11,000 |
| W/S 1 | Develop Hydraulic Model & Master Plan for the Water System | Develop a hydraulic model of the water system and a master plan for improvements | 25,000 | | | | | 25,000 |
| W/S 2 | Update Sewer Pump Station Controls | Update sewer station control system to current standards | | 100,000 | | | | 100,000 |
| W/S 3 | Renovate Pump Station at Auburn Street | Renovate 35 year old sewer pump station | | | 600,000 | | | 600,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|--|---------|-----------|-----------|---------|---------|--------------------|
| W/S 4 | Develop Master Plan for Pump Stations | Evaluate the condition of each sewer pump station an recommend plan for repair/replacement | 35,000 | | | | | 35,000 |
| W/S 5 | Install Generators | Purchase and Install Generators in Sewer Pumps Stations | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| W/S 6 | Repair Generator at Oakwood Ave | Repair non-working generator at Oakwood Ave Pumping Station | 10,500 | | | | | 10,500 |
| W/S 7 | Replace Aging Water Mains System wide | Replace Cast Iron and vinyl transit water mains with ductile iron | | | 1,000,000 | | | 1,000,000 |
| W/S 8 | Replace Force Main at Auburn Street | Repair or replace Auburn Street Sewer Force Main | | 8,000,000 | | | | 8,000,000 |
| W/S 9 | Install Low-Pressure Monitoring Station | New facility to give the town early warning of potentially catastrophic losses of pressure | 300,000 | | | | | 300,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|------------------------------|------------|-----------|-----------|--------|--------|--------------------|
| WHRHS 1 | Replace Roof Top Units at WHRHS | ROOF TOP UNITS - REPLACEMENT | \$ 100,000 | | | | | 100,000 |
| WHRHS 10 | Repairs to Roadway at/near WHRHS | ROADWAY REPAIRS | \$ 210,000 | | | | | 210,000 |
| WHRHS 11 | Replace Floor Tiles at WHRHS | FLOOR TILES | | \$ 30,000 | | | | 30,000 |
| WHRHS 12 | Replace Gym Floor Covering with Carpeting (Phase 1) | GYM FLOOR COVERING | | \$ 20,000 | | | | 20,000 |
| WHRHS 13 | Replace Gym Floor Covering with Carpeting (Phase 2) | GYM FLOOR COVERING | | \$ 20,000 | | | | 20,000 |
| WHRHS 14 | Replace Gym Floor Covering with Carpeting (Phase 3) | GYM FLOOR COVERING | | | \$ 20,000 | | | 20,000 |
| WHRHS 15 | Replace Photovoltaic Panels at WHRHS | PHOTOVOLTAIC REPLACEMENT | | \$ 20,000 | | | | 20,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|---|--|-----------|------------|--------|--------|--------|--------------------|
| WHRHS 16 | Replace Sprinkler & Irrigation System at WHRHS Lower Fields | SPRINKLER/IRRIGATION SYSYTEM | \$ 20,000 | | | | | 20,000 |
| WHRHS 17 | Replace Sprinkler & Irrigation System at WHRHS Upper Fields | SPRINKLER/IRRIGATION SYSYTEM | | \$ 20,000 | | | | 20,000 |
| WHRHS 18 | Install LED Classroom Lights at WHRHS | ENERGY UPGRADE | | \$ 111,000 | | | | 111,000 |
| WHRHS 19 | Replace Phone System at WHRHS | REPLACEMENT OF THE PHONE SYSTEM | | \$ 80,000 | | | | 80,000 |
| WHRHS 2 | Purchase & Install Solar Powered Site Lighting at WHRHS | Purchase and install solar powered site lighting | \$ 75,000 | | | | | 75,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|---|-----------|------------|-----------|-----------|--------|--------------------|
| WHRHS 20 | Resurface Student/Staff Parking Lot at WHRHS | PARKING LOT RESURFACE - STUDENT/STAFF LOT | | \$ 350,000 | | | | 350,000 |
| WHRHS 21 | Replace Interior Computer Lab, Cafeteria, Music Suite, & Gymnasium Lights with LEDs at WHRHS | ENERGY UPGRADE | | \$ 65,000 | | | | 65,000 |
| WHRHS 22 | Refinish Gymnasium Floor at WHRHS | GYM FLOOR REFINISH | \$ 30,000 | | | | | 30,000 |
| WHRHS 23 | Replace Carpeting on 1st Floor | CARPET REPLACEMENT | | | \$ 45,000 | | | 45,000 |
| WHRHS 24 | Replace Carpeting on 2nd Floor | CARPET REPLACEMENT | | \$ 45,000 | | | | 45,000 |
| WHRHS 25 | Replace Carpeting on 3rd Floor | CARPET REPLACEMENT | | | | \$ 45,000 | | 45,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|--|--|-----------|-----------|------------|--------|--------|--------------------|
| WHRHS 26 | Purchase (2) Facility Vehicles | VEHICLE PURCHASE | \$ 75,000 | | | | | 75,000 |
| WHRHS 3 | Create Additional Parking at WHRHS | ADDITIONAL PARKING | | | \$ 110,000 | | | 110,000 |
| WHRHS 4 | Enhance/Repair Existing Fire Lane at WHRHS | EXISTING FIRELANE | \$ 25,000 | | | | | 25,000 |
| WHRHS 5 | Replace Fire Alarms & Smoke Detectors at WHRHS | FIRE ALARM/SMOKE DETECTORS | | \$ 42,000 | | | | 42,000 |
| WHRHS 6 | Replace Insulated Window Units at WHRHS | WINDOW GLASS REPLACEMENT | | \$ 15,000 | | | | 15,000 |
| WHRHS 7 | Study & Install High School Safety Lighting Near Route 27 (WHRHS) | HIGH SCHOOL SAFETY LIGHTING - ROUTE 27 | | \$ 20,000 | | | | 20,000 |
| WHRHS 8 | Install Wireless Power Touch for Curtains, Basketball Hoops and Mat Movers | WIRELESS TOUCH AND POWER MAT MOVERS | | \$ 35,000 | | | | 35,000 |

| Project # | Project Title | Project Description | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Total Project Cost |
|-----------|-----------------------------------|--------------------------|--------|--------|--------|-----------|--------|--------------------|
| WHRHS 9 | Refinish Cafeteria Floor at WHRHS | CAFETERIA FLOOR REFINISH | | | | \$ 25,000 | | 25,000 |

Appendix B: 10-Year Capital Investment Strategy

| General Capital Investment Strategy | FY2021 - FY2025 General Capital Improvement Plan | | | | | 2026 | 2027 | 2028 | 2029 | 2030 |
|--|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | 2021 | 2022 | 2023 | 2024 | 2025 | | | | | |
| Committed Capital Investment | | | | | | | | | | |
| Existing General Fund Non-Excluded Debt | | | | | | | | | | |
| Authorized & Unissued General Fund Non-Excl. Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Leases and Regional School Debt Assessment | 167,289 | 110,527 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Fund Pay as You Go Spending | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Committed Capital Investment | 167,289 | 110,527 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Budget (4.11% projected annual growth) | 34,850,932 | 36,283,305 | 37,774,549 | 39,327,083 | 40,943,426 | 42,626,201 | 44,378,138 | 46,202,079 | 48,100,985 | 50,077,935 |
| Capital Spending as % of Net Budget | 3.90% | 4.00% | 4.20% | 4.40% | 4.50% | 5.00% | 5.00% | 5.00% | 5.00% | 5.00% |
| Target Capital Spending Amount | 1,359,186 | 1,451,332 | 1,586,531 | 1,730,392 | 1,842,454 | 2,131,310 | 2,218,907 | 2,310,104 | 2,405,049 | 2,503,897 |
| Available for New Capital Investment | 1,191,897 | 1,340,805 | 1,586,531 | 1,730,392 | 1,842,454 | 2,131,310 | 2,218,907 | 2,310,104 | 2,405,049 | 2,503,897 |
| | | | | | | | | | | |
| Proposed FY2021 - FY2025 Project Plan | 2021 | 2022 | 2023 | 2024 | 2025 | | | | | |
| GF PayGo (Cash-Funded) | 782,023 | 703,578 | 827,383 | 656,221 | 203,291 | | | | | |
| GF Annual Debt Service | 399,542 | 620,230 | 733,081 | 963,323 | 1,035,254 | 613,076 | 483,824 | 252,931 | 160,549 | 155,716 |
| Total Annual GF Cost (Budgetary Impact) | 1,181,565 | 1,323,808 | 1,560,464 | 1,619,544 | 1,238,545 | 613,076 | 483,824 | 252,931 | 160,549 | 155,716 |
| Surplus/Deficit | 10,333 | 16,997 | 26,067 | 110,848 | 603,909 | 1,518,234 | 1,735,083 | 2,057,173 | 2,244,501 | 2,348,181 |