

VI. Long-range Facilities Plan and Capital Funding Plan

The essence of the charge given to WRAP is [was] to develop a process for long-range planning and funding of major capital projects to serve the future needs of Wayland residents. There are several distinct pieces required in the design of such a program.

Maintain Current Assets

First, in order to maintain current assets, the Town must establish a forward-looking plan for replacing major building components and systems such as roofs, HVAC, windows, etc. as well as existing infrastructure such as roadway surfaces, water treatment plants, and water mains. Expenditures on these items are in addition to annual required routine maintenance for all of the Town's facilities.

Establish Future Needs

Second, Town boards and staff must create a long-term catalog of realistic, projected future needs for facilities under their respective purview. This can be done through master plans, strategic plans, or some other substantive, forward-looking planning process. In this report, we have chosen a forward-looking, 20-year horizon for planning and scheduling of construction of new facilities and major renovation of existing facilities where the projected cost of each project would be \$500,000 and above.

Financial Plan

Third, the Town must establish and adhere to a full set of financial parameters regarding the total amount of outstanding debt, annual debt service, and use of other funding sources to pay for each of these needs. Best financial practices as outlined by the Wayland Finance Committee, the Town's financial consultant UniBank, and Moody's Bond Rating Agency, call for [lay out parameters].

Applying the Financial Parameters [drafting in process]

- Projected annual dollars available to service new debt
- Projected available debt capacity on a year-by-year basis
- \$ needed for planned annual replacements
- Projected cost of new facility/major renovation and year required to be on-line

Lay out 1 thru 3 and see how much debt capacity a la Town's criteria is available for new projects. Prioritize projects using the decision criteria and then place them in a

financially sustainable sequence to move forward. It may be necessary, in certain instances involving public safety requirements and/or immediate legal requirements, to exceed the town-imposed financial parameters and borrow up to 5 percent of the DOR's last [most recent] equalized valuation of all taxable property in the Town.

Availability of Grants and Other Funding Sources

For certain types of capital projects such as construction/renovation of buildings for the Town's public schools and libraries, or facilities to improve water supply infrastructure, there may be state grants available to defray a portion of the total cost of a project. Each grant program has its own rules but, generally, the town is required to first take an affirmative vote at a Town Meeting to support a specific project. Then, the authorized town board sponsoring the project submits a detailed application to the state program seeking assistance in funding the project.

Currently, the Massachusetts Executive Office of Administration and Finance maintains a municipal grant finder website entitled "one-stop shopping for state grants to cities and towns" at <http://www.mass.gov/anf/budget-taxes-and-procurement/grants/>. Some programs providing low-interest rate loans are also highlighted on that website.

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