

Capital Improvement Plan

FY 2015 - 2019

Introduction

Presented in this section is the proposed FY2015-2019 CIP, the first year of which constitutes the requested FY2015 Capital Budget. The Westborough Town Charter requires the Town Manager to submit a Capital Improvement Program (CIP) to the Board of Selectmen, Advisory Finance Committee and the Capital Expenditures Planning Committee based on material prepared by the Capital Expenditure Planning Committee. Each year, Town Meeting reviews the Proposed Capital Budget as a Capital Improvement Plan warrant article that incorporates those items rated high enough to be incorporated in the Capital Budget for the coming fiscal year. Town Meeting may adopt the Capital Budget by voting to appropriate funds for each recommended capital project. The planned acquisition of capital associated with the annual appropriation constitutes an important component of the Town's capital plan.

The CIP is an important tool the Town of Westborough utilizes to help manage existing infrastructure and guide capital spending. It creates an orderly process for evaluating the Town's assets and their expected useful lives, projecting replacement costs and assigning priorities among such projects when resources cannot fund all requests. Further, the CIP process ensures that the Town plans for annual operating and capital costs in anticipation of long range needs and goals.

Process

2013 Capital Expenditure Planning Committee

George Barrette	Bill Linnane
Harris Berger	James Meikle
Lisa Blazejewski	Ed Newton
Karen Henderson	Joanne Savignac

The Town of Westborough defines capital projects/items as an expenditure of \$25,000 or more with a useful life greater than three years that falls under one of the following categories:

- Acquisition of land
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.
- Acquisition of large capital items including vehicles, technology, communications equipment, etc.
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs.
- Planning, feasibility, engineering or design studies related to a capital project.

Town departments and the School Department seeking to replace or obtain a capital item or to complete a capital project must submit a “Project Proposal”. Project Proposals submitted include the Year Proposed for Construction or Purchase, Total Project Cost, Description of Project/Purchase, Departmental Priority, Justification/Need/Vision, Cost Summary, Needs Criteria, Type of Project, Possible Alternatives and Impact, if Disapproved. The proposals were provided to the Capital Expenditures Planning Committee who met with each department and rated each project on a scale of 0-5 on each of the eight factors of the Needs Criteria listed below:

Public Safety and Health – Consideration of the impact of a request and its impact on existing conditions of public safety and health.

Infrastructure Needs - Consideration of the impact of a request in relation to infrastructure problems and needs of the community.

Efficiency of Services – Consideration given to requests that increase the efficiency of services provided by the Town to the public.

Legal Requirements – Consideration of requests based on mandates of local, state or federal regulations or laws.

Public Support – Consideration of requests in relation to public support of a specific project or program, specifically, you should consider how the public will view the purchase of specific capital items.

Personnel Impact – Consideration of requests that are necessary based upon increased personnel or increased use by personnel.

Service Impact – Consideration of requests that are necessary due to increased, altered or new services the Town is offering.

Administrative Needs – Consideration of requests that are necessary due to the administrative needs of various departments.

The Town Manager then takes this information and balances the committee ratings with the cost of each item and departmental priorities. The resulting five year plan seeks to create a balanced replacement schedule that properly maintains infrastructure and fleet according to Westborough’s fiscal management policies.

Funding

The Town needs to ensure that its capital needs are addressed on a regular basis to ensure that the Town does not find itself in a position of having to replace a lot of capital at one time causing unnecessary debt issuance and associated interest costs for capital replacement that could have been done in a planned manner without the issuance of debt. The annual Capital Budget should include an equipment replacement and facilities maintenance schedule equal to 1.0% - 1.5% of

the General Fund Operating Budget. This percentage is derived from a calculation of all current capital assets original acquisition cost amortized over the useful life as determined by the Massachusetts Division of Capital Asset Management depreciation schedule to determine the Annual Replacement Value.

Capital projects/items may be funded using one of the following funding sources:

- **Borrowing** – Projects/items of \$100,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support borrowing are:
 - General Fund within Proposition 2½
 - Water and Sewer Retained Earnings
 - General Fund with Proposition 2½ Debt Exclusion Vote
- **Available Revenues** – Projects/items of \$5,000 or more with a useful life of at least 3 years may be considered for funding with available revenues. The sources of available revenues are:
 - Capital Improvement Article as recommended by the Capital Expenditures Planning Committee
 - Water and Sewer Retained Earnings
 - Free Cash Warrant Articles
- **Departmental Operating Budget** – Projects/items less than \$5,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets and revolving funds.

The annual operating cost of a proposed capital project, as well as the debt service costs will be identified and/or estimated to the extent possible before any long-term capital project is recommended. It is important to project the estimated impact of a proposed capital project on the operating budget to ensure there are adequate resources to meet long-term operating expenses. For capital projects involving a debt issuance, the impact of the debt service on the tax rate, water or sewer rate will be identified and included with the Capital Expenditures Planning Committee recommendations.

FY15 Capital Budget

Attached to this report is Appendix A – Capital Plan Proposed Funding which provides a recommended funding mechanism for each of the capital requests for the five year planning period. The funding mechanisms are broken down into four categories: free cash transfer; borrowing; raise and appropriate; and other (which includes transfers from the Ambulance Receipts, Water Retained Earnings, Sewer Retained Earnings and any other accounts the Town may access to fund capital items).

Attached to this report is also Appendix B – Capital Requests Ratings Summary which provides a complete list of the projects requested for FY15-FY19. This summary shows the fiscal year in which each request is currently planned for and lists items that were rated too low to be included in the five year CIP.

Below are the proposed projects and recommended funding sources rated high enough to be included in the FY15 Capital Improvement Plan Article. Each vehicle request is accompanied by the scheduled replacement date according to the state's document entitled *A Practical Guide For Implementation Of Governmental Accounting Standards Board Statement #34 For Massachusetts Local Governments* which provides bureau recommended capital assets, depreciation and estimated useful lives for municipal fixed assets. This differs from the Town's depreciation schedule which considers the transfer of vehicles into other departments.

DPW-General – F350 Ford Dump (#51) (\$66,000)

This request is to replace a 2000 Ford F-350 Dump which was scheduled to be replaced in 2005. Currently the vehicle has become unreliable with excessive body rot, replacement parts are difficult to obtain and it is more difficult to pass state inspections. The cost of maintenance has increased and the amount of down time for repairs has increased as well.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$66,000.

DPW-General - F350 Ford Dump (#27) (\$66,000)

This request is to replace a 2001 Ford F-350 Dump which was scheduled to be replaced in 2006. Currently the vehicle has become unreliable with excessive body rot, replacement parts are difficult to obtain and it is more difficult to pass state inspections. The cost of maintenance has increased and the amount of down time for repairs has increased as well.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$66,000.

DPW-General - F350 Ford Dump (#54) (\$74,000)

This request is to replace a 1997 Ford F-350 Dump which was scheduled to be replaced in 2002. Currently the vehicle has become unreliable with excessive body rot, replacement parts are difficult to obtain and it is more difficult to pass state inspections. The cost of maintenance has increased and the amount of down time for repairs has increased as well.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$74,000.

DPW-Sewer – Chevy Astro Van (#345) (\$30,000)

This request is to replace a 1998 Chevy Astro Van which was scheduled to be replaced in 2003. This vehicle is used for emergency and routine services. It has become unreliable with excessive body rot and parts are difficult to obtain.

Proposed Funding – This project is recommended to be funded through a transfer from Sewer Retained Earnings in the amount of \$30,000.

DPW-Sewer – *Chevy Astro Van (#349)* (\$30,000)

This request is to replace a 1999 Chevy Astro Van which was scheduled to be replaced in 2004. This vehicle is used for emergency and routine services. It has become unreliable with excessive body rot and parts are difficult to obtain.

Proposed Funding – This project is recommended to be funded through a transfer from Sewer Retained Earnings in the amount of \$30,000.

Fire Department – *Newton Hill Radio Equipment and Fay Mountain Radio Upgrades* (\$307,000)

This request is to construct a radio transmitter used by both the police and fire departments on a site adjacent to the Newton Hill water tank. This would replace the radio transmitter currently located inside the Bay State Gas Company on Research Drive. By constructing this new transmitter the Town will have complete control of the emergency radio system. The cost includes an antenna structure as well as a climate controlled structure for radio equipment.

This request also would fund the replacement of the existing climate control structure located at the Fay Mountain radio site. This equipment is more than 10 years old and has failed several times.

Proposed Funding – This project is recommended to be funded through a raise and appropriate the amount of \$307,000.

Fire Department – *SCBA Tanks* (\$20,000)

This request is to replace 18 composite air bottles at \$1,056 each. The SCBA (self contained breathing apparatus) is the firefighter's lifeline while working in any hazardous atmosphere. NFPA and DOT regulations require these bottles to be taken out of service after 15 years. The 18 bottles proposed to be replaced were purchased in 1998.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$20,000.

Fire Department – *Capital Stabilization Fund – Fire Rescue Pumper* (\$55,000)

This request is to begin funding a capital stabilization fund for the purchase of a new Rescue Pumper requested to be replaced in FY17. The Capital Expenditure Planning Committee has recommended that the Town create a capital stabilization fund to begin saving for the replacement of this vehicle which is projected to cost \$550,000. This is a 2 in 1 fire truck that will be 20 years old at the time of replacement. The state GASB #34 guide estimates a 15 year useful life on this type of vehicle.

Proposed Funding – This project is recommended to be funded through a raise and appropriate the amount of \$55,000.

Library – *Repair, Renovate and Update Restrooms* (\$63,000)

This request is to repair, renovate and update the restrooms at the library. The current restrooms have several problems including a collapsed drain pipe in the concrete floor and incompliance with current ADA regulations. Additionally, the library staff has heard from many patrons that the bathrooms are unpleasant due to stained tiles, dim lighting and outdated fixtures. As part of the library modernization plan, the library would like to have updated, brighter facilities that will use less water. The current public restrooms were built when the library was expanded in 1981 and they have never been upgraded. The staff restrooms are much older.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$63,000.

Police Department - *Cruisers* (\$94,000)

This request is to replace two cruisers. The cruisers slated to be replaced are those with high mileage, many idling hours and those costing the department the most to maintain. Ford estimates that each idling hour is equivalent to the vehicle having driven 33 miles. The department requests to replace cruisers equipped with Mobile Data Terminals and moving radar units each year in order to keep the fleet in good working condition. The state GASB #34 guide estimates a 5 year useful life on this type of vehicle.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$94,000.

School Department – *Ceiling Tile Replacement* (\$45,000)

This request is to replace the existing acoustical tiles. The current tiles are adhered to the concrete ceiling and are detaching and falling down. This condition has been ongoing for a few years but it is getting worse. Thus far it has affected a substantial number of classrooms as well as corridors, particularly in “B Wing.” We are concerned about the safety of the occupants. Tiles have fallen on people but luckily no injuries have been reported thus far. We have explored a number of solutions, including removing the tiles all together, but have opted for mechanically attaching the remaining tiles and replace the missing/damaged ones. This option will permanently secure them while maintaining the acoustical integrity of the spaces.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$45,000.

School Department – *Hot Water Heater* (\$30,000)

This request is to replace a hot water heater. The current Hot Water Heaters are 12 years old and have had numerous repairs. The PVI water heaters have a life expectancy of 10 years. The current hot water heaters are poly lined with additional cement lining that was installed by the school department due to corrosion problems. Out of the two heaters in the building only one is functioning but the corrosion is occurring at the mouth of the liner. If the hot water heater stops working then there will be no hot water in the school. The other hot water heater is shut down due to leaking and corrosion. The proposed

replacement units would utilize stainless steel tanks and high efficiency boilers that could be combined with a solar array to increase efficiency and reliability.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$30,000.

Town Manager – Assessor’s Vehicle Replacement (\$12,863)

This request is to replace a 2002 Ford Taurus which was scheduled to be replaced in 2007. This car, currently used by the Assessor’s Office, has 124,872 miles on it and needs to be replaced. It has broken down and has required a jump start in the winter months causing inspections to be delayed. Over the summer the vehicle leaked a large amount of oil on a resident’s driveway and a claim was filed with the Town’s insurance company to pay for repair of the driveway. In the last 3 years the Town has spent approximately \$1,900 on repairs to this vehicle.

Proposed Funding – This project is recommended to be funded through a transfer from free cash in the amount of \$12,863.

Future Years

Council on Aging: The Council on Aging is requesting two buses be replaced in the next five years. Their submitted proposal requested an 18-passenger mini-bus in FY15 and a 9-passenger van in FY16. These requests were rated too low to be included in the FY15 capital budget. It is the committee’s request that the Council on Aging seek to fund the replacement of these vehicles through private donation as this is the method through which they were originally acquired. The committee further requested that the Council on Aging explore the possibility of contracting out this service.

Buildings and Grounds: The committee did not see any requests from the Buildings and Grounds department this year due to the renovation projects taking place within the town. The committee has requested that the Building and Grounds come forward with a master maintenance plan for all buildings not currently under renovation and include newly renovated buildings once the renovation projects are complete.

Library: The Library Board of Trustees is currently using information presented in a 2012 Facility Needs Assessment and a 2011 Facility Review and Recommendations to understand how the library may be improved to best serve the community. This will result in future capital projects that the library will bring forward during next year’s capital planning process.

School Department: The school department has hired a consultant to look at all school buildings and identify and prioritize capital needs. The report is expected to be completed and presented during next year’s capital planning process.

Appendix A
Capital Plan Proposed Funding

Dept	Item Description	Free Cash	Borrowing	R & A	Other	Total
FY15						
DPW General	F350 Ford Dump (#51)	66,000	-	-	-	
DPW General	F350 Ford Dump (#27)	66,000	-	-	-	
DPW General	F350 Ford Dump (#54)	74,000	-	-	-	
DPW Sewer	Chevy Astro Van (#345)	-	-	-	30,000	
DPW Sewer	Chevy Astro Van (#349)	-	-	-	30,000	
Fire Department	Newton Hill Radio Equipment	-	-	307,000	-	
Fire Department	SCBA Tanks	20,000	-	-	-	
Fire Department	<i>Capital Stabilization Fund - Fire Rescue Pumper</i>	-	-	55,000	-	
Library	Repair, renovate and update restrooms	63,000	-	-	-	
MIS/GIS	Large Format Multifunction Printer/Scanners	17,000	-	-	-	
Police	Cruisers	94,000	-	-	-	
School	Ceiling Tile Replacement	45,000	-	-	-	
School	Hot Water Heater	30,000	-	-	-	
Town Manager	Assessor's Vehicle Replacement	12,863	-	-	-	
	FY15 TOTAL	487,863	-	362,000	60,000	909,863
FY16						
DPW General	Sweeper(#32)	200,000	-	-	-	
DPW General	Catch Basin Cleaner (#228)	172,000	-	-	-	
DPW Sewer	F-350 Utility/Crane	-	-	-	80,000	
Fire Department	Ambulance	200,000	-	-	-	
Fire Department	<i>Capital Stabilization Fund - Fire Rescue Pumper</i>	-	-	55,000	-	
Library	Carpeting Lower Level	33,700	-	-	-	
MIS/GIS	Aerial Flyover	120,000	-	-	-	
Police	Cruisers	94,000	-	-	-	
	FY16 TOTAL	819,700	-	55,000	80,000	954,700
FY17						
DPW General	Side Mower (#38)	120,000	-	-	-	
DPW Water	Utility Truck with Plow (#142)	-	-	-	60,000	
DPW Water	Service Van (#139)	-	-	-	30,000	

Appendix A
Capital Plan Proposed Funding

Fire Department	Rescue Pumper	550,000	-	-	-	
Fire Department	4WD Vehicle	40,000	-	-	-	
Fire Department	<i>Capital Stabilization Money Expended</i>	-	-	-	(100,000)	
Fire Department	<i>Capital Stabilization Fund - Fire Replace Engine 4</i>	-	-	125,000	-	
Police	Cruisers	141,000	-		-	
	FY17 TOTAL	851,000	-	125,000	(10,000)	966,000
FY18						
Council On Aging	18 Passenger Mini Bus	66,738	-	-	-	
DPW General	Ford Dump (#220)	60,000	-	-	-	
DPW General	F350 Utility (#10)	60,000	-	-	-	
DPW General	Mac 6 Wheel Dump (#86)	180,000	-	-	-	
Fire Department	Engine 4 Replacement	500,000	-	-	-	
Fire Department	<i>Capital Reserve Money Expended</i>	-	-	-	(125,000)	
Police	Cruisers	94,000	-	-	-	
	FY18 TOTAL	960,738	-	-	(125,000)	835,738
FY19						
Council On Aging	9 Passenger Van	58,799	-	-	-	
DPW General	10 Wheeler Autocar Sander	210,000	-	-	-	
DPW General	F350 Ford Dump (#14)	60,000	-	-	-	
DPW General	Mack 10-Wheeler (#22)	210,000	-	-	-	
DPW Water	Utility Truck with Plow (#141)	-	-	-	60,000	
Fire Department	Ambulance	250,000	-	-	-	
Police	Cruisers	94,000	-	-	-	
	FY19 TOTAL	882,799	-	-	60,000	942,799

Appendix B

Capital Request Rating Summary

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Appendix B
Capital Request Rating Summary

Dept	Item Description	Estimated Cost	FY	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Rater 6	Rater 7	Rater 8	Average		Cumulative
	<i>Capital Stabilization Money</i>	(110,000)											\$	956,000.00
FY18														
Police	Cruisers	94,000	18	31	35	20	26	36	27	25	27	28	\$	94,000.00
Fire Department	Engine 4 Replacement	500,000	18	22	23	20	26	35	27	25	25	25	\$	594,000.00
Council On Aging	18 Passenger Mini Bus	66,738	15	16	25	23	21	27	25	24	23	23	\$	660,738.00
DPW General	Mac 6 Wheel Dump (#86)	180,000	18	12	18	18	24	33	22	24	17	21	\$	840,738.00
DPW General	F350 Utility (#10)	60,000	16	16	23	18	15	33	21	24	17	21	\$	900,738.00
DPW General	F350 Ford Dump (#220)	60,000	18	20	18	18	15	33	22	23	17	21	\$	960,738.00
	<i>Capital Stabilization Money</i>	(125,000)											\$	835,738.00
FY19														
Police	Cruisers	94,000	19	30	35	20	26	36	27	25	27	28	\$	94,000.00
Fire Department	Ambulance	250,000	19	30	28	20	27	33	27	25	28	27	\$	344,000.00
DPW General	10 Wheeler Autocar Sander	210,000	19	22	18	18	25	33	25	23	19	23	\$	554,000.00
DPW Water	Utility Truck with Plow (#141)	60,000	19	16	23	18	24	33	24	23	21	23	\$	614,000.00
DPW General	Mack 10-Wheeler (#22)	210,000	17	10	21	18	21	33	23	23	16	21	\$	824,000.00
Council On Aging	9 Passenger Van	58,799	16	9	16	23	21	27	23	23	23	21	\$	882,799.00
DPW General	F350 Ford Dump (#14)	60,000	16	16	18	18	15	33	22	23	17	20	\$	942,799.00
Rated too low to include:														
DPW General	Mack 6-Wheel Dump (#23)	200,000	18	9	18	18	24	33	23	23	17	21		
DPW General	Mack 6-Wheel Dump (#281)	180,000	19	9	18	18	24	33	23	23	17	21		
DPW General	CAT-IT Loader	130,000	17	10	18	18	22	33	22	23	18	21		
DPW General	CAT-IT Loader	150,000	19	10	18	18	22	33	22	23	18	21		
Recreation	Reconstruct West St. Tennis Courts and Fencing	80,000	15	10	27	25	20	25	19	16	18	20		
DPW General	Chevrolet Tahoe (#6)	35,000	18	12	20	18	15	33	17	23	14	19		
DPW General	Ford Taurus (#3)	28,000	15	14	18	18	15	33	18	20	12	19		
DPW General	Walker Lawnmower	12,000	15	13	25	17	15	24	12	21	16	18		
DPW General	Walker Lawnmower	12,000	16	13	25	17	15	24	12	21	16	18		
Recreation	Additional Athletic Fields	1,000,000	17	11	19	25	18	24	17	20	9	18		
DPW General	DPW Garage Roof Replacement	Unknown	16	17	24	0	11	28	23	22	17	18		
DPW General	Walker Lawnmower	12,000	17	13	25	17	15	24	12	21	14	18		
DPW General	Walker Lawnmower	12,000	18	13	25	17	15	24	12	21	14	18		
DPW General	Walker Lawnmower	12,000	19	13	23	17	15	24	12	21	14	17		
DPW General	Nourse Street Cemetery	280,000	16-18	20	16	15	16	22	19	17	8	17		
Recreation	Rec Center Depending on MBC Study		15	19	21	22	19	28	22	0	1	17		
Recreation	Tennis Courts at Rogers Field	85,000	18	2	23	25	16	24	10	20	11	16		
Recreation	Street Hockey and Skateboard Area with Fencing	115,000	19	0	17	22	15	24	9.00	15	0	13		