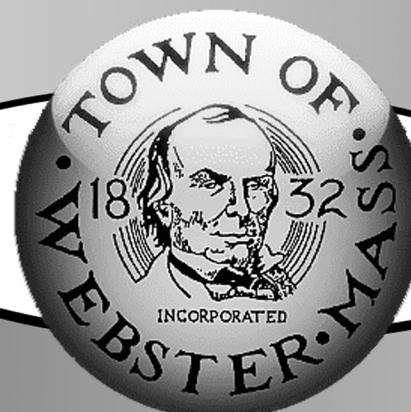


TOWN OF WEBSTER



CAPITAL IMPROVEMENTS PROGRAM

FY2024

TOWN OF WEBSTER, MASSACHUSETTS - FISCAL YEAR 2024 - CAPITAL IMPROVEMENTS PROGRAM

INTRODUCTION

We are pleased to submit the fiscal year 2024 Capital Improvements Program for your review and consideration. A capital improvements program is a blueprint for planning a community's capital expenditures and is one of the most important responsibilities of local government officials. It coordinates community planning, financial capacity and physical development.

A Capital Improvements Program (CIP) is composed of two parts: a capital budget and a capital program. The capital budget is the upcoming year's spending plan for capital items. Our intent is to present the capital budget for funding at the May or October 2023 Special Town Meeting for appropriation. The capital program forecasts future capital project needs including a replacement schedule for vehicles, apparatus, etc. as well facility needs. Each of the fiscal year (FY) 2024 capital items and the 2025-2028 capital program projects we have summary and detailed project information in this plan.

The FY 2024 CIP began in September 2022 with reviewing the FY 2023 CIP and requesting department heads provide updates and new requests. From September 2022 through today we have participated in multiple communications with department heads including emails, phone calls and meetings. The result of months of discussion is the Capital Improvements Program put forth for your consideration.

EXECUTIVE SUMMARY

For the Town's general fund the FY 2024 capital budget consists of 20 requests from various departments totaling

\$3,433,100. Proposed funding for these items includes FY 2024 annual budget of \$243,000, free cash of \$1,027,000, debt service of \$1,200,000 and various grants totaling \$963,100.

For the Town's sewer fund the FY 2024 capital budget consists of 17 items totaling \$3,625,000. Proposed funding for these items includes sewer certified retained earnings of \$725,000, re-appropriation of existing article(s) of \$400,000, and debt service of \$2,500,000.

For the Town's water fund the FY 2024 capital budget consists of 12 items totaling \$39,600,000. Proposed funding for these items includes \$500,000 from water certified retained earnings, \$6,100,000 from debt service and \$33,000,000 from Massachusetts Clean Water Trust MCWT debt. Through the MCWT debt program, up to 19.8% (\$6,534,000) could become a grant and the remaining debt is expected to be financed with 0% interest rate.

SCHEDULES AND OTHER INFORMATION

Section I - For the general, sewer and water funds a summary of FY 2024 capital budget and capital program FY 2025-2028 requested items and proposed funding sources.

Section II - For the general, sewer and water funds additional information about requested items.

Section III - Contains additional information regarding the process and policies that shaped the FY 2024 Capital Improvements Program.

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
Requested Expenditures by Proposed Funding Sources:								
Annual Budget	\$ 243,000.00	\$ 296,000.00	\$ 350,000.00	\$ 403,000.00	\$ 406,000.00	\$ 1,698,000.00	Annual Budget	
Free Cash	1,027,000.00	478,000.00	125,000.00	126,500.00	186,000.00	1,942,500.00	Free Cash	
Debt Service	1,200,000.00	-	-	-	-	1,200,000.00	Debt Service	
Excluded Debt Service	-	-	-	-	-	-	Excluded Debt Service	
Chapter 90 Grant	220,000.00	263,000.00	217,500.00	207,000.00	270,000.00	1,177,500.00	Chapter 90 Grant	
Grant - ARPA	40,000.00	-	-	-	-	40,000.00	Grant - ARPA	
Grant - Other	703,100.00	-	-	-	-	703,100.00	Grant - Other	
Total	\$ 3,433,100.00	\$ 1,037,000.00	\$ 692,500.00	\$ 736,500.00	\$ 862,000.00	\$ 6,761,100.00		

Requested Expenditures by Project:

Town Administrator for Highway	Road Improvement Program	\$ 100,000.00	\$ 150,000.00	\$ 200,000.00	\$ 250,000.00	\$ 250,000.00	\$ 950,000.00	Annual Budget
Town Administrator	Town Hall Entrance Improvements: Engineering & Bid Management	46,000.00	-	-	-	-	46,000.00	Free Cash
Town Administrator	Inventory of Town buildings/structures and their systems program	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00	Free Cash
Town Administrator	Town Hall HVAC	-	300,000.00	-	-	-	300,000.00	Free Cash
Information Technology	Computers - Windows operating software updates will make about 25 computers obsolete	42,000.00	-	-	-	-	42,000.00	Free Cash
Town Clerk	Polling Pads - Election Upgrade Voting Tabulations	40,000.00	-	-	-	-	40,000.00	Grant - ARPA

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
Police	Police Speed Trailer	25,000.00	-	-	-	-	25,000.00	Free Cash
Police	Unified storage, server & backup disaster recovery solution	190,000.00	-	-	-	-	190,000.00	Free Cash
Police	Core Network Switch Upgrade	82,000.00	-	-	-	-	82,000.00	Free Cash
Police	Police Camera Server Replacement	40,000.00	-	-	-	-	40,000.00	Free Cash
Police	Cruiser/SUV Replacement Plan - 2 Vehicles	143,000.00	146,000.00	150,000.00	153,000.00	156,000.00	748,000.00	Annual Budget
Police	Cruiser/SUV Replacement Plan - 3rd Vehicle	55,000.00	73,000.00	75,000.00	76,500.00	78,000.00	357,500.00	Free Cash
Fire	Radio System Upgrade - Phase 2	90,000.00	-	-	-	-	90,000.00	Free Cash
Fire	Fire Camera System Upgrade	20,000.00	-	-	-	-	20,000.00	Free Cash
Fire	Rescue Truck	1,200,000.00	-	-	-	-	1,200,000.00	Debt Service
Highway	F450 Super Duty Dump Truck	82,000.00	-	-	-	-	82,000.00	Free Cash
Highway	Industrial Class/Detachable Snowblower	205,000.00	-	-	-	-	205,000.00	Free Cash
Highway	2024 Backhoe/Loader	220,000.00	-	-	-	-	220,000.00	Chapter 90 Grant
Highway	10-Wheel dump truck	-	263,000.00	-	-	270,000.00	533,000.00	Chapter 90 Grant
Highway	Plow for 10-wheeler		55,000.00	-	-	58,000.00	113,000.00	Free Cash
Highway	6-Wheel catch basin cleaner	-	-	217,500.00		-	217,500.00	Chapter 90 Grant
Highway	2024 Front Loader	-	-	-	207,000.00	-	207,000.00	Chapter 90 Grant

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
School System	Middle School Mechanical Refurbish, Replacement & Renovation	260,000.00	-	-	-	-	260,000.00	Grant - Other
School System	Middle School HVAC Upgrade & Window Replacement	315,000.00	-	-	-	-	315,000.00	Grant - Other
School System	Middle School Window Replacement	100,000.00	-	-	-	-	100,000.00	Free Cash
School System	Lighting Upgrades- Partially Complete Green Grant	128,100.00	-	-	-	-	128,100.00	Grant - Other
Total		<u>\$ 3,433,100.00</u>	<u>\$ 1,037,000.00</u>	<u>\$ 692,500.00</u>	<u>\$ 736,500.00</u>	<u>\$ 862,000.00</u>	<u>\$ 6,761,100.00</u>	

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
Requested Expenditures by Proposed Funding Sources:								
Sewer Retained Earnings		\$ 725,000.00	\$ 40,000.00	\$ 35,500.00	\$ 850,000.00	\$ -	\$ 1,650,500.00	Sewer Retained Earnings
Re-appropriate existing article		400,000.00	-	-	-	-	400,000.00	Re-appropriate existing article
Debt Service		2,500,000.00	2,400,000.00	4,600,000.00	-	-	9,500,000.00	Debt Service
Sewer Budget		-	-	-	-	-	-	Sewer Budget
Total		\$ 3,625,000.00	\$ 2,440,000.00	\$ 4,635,500.00	\$ 850,000.00	\$ -	\$ 11,550,500.00	

Requested Expenditures by Project:

Sewer	Actiflow Polymer Pump Replacement	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	\$ 20,000.00	Sewer Retained Earnings
Sewer	Portable Generator-Collections	75,000.00	-	-	-	-	75,000.00	Sewer Retained Earnings
Sewer	Actiflow Generator Wiring & Transfer Switch-New	40,000.00	-	-	-	-	40,000.00	Sewer Retained Earnings
Sewer	1/2 Cost of 2024 Backhoe/Loader, other 1/2 from Water Fund	110,000.00	-	-	-	-	110,000.00	Sewer Retained Earnings
Sewer	Evaluate Dudley P.S. Flow Equalization Pump	40,000.00	-	-	-	-	40,000.00	Sewer Retained Earnings
Sewer	Rebuild Pumps 1 & 2 Mill Brook P.S.	44,000.00	-	-	-	-	44,000.00	Sewer Retained Earnings
Sewer	Replace Pneumatic Ejectors with Submersible Pumps Narrows P.S.	75,000.00	-	-	-	-	75,000.00	Sewer Retained Earnings
Sewer	Replace 2011 Ford F-350 4x4 Utility	96,000.00	-	-	-	-	96,000.00	Sewer Retained Earnings

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
Sewer	Polymer Pump Replacement	15,000.00	-	-	-	-	15,000.00	Sewer Retained Earnings
Sewer	Thompson 1 Pump Station VFD Replacement	25,000.00	-	-	-	-	25,000.00	Sewer Retained Earnings
Sewer	Thompson Rd Pumps Station Wet Well Rehab	90,000.00	-	-	-	-	90,000.00	Sewer Retained Earnings
Sewer	Twister Agitator Mixer-Beach, Pebble, & Lake PS	45,000.00	-	-	-	-	45,000.00	Sewer Retained Earnings
Sewer	Twister Agitator Mixer-Dudley Wet-well	15,000.00	-	-	-	-	15,000.00	Sewer Retained Earnings
Sewer	Parking Lot Repairs	35,000.00	-	-	-	-	35,000.00	Sewer Retained Earnings
Sewer	Waste Water Treatment Plant Aeration System Phase I Rehabilitation	500,000.00	-	-	-	-	500,000.00	Debt Service
Sewer	Waste Water Treatment Plant Aeration System Phase I Rehabilitation	400,000.00	-	-	-	-	400,000.00	Re-appropriate existing article
Sewer	Sewer Collections System Rehabilitation Construction-Phase 2	2,000,000.00		-	-	-	2,000,000.00	Debt Service
Sewer	Waste Water Treatment Plant Aeration System Phase 2 Design	-	400,000.00	-	-	-	400,000.00	Debt Service

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
Sewer	Sewer Collections System Rehabilitation Construction-Phase 3	-	2,000,000.00	-	-	-	2,000,000.00	Debt Service
Sewer	Digester Building - Repair top course of tank walls-black dislodged	-	10,000.00	-	-	-	10,000.00	Sewer Retained Earnings
Sewer	Digester Building - Repair holes in masonry walls	-	10,000.00	-	-	-	10,000.00	Sewer Retained Earnings
Sewer	Digester Building - Repair silicone joint between tanks	-	10,000.00	-	-	-	10,000.00	Sewer Retained Earnings
Sewer	Digester Building - Evaluate replacement of Penn Valley Pumps	-	10,000.00	-	-	-	10,000.00	Sewer Retained Earnings
Sewer	Aeration Upgrades Phase 2 Construction (Anoxic/Nitrogen Removal/Blower Replacement (MLE))	-	-	4,600,000.00	-	-	4,600,000.00	Debt Service
Sewer	Replace Sandpiper Lime Batch Pump #1	-	-	4,500.00	-	-	4,500.00	Sewer Retained Earnings
Sewer	Replace Sandpiper Lime Batch Pump #2	-	-	4,500.00	-	-	4,500.00	Sewer Retained Earnings
Sewer	HACH All Weather Automatic Sampler Upgrade	-	-	8,500.00	-	-	8,500.00	Sewer Retained Earnings
Sewer	AHACH Online pH Sensors for Aeration	-	-	6,000.00	-	-	6,000.00	Sewer Retained Earnings
Sewer	HACH Online Nitrate/NH3 Sensors for Aeartion	-	-	12,000.00	-	-	12,000.00	Sewer Retained Earnings

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
Sewer	Chemical Bldg - Replace Chlorine Gas System	-	-	-	850,000.00	-	850,000.00	Sewer Retained Earnings
Total		<u>\$ 3,625,000.00</u>	<u>\$ 2,440,000.00</u>	<u>\$ 4,635,500.00</u>	<u>\$ 850,000.00</u>	<u>\$ -</u>	<u>\$ 11,550,500.00</u>	

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
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Requested Expenditures by Proposed Funding Sources:

Water Retained Earnings	\$ 500,000.00	\$ 40,000.00	\$ 228,000.00	\$ 40,000.00	\$ 183,000.00	\$ 991,000.00	Water Retained Earnings
Re-appropriate existing article	-	-	-	-	-	-	Re-appropriate existing article
Debt Service	6,100,000.00	-	-	3,150,000.00	-	9,250,000.00	Debt Service
MCWT - Debt Service	33,000,000.00	-	-	-	-	33,000,000.00	MCWT - Debt Service
Total	\$ 39,600,000.00	\$ 40,000.00	\$ 228,000.00	\$ 3,190,000.00	\$ 183,000.00	\$ 43,241,000.00	

Requested Expenditures by Project:

Water	Clearwell Demo	\$ 80,000.00	\$ -	\$ -	\$ -	\$ -	\$ 80,000.00	Water Retained Earnings
Water	Park Road Storage Tank Fence Repair/Replacement	10,000.00	-	-	-	-	10,000.00	Water Retained Earnings
Water	Park Road Storage Tank Exterior Cleaning	12,000.00	-	-	-	-	12,000.00	Water Retained Earnings
Water	Sutton Rd Booster Station Repairs	46,000.00	-	-	-	-	46,000.00	Water Retained Earnings
Water	Towable Air Compressor Replacement	40,000.00	-	-	-	-	40,000.00	Water Retained Earnings
Water	1/2 Cost of 2024 Backhoe/Loader, other 1/2 from Sewer Fund	110,000.00	-	-	-	-	110,000.00	Water Retained Earnings
Water	Paint Water Garage Blue Building	12,000.00	-	-	-	-	12,000.00	Water Retained Earnings

Department	Project	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5 Yr Total	Proposed Funding Source
Water	Annual Well Rehabilitation Stations 1, 2 and 3	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	200,000.00	Water Retained Earnings
Water	Water Main Design	150,000.00		188,000.00		143,000.00	481,000.00	Water Retained Earnings
Water	Water Main Construction (Fall Town Meeting)	2,100,000.00	-	-	3,150,000.00	-	5,250,000.00	Debt Service
Water	Building PFAS Treatment Plant	33,000,000.00	-	-	-	-	33,000,000.00	MCWT - Debt Service
Water	Meter Replacement Program (Fall Town Meeting)	4,000,000.00	-	-	-	-	4,000,000.00	Debt Service
Total		\$ 39,600,000.00	\$ 40,000.00	\$ 228,000.00	\$ 3,190,000.00	\$ 183,000.00	\$ 43,241,000.00	

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Town Administrator on behalf of Highway Department	\$100,000 \$150,000 \$200,000 \$250,000 \$250,000	2024 2025 2026 2027 2028	10-20 yrs.	Road Improvement Program	This road improvement program is intended to supplement Chapter 90 funds.	On a continual basis, the highway department will evaluate additional roads to be improved beyond Chapter 90 projects.	As funding allows, the plan is to increase funding each year by \$50,000 until an annual appropriation of \$250,000.
Town Administrator	\$46,000	2024	TBD	Engineering & bid management of Town Hall entrance improvements	Improvements will make entrances safer for everyone and will meet current codes. Improved drainage will extend the useful life of the fixtures.	The entrances to Town Hall have degraded over time and are becoming unsafe.	We anticipate continued operating costs to be neutral.
Town Administrator	\$50,000	2025 - 2028	TBD	Inventory of Town buildings/structures and their systems program	In an effort to gain a better understanding of conditions of the Town's facilities/structures and their integral systems, Town management has been tasked with inventorying the Town facilities and structures.	Having a study done to inventory the Town's facilities/structures and evaluate their integral systems will provide Town management an understanding of the condition of Town owned properties.	The Town is in the process of obtaining estimates as to such a study. If needed, additional fund may be requested.
Town Administrator	\$300,000	2025	20 yrs.	Complete Town Hall's HVAC system	Complete Town Hall's HVAC replacement project started in fiscal year 2012 by adding air conditioning units to the system.	When the Town replaced the HVAC system starting in fiscal year 2012, funding was not provide air conditioning units. It is understood that funding for air conditioning units would be provided after installation of the system.	Electricity savings is anticipated as an integrated HVAC system will be more efficient than 20 window AC units.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Information Technology	\$42,000	2024	3-7 yrs.	Computers for various Town departments	Need to replace obsolete computers.	Windows operating software updates will make about 25 computers obsolete.	We anticipate continued operating costs to be neutral.
Town Clerk	\$40,000	2024	10 yrs.	Add 2 polling pads and upgrade 6 election voting tabulators	Upgrading the election voting tabulators will allow all precincts to vote in one location.	Recent voter re-districting added another voting precinct which required the use of a second location.	A reduction of staffing costs is expected with one voting location.
Police	\$25,000	2024	10-15 yrs.	Police speed trailer	Replace inoperable speed trailer.	The current speed trailer was made in 2007 and purchased in 2010. It is currently inoperable, and prior to investing more money into repairing it, it seems like purchasing a new, upgraded unit might be more appropriate.	We anticipate continued operating costs to be neutral.
Police	\$190,000	2024	7 yrs.	Unified storage, server & backup disaster recovery solution	With older systems the Town is at greater risk of loss of data and greater financial risk to recover data.	The current storage, server & backup disaster recovery solution has exceeded its useful life and is now obsolete.	We anticipate continued operating costs to be neutral; however, in the event of a system failure significant financial savings will be achieved with upgraded equipment.

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Police	\$82,000	2024	7 yrs.	Core Network Switch Upgrade	With older systems the Town is at greater risk of loss of data and greater financial risk to recover data.	The current network switch system has exceeded its useful life and is now obsolete.	We anticipate continued operating costs to be neutral; however, in the event of a system failure significant financial savings will be achieved with upgraded equipment.
Police	\$40,000	2024	8-10 yrs.	Police Camera Server Replacement	Webster PD has 56 cameras in and around the building. In order to continue to provide video security of the Police Station building including critical areas such as evidence storage, replacement of the servers is necessary.	While the cameras are overall in good working order and not currently in need of replacement, the storage servers are 9 years old and have exceeded expected life. They have also aged out of support.	We anticipate continued operating costs to be neutral.
Police	\$143,000 (2 vehicles) to \$220,000 (3 vehicles) increasing annually for inflation	2024 - 2028	4-8 yrs.	Cruiser/SUV Replacement Plan - 2 or 3 Vehicles	The Town has implemented a plan to replace 2 or 3 vehicles annually.	The plan allows for most heavily used vehicles to be replaced every 3 years. Administrative and other vehicles are replaced every 6 to 8 years.	When appropriate, vehicles with remaining useful life are transitioned to other departments. Other expiring vehicles are identified as obsolete and are sold.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Fire	\$90,000	2024	15-20 yrs.	Radio System Upgrade - Phase 2. Satellite Radio Receiver Sites to improve coverage	This is the second and final phase in radio equipment upgrades for Police and Fire. This will provide far improved communications for the mission critical public safety responses in town.	This is the second and final phase in radio equipment upgrades for Police and Fire. This will provide far improved communications for the mission critical public safety responses in town.	We anticipate continued operating costs to be neutral.
Fire	\$20,000	2024	10-15 yrs.	Fire Camera System Upgrade. Replacement Avigilon Camera System Recorder as well as 6 additional cameras to be installed.	Additional cameras are needed to provide for security of all access points of the building.	The existing camera recorder and 1 camera were installed in 2014. The one camera only covers the emergency call box.	We anticipate continued operating costs to be neutral.
Fire	\$1,200,000	2024	20-25 yrs.	Rescue Pumper Truck	Replacing this truck will give the town another front line rescue/pumper that can be used for most emergency calls. This rescue pumper will replace 2 trucks.	Rescue 1 is a 1995 heavy rescue truck that is now 27 years old and has been rotting out for some time now, this truck carries specialized rescue equipment and will last the town at least 20 years.	It is anticipated that maintenance cost for the next 8 to 15 years will be less the last few years.
Highway	\$82,000	2024	10-13 yrs.	1 Ton Pickup Truck (F450 Super Duty Dump Truck) with plow	Current truck has exceeded useful life & is expensive to maintain.	This vehicle will replace a 2011 F450 Super Duty Dump Truck with considerable signs of wear and tear along with rust.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Highway	\$205,000	2024	25 yrs.	Industrial Class/Detachable Snow blower	Current snow blower has exceeded useful life & is expensive to maintain.	Current snow blower is 46 years old and in poor condition. It is difficult to find replacement parts.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Highway	\$220,000	2024	17 yrs.	2024 Backhoe/Loader	Current equipment has exceeded useful life & is expensive to maintain. To be funded from Chapter 90 funds.	New equipment will replace 1995 John Deer Backhoe and 1985 John Deer Grader both in poor condition.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Highway	\$263,000	2025	15 yrs.	10-Wheel dump truck	Current truck has exceeded useful life & is expensive to maintain. To be funded from Chapter 90 funds.	New truck will replace 2007 Sterling 10 Wheel Dump Truck with considerable signs of wear and tear along with rust.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Highway	\$55,000	2025	15 yrs.	Plow for 10-wheeler	Current plow has exceeded its useful life.	Plow is in poor condition.	We anticipate continued operating costs to be neutral.
Highway	\$217,500	2026	15 yrs.	6-Wheel catch basin cleaner	Current truck has exceeded useful life & is expensive to maintain. To be funded from Chapter 90 funds. Gross \$220,000 less trade of \$2,500.	New truck will replace 1991 Ford Catch Basis Cleaner in poor condition.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Highway	\$207,000	2027	15 yrs.	2027 Front Loader	Current equipment has exceeded useful life & is expensive to maintain. To be funded from Chapter 90 funds.	This will replace 2007 John Deer Front Loader which needs frequent repairs.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Highway	\$270,000	2028	15 yrs.	10-Wheel dump truck	Current truck has exceeded useful life & is expensive to maintain. To be funded from Chapter 90 funds.	New truck will replace 12 Freightliner 10 Wheel Dump Truck with considerable signs of wear and tear along with rust.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Highway	\$58,000	2028	15 yrs.	Plow for 10-wheeler	Current plow has exceeded its useful life.	Plow is in poor condition.	We anticipate continued operating costs to be neutral.
School System	\$40,000	2024	20 yrs.	Park Ave School Playground Drainage Improvement			
School System	\$256,163	2024	10-25 yrs.	Middle School Mechanical Refurbish, Replacement & Renovation			
School System	\$426,938	2024	15 yrs.	Middle School Window Replacement			
School System	\$128,081	2024	15 yrs.	Lighting Upgrades- Partially Complete Green Grant			
Library	\$20,000	2024	10 yrs.	Repairs to the Library roof/windows are needed to stop leaking in the children's room.	By repairing the leaking, the town is preventing further issues with mold or infrastructure issues.	By repairing the leaking, the town is preventing further issues with mold or infrastructure issues.	We anticipate continued operating costs to be neutral.
Sewer	\$20,000	2024	10-20 yrs.	Actiflow Polymer Pump Replacement	Replace (3) chemical feed pumps.	Existing diaphragm style pumps are past their useful life. We will replace the three pumps with a peristaltic style pump which will work much better with polymer.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Sewer	\$75,000	2024	25-30 yrs.	Portable Generator-Collections	Backup unit to remote stations.	New Purchase-Frequent rentals are expensive and leaves collections vulnerable when a unit is out of service at our sewer pumping stations.	We anticipate continued operating costs to be neutral.
Sewer	\$40,000	2024	20-30 yrs.	Generator Wiring & Transfer Switch Upgrades	Replace high voltage switches that are no longer operating properly or safely.	Switches that are difficult for staff to operate and are no longer safe.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Sewer	\$110,000	2024	17 yrs.	1/2 Cost of 2024 Backhoe/Loader, other 1/2 from Water Fund	Purchase one new loader/backhoe for the Water & Sewer Department as combined 50/50 split.	This machine is standard equipment for water and sewer departments. The purchase will improve operation efficiency and reduce work back log. It will also aid with snow removal at the WWTP and reduce work that is subcontracted.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Sewer	\$40,000	2024	10-20 yrs.	Evaluate Dudley P.S. Flow Equalization Pump	Rebuild (2) pumps	Existing equipment is past its useful life and have not been evaluated in over 20 years. Pumps will be evaluated and rebuilt improving the overall operation of the station.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Sewer	\$44,000	2024	10-20 yrs.	Rebuild Pumps 1 & 2 Mill Brook P.S.	Rebuild (2) pumps	Existing equipment is past its useful life and have not been evaluated in over 20 years. Pumps will be evaluated and rebuilt improving the overall operation of the station.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Sewer	\$75,000	2024	10-20 yrs.	Replace Pneumatic Ejectors with Submersible Pumps Narrows P.S.	Purchase (2) replacement pumps.	Existing equipment is past its useful life and parts are no longer available. We have only one pump available leaving no redundancy at the Station. The pneumatic pumps will be replaced with submersible style pumps improving the overall operation of the station.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Sewer	\$96,000	2024	10-12 yrs.	Replace 2011 Ford F-350 4x4 Utility	Replace 2011 Ford F350 Utility Crane vehicle with a new 2023 Ford F-450 Utility Crane vehicle.	Existing vehicle has 135K miles and is in poor condition with significant rust and rot. Annual maintenance/repairs to keep the vehicle going has become a problem including ongoing emission trouble. This vehicle is the first response emergency sewer repair vehicle and it is no longer reliable for the department as such.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Sewer	\$15,000	2024	10-20 yrs.	Polymer Pump Replacement	Replace Belt Thickener Polymer Pump.	Existing pump has become problematic and is in need of replacement.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Sewer	\$25,000	2024	15-20 yrs.	Thompson 1 Pump Station VFD Replacement	Replace (3) variable frequency electrical drives at Thompson 1 Pumps Station.	Existing electrical equipment is no longer supported and parts are not available. Failure at this main pumping station will be catastrophic.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Sewer	\$90,000	2024	10-20 yrs.	Thompson Rd Pumps Station Wet Well Rehab	Repair wet well.	Existing wet well has an inside wall that is detreating due to high-pressure sewer flow. This manhole is a major junction in the collection system that receives flow from other stations along with a gravity feed line. Failure will be catastrophic for the system. Station will need to be by-passed around the clock for about three days to allow for repairs.	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Sewer	\$45,000	2024	15-20 yrs.	Twister Agitator Mixer- Beach, Pebble, & Lake PS	Purchase one twister agitator system for (3) Pump Station wet-wells.	Unit will prevent grease buildup in wet well which will allow for more efficient operations including a reduction in manual grease removal and less frequent blockages with rags.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.
Sewer	\$15,000	2024	15-20 yrs.	Twister Agitator Mixer- Dudley Wet-well	Purchase one twister agitator system for Dudley Pump wet well	Unit will prevent grease buildup in wet well which will allow for more efficient operations including a reduction in manual grease removal and less frequent blockages with rags.	It is anticipated that maintenance cost for the next 3 to 6 years will be less the last few years.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/Project being Replaced	Explain Annual Cost Increase or Decrease
Sewer	\$35,000	2024	15-20 yrs.	Parking Lot Repairs	Repair replace asphalt-parking area at the WWTP.	Parking lot looks terrible and has several very uneven areas making it an injury liability for employees and customers. The handicap site also needs to be relocated to the spot closest to the building entrance.	We anticipate continued operating costs to be neutral.
Sewer	\$500,000	2024	25 yrs.	Waste Water Treatment Plant Aeration System Phase 1 Rehabilitation	3 out of 6 basins remain out of service leaving the Plant with no redundancy.	The basins out of service need major mechanical repairs and the basins in service also need maintenance/repairs.	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Sewer	\$400,000	2024	25 yrs.	Waste Water Treatment Plant Aeration System Phase 1 Rehabilitation	3 out of 6 basins remain out of service leaving the Plant with no redundancy .	The basins out of service need major mechanical repairs and the basins in service also need maintenance/repairs.	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Sewer	\$2,000,000	2024	20-30 yrs.	Sewer Collections System Rehabilitation-Phase 2	Reduce rain infiltration	Clean and line leaky sewer mains.	It is anticipated that maintenance cost for the next 10 to 15 years will be less the last few years.
Sewer	\$400,000	2025	20-30 yrs.	Waste Water Treatment Plant Aeration System Phase 2 Design	Anoxic/Nitrogen Removal/Blower Upgrades (MLE).	National Pollutant Discharge Elimination System (NPDES) Requirements.	It is anticipated that maintenance cost for the next 10 to 15 years will be less the last few years.
Sewer	\$2,000,000	2025	20-30 yrs.	Sewer Collections System Rehabilitation-Phase 3	Reduce rain infiltration.	Clean and line leaky sewer mains.	It is anticipated that maintenance cost for the next 10 to 15 years will be less the last few years.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Sewer	\$10,000	2025	15-20 yrs.	Digester Building - Repair holes in masonry walls	Reduce rain infiltration.	Walls are in poor condition.	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Sewer	\$10,000	2025	15-20 yrs.	Digester Building - Repair silicone joint between tanks	Reduce rain infiltration.	Joints are in poor condition.	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Sewer	\$10,000	2025	15-20 yrs.	Digester Building - Evaluate replacement of Penn Valley Pumps	Existing pumps have been problematic.	Repairs are expensive and lead times are long .	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Sewer	\$10,000	2025	15-20 yrs.	Digester Building - Repair top course of tank walls-black dislodged	Repair concrete blocks.	Blocks are close to sliding off the top wall of the tank which is a safety issue.	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Sewer	\$4,600,000	2026	20-30 yrs.	Waste Water Treatment Plant Aeration System Phase 2 Construction	Anoxic/Nitrogen Removal/Blower Upgrades (MLE).	National Pollutant Discharge Elimination System (NPDES) Requirements.	It is anticipated that maintenance cost for the next 10 to 15 years will be less the last few years.
Sewer	\$4,500	2026	10-15 yrs.	Sandpiper Lime Pump #1	Replace Batch Pump.	Pumps are past their useful life span.	We anticipate continued operating costs to be neutral.
Sewer	\$4,500	2026	10-15 yrs.	Sandpiper Lime Pump #2	Replace Batch Pump.	Pumps are past their useful life span.	We anticipate continued operating costs to be neutral.
Sewer	\$8,500	2026	10-15 yrs.	HACH All Weather Automatic Sampler Upgrade	Replace Sampler.	Sampler is past its useful life.	We anticipate continued operating costs to be neutral.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Sewer	\$6,000	2026	10-15 yrs.	HACH Online pH Sensors for Aeration	Replace pH Probe.	Probe is past its useful life.	We anticipate continued operating costs to be neutral.
Sewer	\$12,000	2026	10-15 yrs.	HACH Online Nitrate/NH3 Sensors for Aeration	Replace Sensor.	Sensor is past its useful life.	We anticipate continued operating costs to be neutral.
Sewer	\$850,000	2026	10-15 yrs.	WWTP Chemical Building	Replace chlorine gas with sodium hypochlorite.	Convert to sodium hypochlorite.	It is anticipated that operating costs for the next 10 to 15 years will be less than the last few years as Sodium hypochlorite is expected to cost less than chlorine gas.
Water	\$80,000	2024	20 yrs.	Demo Clear-well at Station #1	For fiscal year 2023, \$100,000 was appropriated for this; however, the total costs are approximately \$180,000. The additional \$80,000 is needed to complete demolition of the clear-well.	The clear-well has been out of service a significant amount of time and is no longer needed for the public water supply. Its current condition acts like a large conduit for contamination to the aquifers, which leaves the active well system at Station #1 and #2 vulnerable. The structure around the clear-well is also unsafe.	We anticipate continued operating costs to be neutral.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Water	\$10,000	2024	20 yrs.	Park Road Storage Tank Fence Repair/Replacement	Several areas of fencing and barbed wire at the top need repair/replacement.	Failure of the fence system will allow potential trespassers and could be a potential MassDEP sanitary survey action item. DEP has noted the poor condition of the fencing system on several occasions but has not pursued the issue.	We anticipate continued operating costs to be neutral.
Water	\$12,000	2024	5 yrs.	Park Road Storage Tank Exterior Cleaning	Pressure wash the exterior of the 125' tall storage tank. Mold and mildew have become a problem mostly on the lower northern sections of the tank. Cleaning will help prolong the life of the paint system. This is also a MassDEP action item identified on our sanitary survey.	Failure of the paint system could result in costly capital repairs including tank replacement. Due to the height of the tank, a specialty company will be needed for this task.	We anticipate continued operating costs to be neutral.
Water	\$46,000	2024	10 yrs.	Sutton Rd Booster Station Repairs	Repair or replace leaky "high-pressure" piping inside station. Repairs will last 10 yrs. We have had similar leaks inside the station in the past.	Failure of the station will cause damage to the station along with water outages to the business park and along Cudworth Rd. The Station will need to be by-passed while work is performed further complicating the repairs.	It is anticipated that maintenance cost for the next 6 to 10 years will be less than the last few years.

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Water	\$40,000	2024-2028	15 yrs.	Towable Air Compressor Replacement	Replace one 1995 towable air compressor with a new 2023 unit. This unit is past its useful life and is need of replacement. It is the one and only air compressor used on emergency water main repairs and is considered a key piece of equipment.	Failure of this equipment will make an emergency water main repair challenging especially after hours when rental units are not readily available. Equipment lead times are also a challenge.	We anticipate continued operating costs to be neutral.
Water	\$110,000	2024	17 yrs.	1/2 Cost of 2024 Backhoe/Loader, other 1/2 from Sewer Fund	Purchase one new loader/backhoe for the Water & Sewer Department as combined 50/50 split.	This machine is standard equipment for water and sewer departments. The purchase will improve operation efficiency and reduce work back log. It will also aid with snow removal at the WWTP and reduce work that is subcontracted	It is anticipated that maintenance cost for the next 6 to 10 years will be less the last few years.
Water	\$12,000	2024	10-15 yrs.	Rehabilitate the exterior of 36 Hill Street (Paint Blue Building)	Refinish exterior of water department garage. Most of the paint is peeling or has faded away leaving bare metal exposed. New paint will add 10-15 years to the life of the structure. It is also an eye sore at the entrance of the WWTP.	Repainting will preserve the structure for another 10-15 year and will improve the aesthetics when entering the WWTP grounds.	We anticipate continued operating costs to be neutral.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Water	\$40,000	2024-2028	1-3 yrs.	Annual Well Rehabilitation Stations 1, 2 & 3	Annual Well Maintenance Program. Useful life could run from 1-3 years depending on how much iron/manganese fouling takes place on the intake screens. Pumps and motors will be inspected and worn parts will be replaced.	Sudden failure of well pumps due to iron and manganese fouling or malfunctioning pumps and motors leaves the Town vulnerable. There are long leads for replacement parts. The plan will be to rehabilitate two of seven well system every 12-18 months to ensure the Town can meet its needs.	We anticipate continued operating costs to be neutral.
Water	\$150,000	2024	50-75 yrs.	Water Main Design	See water main construction below	See water main construction below	See water main construction below
Water (Fall Article)	\$2,100,000	2024	50-75 yrs.	Water Main Construction	Improve Water Quality & Fire Protection	The Town is proactively planning water main replacement based on age, condition and water quality complaints. Areas identified are vulnerable to unexpected service interruptions, customer complaints and costly repairs.	We hope to advert expensive costs related emergency repairs; however, it is be difficult provide a savings estimate.

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Water	\$33,000,000	2024	25-50 yrs.	Building PFAS Treatment Plant (Construction)	PFAS treatment plan is need to be compliant with state water quality regulations. Through the MA Clean Water Trust up to 19.8% of proceeds could be grant proceeds and the remaining debt proceeds could be at 0% interest.	New Treatment required by State/Federal Drinking Water Regulations.	As this will be an addition to the water system, we anticipate increased operating costs upon implementation.
Water (Fall Article)	\$4,000,000	2024	15-20 yrs.	Meter Replacement Program	Average age of meters is over 20 years. Old meters are not as accurate and typically run slow	MassDEP recommends replacing after 10 years. UAW is 26%+. MassDEP threshold is 10%	We anticipate increase revenue billings and collections with more accurate data.
Water	\$188,000	2026	50-75 yrs.	Water Main Design	See water main construction below	See water main construction below	See water main construction below
Water	\$3,150,000	2027	50-75 yrs.	Water Main Construction	Improve Water Quality & Fire Protection	The Town is proactively planning water main replacement based on age, condition and water quality complaints. Area's identified are vulnerable to unexpected service interruptions, customer complaints and costly repairs.	We hope to advert expensive costs related emergency repairs; however, it is be difficult provide a savings estimate.
Water	\$143,000	2028	n/a	Water Main Design	See water main construction	See water main construction	See water main construction

TOWN OF WEBSTER, MA

CAPITAL IMPROVEMENTS PROGRAM: PROJECT REQUESTS FY2024

Dept.	Requested Amount	Budget FY	Useful Life	Project Description	Explain Necessity and Benefit of Project	Explain Condition of Asset/ Project being Replaced	Explain Annual Cost Increase or Decrease
Water	\$2,390,000	2029	50-75 yrs.	Water Main Construction	Improve Water Quality & Fire Protection.	The Town is proactively planning water main replacement based on age, condition and water quality complaints. Area's identified are vulnerable to unexpected service interruptions, customer complaints and costly repairs.	We hope to advert expensive costs related emergency repairs; however, it is be difficult provide a savings estimate.

TOWN OF WEBSTER, MASSACHUSETTS

A Capital Improvement Project is generally defined as a major, non-recurring expenditure that generally meets all of the following criteria:

1. Massachusetts General Law Chapter 44, Sections 7 & 8, permit the Town to issue bonds to finance the expenditure;
2. The expenditure is a facility, object, or asset costing more than \$25,000;
3. The expenditure will have a useful life of ten years or more for infrastructure, buildings, and parks and a useful life of five years or more for vehicles and equipment.

Among the items properly classified as capital improvements are:

- A. Any acquisition of land for a public purpose;
- B. New public buildings or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
- C. Major alterations, renovations, or improvements to existing buildings, which extend the useful life of the existing buildings by ten (10) years;
- D. Land acquisition and/or improvement, unrelated to a public building, but necessary for conservation or park and recreation purposes;
- E. Major equipment acquisition, replacement or refurbishment, with a cost of at least \$25,000, and a useful life of at least five (5) years;

ADDITIONAL INFORMATION

F. New construction or major improvements to Town physical infrastructure, including streets, sidewalks, storm water drains, the water distribution system, and the sanitary sewer system. Infrastructure improvements must extend the useful life of the infrastructure by at least ten (10) years;

G. Energy conservation and alternative energy improvements to public buildings or facilities owned by the Town;

H. Traffic signal, public lighting, and police and fire communication systems;

I. Purchase and installation of computer hardware and integrated financial management and accounting systems;

J. Asbestos removal from public buildings;

K. A feasibility study, engineering, or design services which are ancillary to a future capital improvement. The costs of engineering, architecture, and landscaping studies are not physical improvements, but when they are done in order to build a capital facility project, they too are contained in a CIP and can be funded by bond financing.

BENEFITS OF A CAPITAL PLAN

The development of a Capital Improvements Plan provides many benefits for a municipality. Benefits include:

1. A CIP creates orderly and systematic planning for the replacement and rehabilitation of major equipment, facilities, and infrastructure thereby saving money and ensuring consistent and quality services over time.

TOWN OF WEBSTER, MASSACHUSETTS

2. An organized CIP provides for a more effective evaluation of alternatives and solutions rather than a crisis decision mode.
3. A CIP provides for funding of projects on a priority basis.
4. A CIP enhances the community's credit rating, control of its tax rate, and avoids sudden changes in its debt service requirements.
5. A CIP increases opportunities for obtaining federal and state aid.
6. A CIP facilitates coordination between capital needs and the operating budgets.
7. A CIP relates public facilities to the Town's strategic plan or public and private development and redevelopment policies and plans.
8. A CIP keeps the public informed.

CAPITAL PLANNING PROCESS

The Capital Investment Plan is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. The initial step of all Town departments is to identify a need for a capital project. This could include information from replacement plans (vehicles, equipment); formalized plans already in place; and citizen input processes. Department Heads inventory buildings, equipment, roads, and utilities to document a need for renewal, replacement, expansion, or retirement of all physical assets.

The Town Administrator prepares a long-term financial forecast. This forecast analyzes the Town's capacity to afford major new

ADDITIONAL INFORMATION

expenditures. The forecast examines recent and anticipated trends in revenue, expenditures, debt, and unfunded liabilities. The analysis also reviews the amount of unspent funds available from completed and discontinued projects. This comprehensive analysis permits scheduling of funding sources to balance debt service and operating expenditures; determine available debt capacity and acceptable debt service levels; and maximize intergovernmental aid for capital expenditures. The Town has also adopted Capital Investment Financing Policies as a guide for decision-making.

PROJECT EVALUATION

Each project request is thoroughly reviewed to assess the need and evaluate alternatives. Formalized project requests include cost estimates, descriptions of the proposed scope of work, useful life statements, and project justifications related to the primary evaluation criteria. Major focal points of evaluation are:

- A. Protection of the health and safety of citizens;
- B. Preservation of operations. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future;
- C. Requirement of State or Federal Law/regulation;
- D. Improvement of Infrastructure;
- E. Improvement in the efficiency and effectiveness of service delivery.

Each project is evaluated by reviewing the project information provided with the requesting department head or staff:

TOWN OF WEBSTER, MASSACHUSETTS

1. Needs assessment;
2. Review of project against policies and evaluation strategies;
3. Consider the feasibility of proposed project's to include project's necessity, priority, and location;
4. Review in-depth cost estimation and funding capacity analysis.

Projects are prioritized based on evaluation scoring and recommendations are made both in funding and prioritization. In this step, the proposed projects are ranked in priority as objectively as possible. Projects are evaluated according to established criteria and the ratings are translated into objective numerical weights. Projects are classified into categories and each project is evaluated in relation to other projects to determine their relative importance.

The Town Administrator makes final selections and funding priorities and submits them to Town Meeting for appropriation as part of the Capital Budget. The authorization and appropriation is for new projects to begin in the current or ensuing fiscal year. Out-year projects are scheduled for succeeding years as part of the Capital Investment Plan and may be incorporated into a later year Capital Budget. The Capital Budget represents the funding for the first year of that Plan each year. Projects in the first year of the Plan generally represent the Town's most immediate investment priorities.

ADDITIONAL INFORMATION

SOURCES OF FUNDING

The Town carefully examines all potential funding sources for the Town's capital investment needs. The potential sources of funding for capital investment projects include:

Available Funds (Free Cash):

The Town regularly appropriates General Fund "Free Cash" to finance short-term, small capital investment projects in their entirety.

Enterprise Fund Proceeds:

The Town operates the following Enterprise Funds: Water & Sewer. The policy of the Town of Webster is to recover the full budgetary cost of water and sewer operations and capital replacement from water and sewer use charges. Debt Service and issuance costs associated with water and sewer projects are financed from water and sewer use charges. The accumulated earnings of an Enterprise fund may be used to fund capital improvements. The earnings flow to an equity account known as "Retained Earnings" and are certified annually by the State Department of Revenue.

Debt Service:

Projects funded by debt service refer to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually three to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service". The Town has traditionally financed large capital projects with debt service. Debt Service

TOWN OF WEBSTER, MASSACHUSETTS

can be appropriated under the General Fund Tax Levy, from Enterprise Funds, or from Stabilization Funds.

Stabilization Funds:

Massachusetts General Law, Chapter 40, Section 5B provides for the establishment and maintenance of Capital Project Stabilization Funds. The Town Meeting may vote to appropriate sums of money into a Stabilization Fund for purposes of accumulating sums for future capital project financing. Appropriations may be made from a Stabilization Fund by a two-thirds vote of Town Meeting for any purpose for which the Town is authorized to borrow under Chapter 44, Sections 7 and 8.

Unexpended/Unobligated Bond Proceeds:

Unexpended and unobligated balances from bond proceeds, may be appropriated by Town Meeting and used as a financing source for a new capital improvement projects with an asset life similar to the original issue.

State and Federal Grants:

The Town uses dedicated state aid and grant funding to finance capital investment when these funds are available. The most notable sources of this financing are Chapter 90 State Highway Funds and the Community Development Block Grant.

Sale of Surplus Property:

Proceeds from the sale of surplus municipal real estate may be appropriated by Town Meeting for financing capital projects. Generally, these proceeds are appropriated to a Stabilization Fund.

ADDITIONAL INFORMATION

Public/Private Partnerships:

A Public/Private Partnership is a contractual agreement between a public agency and a private sector entity whereby the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

Proposition 2 ½ Debt or Capital Outlay Exclusion:

Proposition 2 ½ allows a community to raise funds for certain purposes above the amount of its levy limit or levy ceiling. A community can assess taxes in excess of its levy limit or levy ceiling for the payment of certain capital projects and for the payment of specified debt service costs. The additional amount for the payment of debt service is added to the levy limit or levy ceiling for the life of the debt only. The additional amount for the payment of the capital project cost is added to the levy limit or levy ceiling only for the year in which the project is being undertaken. Both exclusions require voter approval.