Town of Westminster
Commonwealth of Massachusetts

Capital Improvement Plan
Fiscal Years 2016 - 2020

Introduction

The following is the Capital Improvement Plan (CIP) for FY2016 through FY2020 as proposed by the Capital Planning Committee. Inclusion of capital requests in years beyond 2016 does not necessarily mean that the Committee has voted to support those requests. The CIP is maintained by the Capital Planning Committee. This CIP document is published annually and is available to the Town of Westminster residents on the Town Website http://www.westminster-ma.gov/pages/WestminsterMA_BComm/Capital/index

The Capital Improvment Plan (CIP) is a multi-year plan used to determine the financing and timing of capital projects for the Town of Westminster. It contains a list of capital projects proposed for the Town within the next five years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP provides an overview of each proposed project and lists the cost, funding method and the fiscal year the estimated expenditures will take place.

Importance of the Capital Improvement Plan

The CIP is important for the Town of Westminster since bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. The lack of a well developed CIP for long-term planning would have a negative effect on the bond rating for the Town of Westminster and result in higher interest rates on bonds issued. The impact would mean more tax dollars going to pay for the interest on loans. Standard & Poor's Ratings Services has recently raised its long-term rating to 'AA+' from 'AA' for the Town of Westminster.

Additionally, a formalized process allows more time for the study of projects, encourages public discussion and allows boards, committees and citizens the opportunity to provide input, advice and recommendations with respect to proposed projects and expenditures. Another benefit from the capital planning process is that capital improvement efforts are coordinated and major capital projects can be timed so they roll into the debt schedule as other debt is ending. The development of a Capital Improvement Plan ensures sound fiscal and capital planning.

Funding

The CIP is financed from a variety of funding sources. The Capital Planning Committee identifies the funding source for each item/project on the five year plan. The Town has a number of stabilizations funds and these funds are leveraged to finance a portion of the CIP. At the end of each fiscal year the annual certified free cash is determined. The Capital Planning Committee recommends a portion of this free cash be transferred to different stabilization funds based on the needs of the five year CIP. Using the stabilization funds to fund the five year CIP helps control the budget and in turn the impact to the tax payer.

Capital Plan Process

The capital planning process is an on-going process that takes place throughout the year. Although the capital plan is linked to the annual budget, the process of creating and maintaining the capital improvement plan is a continuous process of reviewing/refining. The Capital Planning Committee meets throughout the year with various boards and departments to review/update the CIP. The proposed capital projects are reviewed and prioritized based upon the capital planning priority table. Projects are also examined in terms of their relationship to other projects and their compatibility with Town-wide goals and objectives. The Capital Planning Committee also utilizes the debt management, reserve and general financial policies in the development of the CIP.

The Capital Planning Process is an iterative cycle that revolves around the CIP. Annually, the CIP is published by the Capital Planning Committee and the upcoming fiscal years capital planning items/projects are placed on the Annual Town Meeting Warrant.

Capital Planning Bylaw

Chapter 15. CAPITAL PLANNING COMMITTEE

§ 15-1. Establishment; membership; officers.§ 15-2. Study of capital projects and improvements.§ 15-3. Development of policies and procedures.§ 15-4. Submission of information concerning capital requests; consideration of and recommendation by Committee.§ 15-5. Annual report; submission of budget.§ 15-6. Publication of report and budget.

[HISTORY: Adopted by the Annual Town Meeting 5-4-2002 by Art. 43; amended in its entirety STM 2-26-2008 by Art. 14. Subsequent amendments noted where applicable.]

§ 15-1. Establishment; membership; officers.

The Board of Selectmen shall establish and appoint a committee to be known as the "Capital Planning Committee," composed of one member of the Board of Selectmen, one member of the Advisory Board, and three citizens at large. The Town Accountant, Treasurer/Collector, and Town Coordinator Editor's Note: The Annual Town Meeting voted 5-1-2010 by Art 30 to authorize the Board of Selectmen to appoint a Town Administrator to replace the position of Town Coordinator. shall be ex-officio, nonvoting members of the Committee. The Committee shall choose its own officers.

§ 15-2. Study of capital projects and improvements.

The Committee shall study proposed capital projects and improvements involving major tangible assets and projects which: (1) have a useful life of at least three years; (2) have a dollar value of $15,000 or greater.

§ 15-3. Development of policies and procedures.

The Committee shall develop policies and procedures, as necessary, to establish and maintain a capital improvements program.

§ 15-4. Submission of information concerning capital requests; consideration of and recommendation by Committee.

All officers, boards and committees shall each year, on or before the date specified by the Committee, give to the Committee, on the forms prepared by it, information concerning all anticipated capital requests requiring Town Meeting action during the ensuing five years. The Committee shall consider the relative need, impact, timing and cost of these expenditures and the effect each will have on the financial position of the Town. No appropriation shall be voted for a capital improvement requested by a department, board or commission at an Annual Town Meeting, or at any Special Town Meeting, unless the Committee has first made a recommendation to such Annual Town or Special Town Meeting with respect to such proposed capital improvement.

§ 15-5. Annual report; submission of budget.

The Committee shall prepare an annual report recommending a Capital Improvement Budget for the next fiscal year, and Capital Improvement Program, including recommended capital improvements for the following four fiscal years after that. The report shall be submitted to the Board of Selectmen for its consideration and approval. The Board shall submit its approved capital budget to the Town Meeting for adoption by the Town.

§ 15-6. Publication of report and budget.

The Committee's report and the Selectmen's recommended capital budget shall be published and made available in a manner consistent with the distribution of the Advisory Board report. The Committee shall file its original report with the Town Clerk.

Capital Planning Priority Tables

All projects being considered for inclusion in the Capital Improvement Plan shall be grouped by priority according to the scale which follows.

Priority	Description
1	Projects that cannot reasonably be postponed. These projects will include those necessary to immediately protect the public health or safety; to comply with a health or safety mandate of the state or federal government; to alleviate a significant financial liability exposure; to provide for the continuation of a critically-needed Town program; or to meet an emergency situation.
2	Project which should be carried out within a few years in order to meet an anticipated public need; to replace an unsatisfactory or worn out facility; to make a major public facility useable; or to maintain minimum standards of facility usefulness. Projects in this category are generally those needed to reduce or stabilize operating budget costs; prolong the life of an existing capital asset by ten or more years; and/or provide for the continuation of an operating program which is dependent on a capital asset approaching the end of useful life.
3	Projects which are needed in order to meet documented new or expanded public service demands of the Town.
4	Projects which can be postponed or eliminated from immediate consideration for inclusion in the current capital improvement program, because they do not meet an immediate need or have not been subject to adequate planning.

Once the Capital Improvement Priority Scale of 1-4 has been assigned to a project, further review of all projects are done using the additional criteria below.

Category	Description
A	Projects that involve correcting a current Safety or Health issue, and/or to meet a Federal or State legal requirement.
B	Projects that are necessary to maintain the Town's current infrastructure: ---Buildings – Projects necessary to maintain existing Town buildings, not including projects to expand or modernize facilities. ---Equipment – Projects necessary to replace old existing equipment, which is no longer cost effective to repair with similar equipment.
C	Projects that are required to increase capacity of existing infrastructure and facilities in order to accommodate the increase in growth of the Town.
D	Projects that are designed to modernize and upgrade existing Town infrastructure and facilities. Such priorities may be appropriately weighted and adjusted according to: a. The number of actual or potential users of, or those who benefit from, such project, and; b. Quantifiable and Non-quantifiable benefits.

Town of Westminster
Report of the Capital Planning Committee
Fiscal Years 2016 - 2020

Report from the Capital Planning Committee

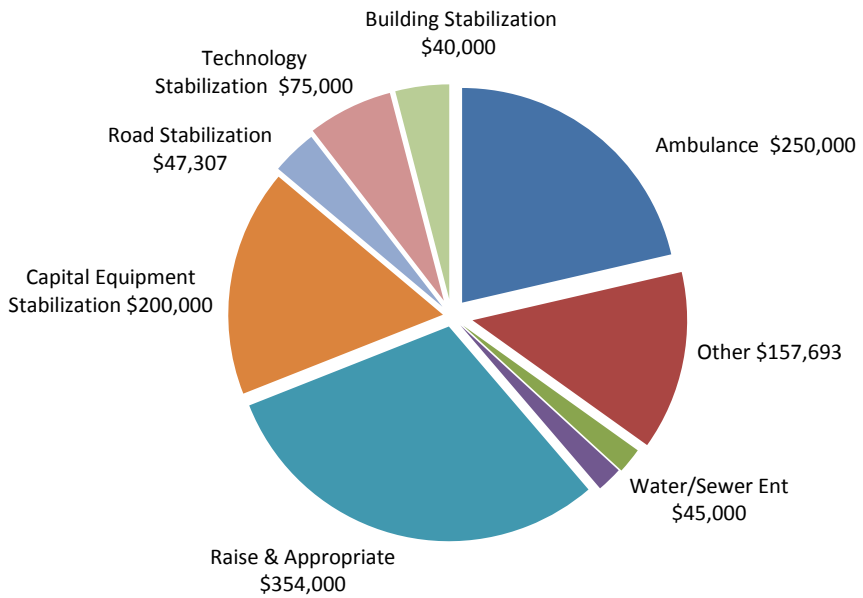
The primary focus of the Capital Planning Committee is to study, research and make recommendations on capital improvement projects. In addition the committee may develop processes and policies in order to maintain the capital improvement program. A set of financial policies have been created by the Capital Planning Committee and approved by the Board of Selectmen on October 27, 2014. These policies can be found in the Appendix at the end of this document and are key items to the Capital Planning Process.

The Capital Planning Committee has met with the various department heads over the past year and developed the following five year CIP. The committee is pleased to recommend the following report to the Town of Westminster.

FY2016 Capital Plan

The proposed CIP for FY2016 totals $1,169,000. The FY2016 CIP is funded from a combination of sources: Raise & Appropriate (taxes), Stabilization Accounts, Enterprise Funds and Other funding (e.g. Chapter 90, Ambulance Receipts...etc). The following chart (Chart 1) illustrates the breakdown of the funding for the FY2016 Capital Plan.

Chart 1 - FY2016 Capital Funding Chart



For additional details regarding the FY2016 - FY2020 Capital Plan Proposal please refer to the "Capital Planning Detail Sheets" contained within this document.

FY2016 Capital Plan (cont.)

The purpose of the committee is to study capital (tangible assets and projects) spending requests with a dollar value greater than $15,000. The committee is charged with preparing annual capital spending recommendations to be submitted to the Board of Selectmen and Advisory Board and to be published in the Advisory Board booklet. The committee is also charged with developing a long range capital plan of at least five years.

The following is the FY2016 Recommendation from the Capital Planning Committee.

Table 1
FY2016 Capital Plan

Department	Project	Raise & Appropriate	Capital Equipment Stabilization	Building Maintenance Stabilization	Technology Stabilization	Road Maintenance Stabilization	Water/Sewer Enterprise	Ambulance	Chapter 90	Other
Department of Public Works	Road Maintenance	$200,000								
Department of Public Works	Engineering Design Rte. 140					$47,307				$157,693
Department of Public Works	1997 Ford 6-Wheel Truck		$175,000							
Department of Public Works	2006 Chevrolet 2500 Pick-Up Truck						$45,000			
Police Department	2011 Ford Taurus	$35,000								
Police Department	2009 Ford Crown Victoria	$43,000								
Fire Department	1999 KME Fire Engine		$25,000							
Fire Department	2007 Ford Cut Van Ambulance							$250,000		
Fire Department	2008 Ford Explorer	$45,000								
Technology	Computer Replacement	$31,000								
Technology	Dispatch Radio Equipment				$75,000					
Schools	Roof Maintenance (WES)			$40,000						
Totals		$354,000	$200,000	$40,000	$75,000	$47,307	$45,000	$250,000	$0	$157,693

Stabilization Fund Summary

The goal of the Capital Planning Committee is to develop a fiscally responsible five year CIP and identify funding sources for at least the next three years of the plan. All Capital requests will be reviewed and prioritized by the Capital Planning Committee using the priority tables contained within this document. Furthermore, the five year CIP will be utilized as a planning tool to determine future Stabilization Fund Amounts.

Part of the CIP is funded from Stabilization Funds. Maintaining adequate stabilization fund levels is important to the financial stability of the Town. The Capital Planning Committee has defined minimum levels for each stabilization fund. As the Capital Planning Committee refines the five year CIP and identifies the funding sources the stabilization fund levels will be monitored. Adjustments to the five year CIP and/or funding sources may be required if future Stabilization Fund levels drop too low. Chart 2 illustrates the stabilization fund levels from 2008 through 2014 (amount includes the Capital Equipment, Building Maintenance and Technology Stabilization Funds). Chart 3 lists the stabilization fund amounts after the Fall Town Meeting on 11/18/2014.

The stabilization fund levels have improved over the past few years with the biggest increase in the past year. The certified free cash for FY2014 was slightly over 2 million dollars. This is higher than the typical average. Contributing factors to this higher than average free cash amount was the collection of some revenue that is not expected to repeat. For example, the Town collected over $215,000 in tax liens which was higher than estimated. The school certified a lower budget amount than what was voted in last years Annual Town meeting - the difference came back as free cash slightly over $200,000. In addition the school was required to reduced its assessment to the Town by approximately $260,000 (the certified amount of E&D was over the 5% allowable limit dictated by the state) . Finally, the landfill generated approximately $246,000 more than was estimated. This influx of free cash greatly helped the stabilization fund levels and will help fund the five year CIP.

Chart 2

Combined Amount in 3 Stabilization Funds

(Capital Equipment, Building Maintenance and Technology)

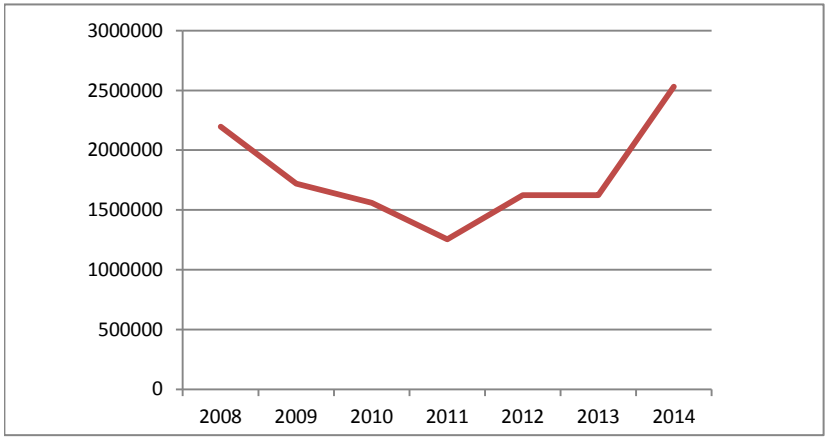
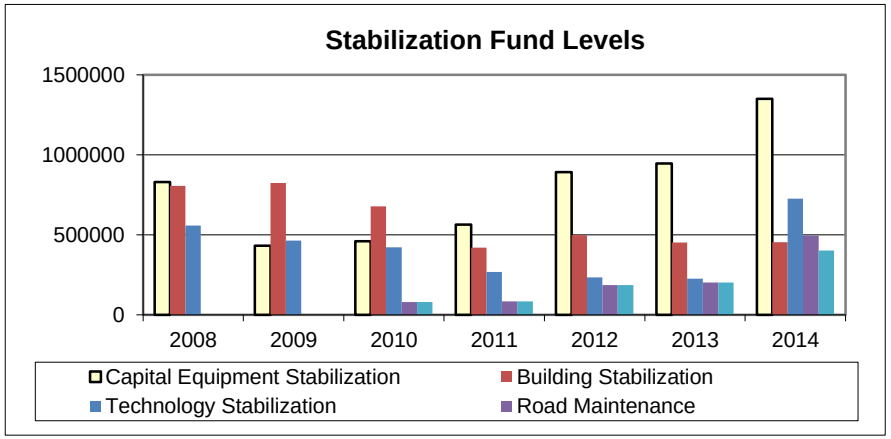


Chart 3

Stabilization Fund Amount on 11/18/2014



Stabilization Funds - Encumbered

An important aspect of the Stabilization Funds is not only the current levels but also the levels over the next five years as they are used to fund the CIP. A portion of the amount in the Stabilization Funds are encumbered or reserved for future capital purchases. This encumbering of funds is essential in funding the five year CIP and ensures that not only will capital purchases happen in a timely manner but the impact of these projects have a minimum effect to the overall budget. The following Table reflects the amounts encumbered in each of the Stabilization Funds over the next five years based on the current CIP.

Table 2

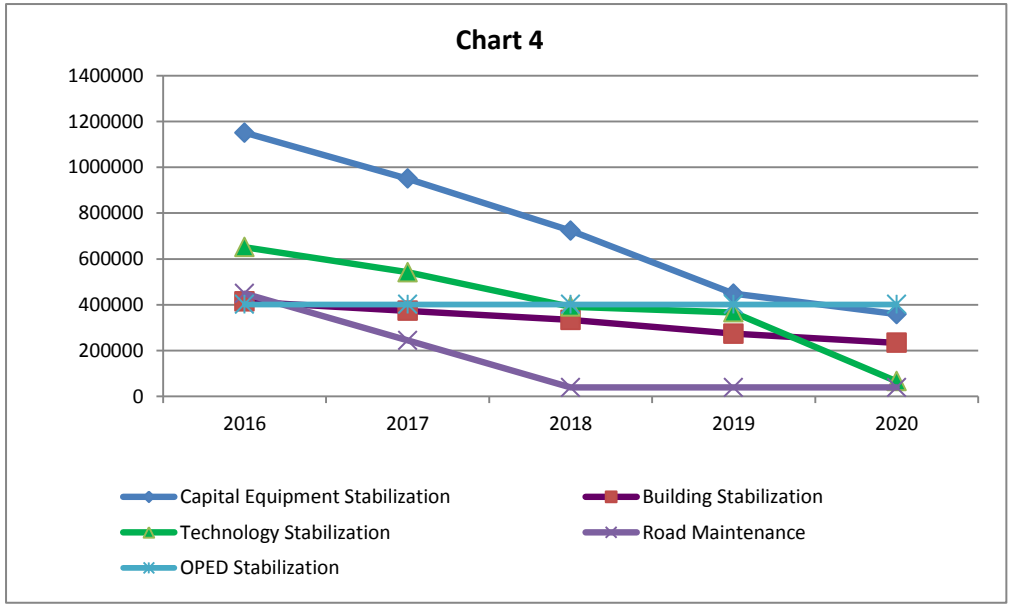
Stabilization Fund Amounts Encumbered to fund the CIP

Stabilization Funds	2016	2017	2018	2019	2020	5 Year Total
Capital Equipment Stabilization	$200,000	$200,000	$227,000	$275,000	$90,000	$992,000
Building Maintenance Stabilization	$40,000	$40,000	$40,000	$60,000	$40,000	$220,000
Technology Stabilization	$75,000	$110,000	$150,000	$25,000	$300,000	$660,000
Road Maintenance Stabilization	$47,307	$205,000	$205,000			$457,307
OPEB Stabilization						

Taking into account the future Stabilization Fund encumbrances the chart on the right shows the impact to the fund levels.

The fund levels will decline if no additional money is transferred back into the Stabilization Funds. This is an important factor to understand when considering the Stabilization Fund levels. Each year the Town votes to transfer money back into the Stabilization Funds from the Certified Free Cash.

The amount transferred back into the Stabilization Funds is something that the Capital Planning Committee recommends based on the five year CIP. The amount transferred into the Stabilization Funds is part of a plan based on what is expected to be used in the future.



The amounts in the Stabilization Funds reflected in FY2020 are above the minimum Stabilization Fund levels established by the Capital Planning Committee in their Reserve Policy. This status is a positive financial indicator on the overall five year CIP.

Debt Summary

A comprehensive CIP involves a strategy that includes a debt management plan. The debt management plan should be developed to meet the financing needs of the Town in a cost effective manner, taking into account Town priorities, as well as legal, financial, and structural considerations. The Capital Planning Committee has defined a debt policy to ensure that debt is managed within sustainable levels based upon annual revenues.

The following Tables below show the current five year debt projections: (updated on 3/11/15). The information is broken into two tables to show debt excluded vs non-debt excluded projects.

Table 3

Debt Summary - 5 year projection

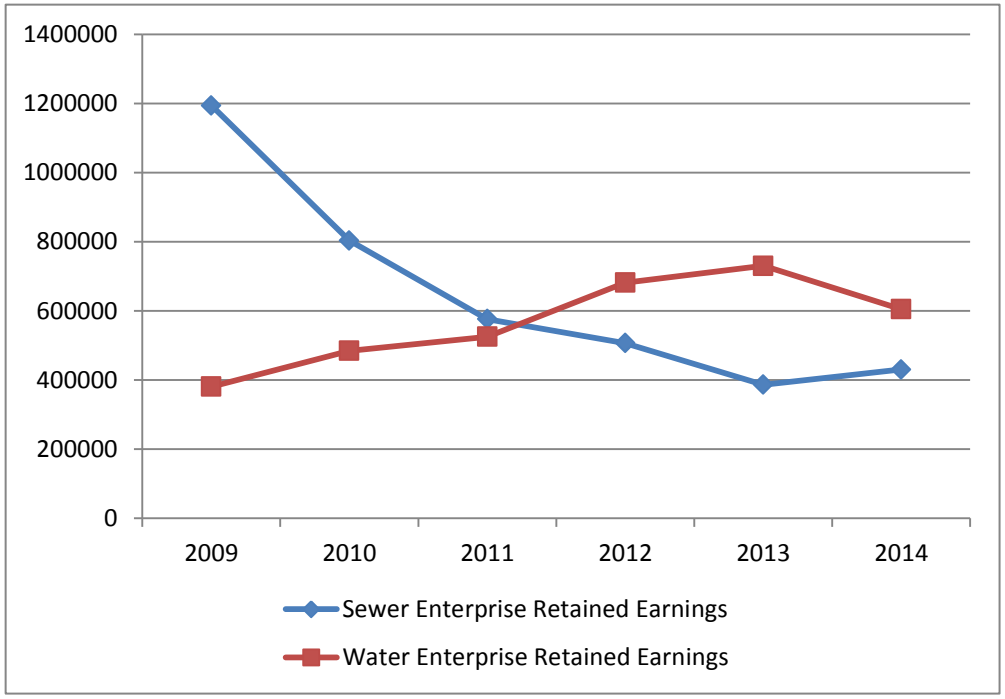
Description	Date of Vote	Debt Excluded	Amount Issued	Debt Matured	FY2016	FY2017	FY2018	FY2019	FY2020
*Sewer Extension Bond	4/15/2004	Yes	$3,515,000	FY2019	$235,000	$235,000	$230,000	$230,000	
*Sewer Extension Bond - Interest					$37,660	$18,860	$9,545	$4,773	
Wastewater Mgmt Plan Bond	11/16/2005	Yes	$343,116	FY2016	$37,636				
Wastewater Mgmt Plan Bond - Interest					$405				
Senior Center Bond	4/1/2015	Yes	$2,830,100	FY2030	$195,100	$190,000	$190,000	$190,000	$190,000
Senior Center Bond - Interest					$68,702	$64,800	$61,000	$57,200	$53,400
**South Street Water Main	5/1/2010	No	$500,000	FY2017	$100,000	$100,000			
**South Street Water Main - Interest					$2,000	$1,000			
**Water Main Replacement	2/6/2013	No	$600,000	FY2019	$120,000	$120,000	$120,000	$120,000	
**Water Main Replacement - Interest					$2,400	$1,800	$1,200	$600	
***Septic Management Plan	5/4/2013	No	$300,000		$30,000	$30,000	$30,000	$30,000	$30,000
***Septic Management Plan - Interest					$3,000				
South Street Redesign	3/1/2011	No	$350,000	FY2016	$87,500				
South Street Redesign - Interest					$875				
2014 KME Fire Engine	7/10/2013	No	$550,000	FY2019	$110,000	$110,000	$110,000	$110,000	
2014 KME Fire Engine - Interest					$2,376	$1,815	$1,210	$605	
Town Hall Bond	5/1/2007	No	$3,700,000	FY2017	$370,000	$370,000			
Town Hall Bond - Interest					$29,600	$14,800			

* 50% paid through betterment
** Water Receipts Reserve
***Authorized and Unissued Debt

Enterprise Funds

Enterprise funds establish a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. The Town has three enterprise funds (water, sewer and transfer station). Some of the items on the CIP are funded by the enterprise funds. For example, if a pick up truck used by the water/sewer department is in need of replacement, then the funding for a new truck would come from the water and sewer enterprise funds. In addition some items on the debt schedule are funded or partially funded by the enterprise funds (this is noted on the debt schedule - see previous page).

Similar to the stabilization funds, the enterprise fund levels must be maintained at adequate levels for financial stability. The chart on the right shows the Sewer & Water Enterprise levels from 2009 to 2014.



The Water Enterprise Fund level has increased from $380,726 in 2009 to $605,027 in 2014. On the other hand the Sewer Enterprise Fund level has declined since 2009. In 2009 the Sewer Enterprise fund was slightly under 1.2 million dollars. In 2014 the fund is at $430,256. The Sewer Enterprise fund did increase from 2013 to 2014.

In FY2013 approximately 47% of the Sewer Enterprise expenditures went to collection charges paid to the City of Fitchburg. Another 26% was used to pay the debt for the sewer extension bond. The sewer expansion bond debt matures in FY2019 which will benefit the Sewer Enterprise fund by eliminating the debt payment.

Overall, the status of the Town's financial position is positive. The stabilization funds have been restored to adequate levels and the Town now has an adopted policy addressing these funds and their minimum levels. In addition the five year CIP is successfully leveraging these funds for future capital expenses and thus keeping the amount needed to raise & appropriate from taxes consistent year over year. The Town debt levels are expected to decrease in FY2018 once the bond for the Town Hall is retired. Finally, the Enterprise Fund levels are being monitored and the long range plan is to grow these levels in order to support future capital projects.

The next few pages of the report are intended to expand on a few of the larger Capital Improvement Projects that are either currently on the plan or are expected to be added in the new few years. The goal is to inform and increase the awareness or these projects to the residents of Westminster.

Sewer Capacity Project

A project to address the issue of sewer capacity has been proposed. The current five year CIP has this project on the plan but the cost is still being evaluated. The current pump station at Whitman River is in need of upgrading and the current flows at that station have reached peak levels. The current system serves approximately 25% of the Town population. Wastewater is sent to the East Fitchburg Treatment Plant where it is treated and then discharged into the Nashua River. The amount of wastewater that is permitted to flow to Fitchburg is 320,000 gallons per day (via RT 2A & RT 31). The average per day is approximately 190,000 gallons but the peak recorded flow is 374,000 gallons.

Capacity is not available to allow new residential, commercial or industrial users. This will have an effect on future economic growth in the Town. In addition any future senior housing built behind the senior center or elsewhere in Town will not be able to connect to the system.

A Comprehensive Wastewater Management Plan (CWMP) was developed in 2007 to address the Town's wastewater management needs, protect environmental resources, minimize impacts to the Nashua River basin and support Westminster's planning/growth efforts. The CWMP listed a number of areas for sewer improvements and expansions. The sewer improvements or Phase A upgrades need to be in place prior to implementing the other expansion phases. The sewer improvements in Phase A reference upgrading the Whitman River pump station and address the capacity issue.

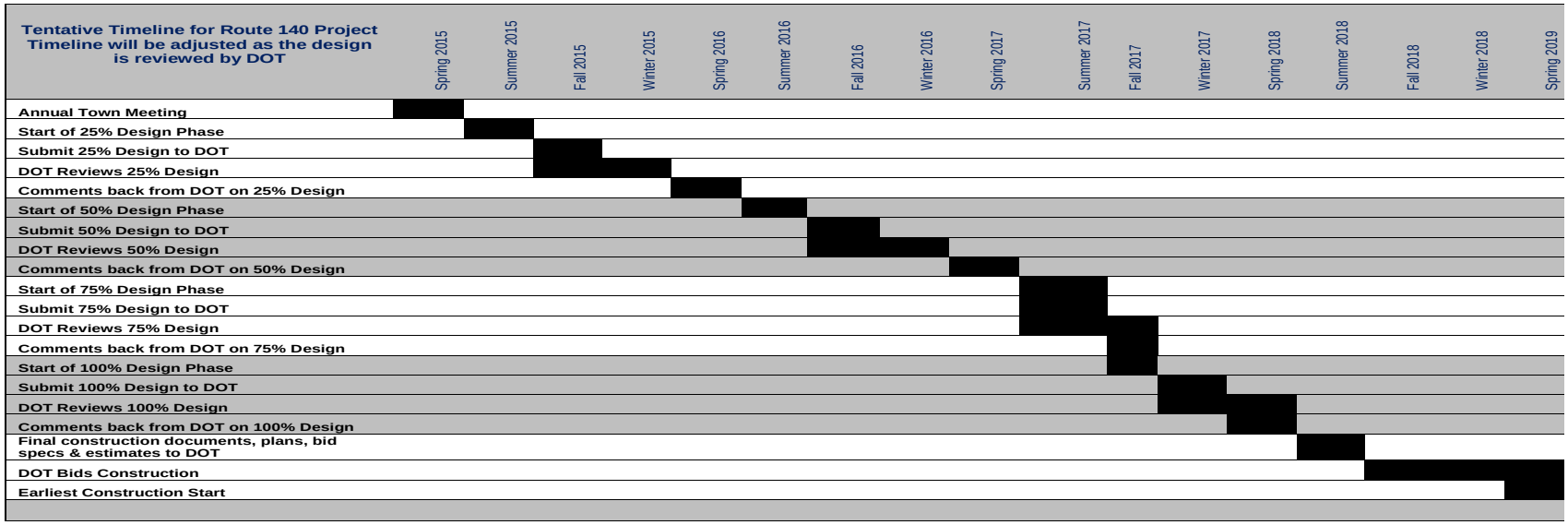
The Department of Public Works Commission and Director of Public Works researched a number of alternatives for sewer disposal and treatment. These alternatives ranged from upgrading the current system to sending wastewater to Gardner and even building our own treatment plant. After evaluation of all the alternatives the final recommendation was to continue to send the wastewater to Fitchburg and construct an In-Line Sewer Storage System along State Road East (Rt. 2A) to control peak flows. In addition the project will include upgrades to the Whitman River Pumping Station and I&I (Inflow and Infiltration) mitigation. The In-Line Sewer Storage System will allow for current flows permitted to be connected and supports future Economic Development. Also, 3 of the 5 expansion phases (Phases 1, 2 &5) listed in the CWMP could be added to the system in the future.

The cost for the project is estimated at $2.5 million dollars. The Town will apply for a USDA Rural Development loan which could provide up to a 25% cost reimbursement for the project. In addition, a MassWorks Infrastructure Program grant will be applied for; however, it is not expected that the Town would be awarded the grant based on previous submittals for this project. If the Town is awarded the USDA RD loan with 25% grant, then the amount that will need to be funded will be $1.875 million. The current proposal is to split the $1.875 million with 15% of the cost to be funded by the rate payers and the remaining 85% to be funded by the tax payers. At the Special Town Meeting held on 11/19/2014, the Town voted to spend $25,000 for a consultant to assist in the preparation of the USDA RD loan application. The awarding of the USDA RD loan should be known in the Fall of 2015. If the Town votes to move forward with the project, then construction could begin in the Summer of 2016 and finished by the end of 2016.

Route 140 Design Project

A project for the engineering design for Route 140, i.e., Hager Park and Worcester Roads, has been added to the CIP. The Department of Public Works would like to address a number of road repairs and flooding issues along this section of roadway. The area on Worcester Road in the vicinity of Mile Hill and Gatehouse Roads in particular has flooding issues and is a safety concern. The design would span Route 140 from Narrows Road all the way to the Princeton Town Line. The project construction costs have been approved for Transportation Improvement Program (TIP) funding. TIP is a multi-year program of capital improvements that reflect the needs of the regional transportation system. The design will be submitted in stages to the Massachusetts Department of Transportation for review, comment and approval. During the design phase, the Town will be advocating for the project schedule within the TIP. Once the project is placed on the TIP and the design is finalized and approved (which could take a number of years) the construction would begin and the costs would be picked up by the State. Recently, a TIP project was done for South Street. The estimated costs for the design work for this project is $615,000. The Capital Planning Committee added this to the CIP because funding became available. There is $157,693 left in the article voted on 3/1/2011 that was for the South Street reconstruction project. This money will be used to fund a portion of the Route 140 design costs as well as monies from the Road Maintenance Stabilization Fund. At the Special Town Meeting held on 11/18/2014, the Town voted to transfer $290,000 into the Road Maintenance Stabilization Fund bringing the total to $496,588. This was done in order to use this money for funding of this project.

The following is a tentative timeline of the design cycle. This timeline will be adjusted as the design progresses. The earliest estimate for the start of construction is the Spring of 2019 but is dependent on how this project fits into the TIP schedule (more will be known once the 25% design phase is complete). The project/timeline cannot start unless an approval vote is granted at the FY2016 Annual Town Meeting for the project design costs.



Water Storage Tank (Ellis Road Standpipe) Project

A project for replacing the water storage tank on Ellis Road is in the early stages of discussion. This project is not yet on the CIP, since options for replacing and funding are still being investigated. The storage tank is at the end of its useful life. The purpose for the tank is to provide water for fire protection, peak demands and uniform pressure within the water system. We are investigating changing the type of tank and increasing the amount of storage to provide more stable pressure and improve water level tracking with the Shady Avenue water storage tank. We are also looking at increasing the pressure, i.e., increasing the elevation, as well as the location which will require a detailed study. Preliminary estimates for replacement of the tank are in the range of 1.5 to 2.5 million dollars.

Water Main Improvement Program

An ongoing project to replace/upgrade aging/deficient water mains to improve water quality, fire protection and water storage tank tracking over a period of 20-years. Recently completed projects include replacing/upgrading water mains on South, Bacon, Elliott and Pleasant Streets. The Water Department's water main improvement program plan is to replace approximately 30,000 linear feet of water main over the twenty year period (approximately 14% of the water system) at an estimated cost of $5.0 million dollars.

Whitmanville Road Bridge Design Project

A project for engineering to replace the Whitmanville Road Bridge is being discussed. The MassDOT performs inspections on municipal owned bridges that have a clear span > 20 feet. The MassDOT has performed inspections on this bridge which have shown a need to replace the bridge in the near future. Preliminary estimates for the design of the bridge range from $150,000 to $250,000. Preliminary estimates for the construction to replace the bridge range from $450,000 to $600,000. The use of MassDOT Chapter 90 monies is being discussed for the design of this project.

Old Town Farm Road Culvert Replacement

The engineering to replace 24-inch twin culverts with a 5-foot by 3-foot box culvert design is complete. The construction is being planned for the near term. Preliminary estimates for the construction of this project range from $150,000 to $175,000. The use of MassDOT Chapter 90 monies is being discussed to supplement Town funds to complete this project.

Sewer Extension Projects

Multiple projects to extend sewers in environmentally sensitive areas in Town once the Whitman River sewer upgrades have been completed. Projects include sewering CWMP Phases 1 and 2 which include the following areas in Town: Phase 1-Leino Park, Lakewood Park, Dawley Road, Phase 2-Lake Drive East and Edro Isle. Preliminary engineering design costs for Phase 1 range from $700,000 to $800,000 and for Phase 2 from $500,000 to $600,000. Preliminary construction costs for Phase 1 range from $4,000,000 to $4,500,000 and for Phase 2 from $2,700,000 to $3,000,000. Both Phases are expected to take 3 years each from the start of design to the end of construction. The planned start date for these projects is being discussed as well as the funding of the projects.

Public Safety Building

A project for replacing/upgrading the public safety building is in the early stages of discussion. A committee has been formed to conduct a public safety "needs study". As the committee progresses there may be requests for feasibility studies or other studies to assist with the research and options developed by the committee. The committee will be reporting at the Annual Town Meeting.

Dispatch Radio System Upgrade

A project for upgrading the radio system in Town was added to the CIP last year. The radio system supports the Police, Fire and DPW departments allowing radio communication throughout the Town. The Town of Westminster is approximately 35 square miles and covering this area requires radio equipment at a number of locations. This radio equipment consists of various components such as receivers, repeaters, towers, antennas, enclosures, battery backups and generators. The current communication equipment covering the Town is located on Ellis Road, Goodrich Drive, Franklin Road, South Ashburnham Road, Academy Hill (Barn), Public Safety and DPW buildings. Over the next few years the plan is to replace, upgrade and add to the radio system to enhance the stability, redundancy and overall coverage. Reliable radio communications is a critical safety factor for the Town's first responders. The following is a high level timeline and description of the upgrade plan.

- FY2015 - replace 3 repeaters located in the Ellis Rd radio building (one repeater per department and provides backup in case one fails)
- FY2016 - setup another repeater site on Goodrich Dr. (includes repeater for police/fire, enclosure, antenna, battery backup
- FY2017 - upgrade repeater at Franklin Rd and setup another receiver at Overlook Middle School
- FY2018 - inspect tower on South Ashburnham Rd and install 3 repeaters, Microwave Connection, Outdoor Enclosure, and Generator
- FY2019 - replace Emergency Management repeater in the Academy Hill Barn
- FY2020 – replace tower at the public safety building and add/replace radio consoles
- FY2021 – add tower, repeaters and micro wave connection somewhere in the south west side of Town – this area is currently poorly covered

Currently the funding for this plan will come from the Technology Stabilization Fund but grants will be looked into in order to offset some of the costs. In the Special Town Meeting held on 11/18/2014 the Town voted to transfer $500,000 from Free Cash into the Technology Stabilization Fund for the purpose of funding this project.

Tower Fire Engine

A project for replacing the Tower Fire Engine is not yet on the five year CIP but is currently slated for FY2025. Although FY2025 is a number of years away, it is important to start discussing funding options now in order to have the least amount of impact to the tax payers. A tower truck provides significant advantages over the traditional ladder truck with the main advantage being safety. A fire fighter can safely maneuver the bucket into position to best fight a fire and does not have to climb up and down a ladder that is wet and sometimes frozen. In addition, in a rescue situation rescued persons can be lowered to the ground rather than having to climb down a ladder. Another advantage is reach - a tower can extend out as well as up thus allowing a fire fighter to reach a home from the road. With all light weight construction buildings are made to depend on each component to support its own weight. When fire weakens one or more the building fall down faster endangering the people and firefighters. Another major advantage to a tower is that it can operate in any angle fully extended without fear of collapsing. This vehicle also allows us to operate with fewer people because of the safety factor.

Town of Westminster
5 Year Capital Improvement Plan
Fiscal Years 2016 - 2020

5 Year Capital Plan

Dept	Item #	DESCRIPTION	ACQUIRED	EUL	REPLACE (FY)	2016	2017	2018	2019	2020
DPW	R	Road Maintenance			FY2016	200,000	225,000	250,000	275,000	300,000
DPW	R	Road Maintenance - Engineering Design Rte. 140			FY2016	205,000	205,000	205,000		
DPW	VE-13	1997 Ford 6-Wheel Truck	3/7/1997	1	FY2016	175,000				
DPW	VE-16 (W/S)	2006 Chevrolet 2500 Pick-Up Truck	3/3/2006	5	FY2016	45,000				
Sewer		Sewer Expansion to Fitchburg			FY2017		TBD	TBD	TBD	TBD
DPW	VE-17 (W/S/H)	2005 Ford Explorer	7/14/2005	4	FY2017		35,000			
DPW	VE-22	1992 Ford L8000	2/16/2000	4	FY2017		175,000			
DPW	VE-30	Wacker Roller	12/1/1992	1	FY2018			50,000		
DPW	VE-3	2008 Trackless Tractor MT	7/10/2008	7	FY2019				140,000	
DPW	VE-6	1988 Ferguson Roller	12/1/1988	7	FY2019				30,000	
DPW	VE-15S	VE-15 sander dump body (6 wheel truck)			FY2019				40,000	
DPW	BP-1	DPW Office & Maintenance Building	1/1/1973	50	FY2019				20,000	
DPW	VE-18 (W/S)	2009 Ford F350 Pick-Up Truck	7/6/2009	8	FY2020					40,000
DPW	R	Road Maintenance - Easements Rte. 140			FY2020					100,000
Police	VE-5 Chief	2011 Ford Taurus	10/12/2010	7	FY2016	35,000				
Police	VE-9 138	2009 Ford Crown Victoria	10/22/2010	3	FY2016	43,000				
Police	VE-10 78	2013 Ford Interceptor Utility	4/6/2010	3	FY2017		44,000			
Police	BP-8	Burg/Fire Alarm System	1/1/2007	10	FY2017		50,000			
Police	BP-12	Cruiser Video Recorders	7/1/2011	5	FY2017		60,000			
Police	BP-16	AED Portable Defibs	7/1/2010	7	FY2017		25,000			
Police	VE-1 Lt	2011 Dodge Charger	5/27/2011	5	FY2018			35,000		
Police	VE-7 7606	2013 Ford Explorer Utility	8/20/2012	5	FY2018			44,000		
Police	VE-8	2007 B&W Radar 9000 Trailer	10/31/2007	10	FY2018			20,000		
Police	VE-12	2009 Message Board	7/1/2009	7	FY2018			18,000		
Police	VE-14	2008 Chevy Outlander (Animal Control/Detective)	12/14/2007	7	FY2018			35,000		
Police	BP-10	Portable Radios	7/1/2011	7	FY2018			65,000		
Police	VE-6 189	2008 Ford Crown Victoria	2/7/2008	5	FY2019				44,000	
Police	BP-11	Bullet Proof Vests	10/22/2008	5	FY2019				30,000	
Police	VE-2 7683	2013 Ford Interceptor	7/30/2012	3	FY2020					45,000
Police	VE-3	2010 Polaris All Terrain (ATV)/Trailer	8/26/2010	10	FY2020					15,000
Police	VE-4 4073	2010 Chevy Tahoe	3/9/2010	5	FY2020					45,000
Police	BP-3	Dispatch Equipment	1/1/2002	10	FY2018					100,000
Fire	VE-5 (E1)	1999 KME Fire Engine	4/5/1999	20	FY2020	25,000				
Fire	VE-19 A-1	2007 Ford Cut Van Ambulance	7/27/2007	10	FY2016	250,000				
Fire	VE-20 (Car 1)	2008 Ford Explorer	9/12/2008	8	FY2016	45,000				
Fire	VE-10 (H1)	1990 Scat Hovercraft	3/31/1990	25	FY2018			30,000		
Fire	VE-12	Comp Air Breathing Air Compressor	1/1/1999	15	FY2019				35,000	
Fire	VE-5 (E1)	1999 KME Fire Engine	4/5/1999	20	FY2020					TBD
Technology		Computer Replacement			FY2016	31,000	32,000	33,000	34,000	35,000
Technology		Dispatch Radio Equipment			FY2016	75,000	50,000	150,000	25,000	200,000
Schools		Building Maintenace and Repairs			FY2016	40,000	40,000	40,000	40,000	40,000
						1,169,000	941,000	975,000	713,000	920,000

Capital Planning Detail Sheets
Fiscal Years 2016 - 2020

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Road Maintenance		Fiscal Year 2016 - 2020
Department:	Highway - 422	Category/Priority 1B	Article#
Date Acquired		Item # DPW - R	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

This request is for the annual road maintenance costs. These include the purchase of materials for road work such as drainage pipes, catch basins, manholes, gravel, and crushed stone. It also pays for catch basin cleaning, guardrail repair and replacement, sidewalk repair and replacement, asphalt for pot hole repairs, asphalt for paving, preventative maintenance such as crack sealing and stone sealing, and capital improvements such as reclaiming and paving, mill and overlay, berms, and tree removal.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment							
Bldg Const/Repair/Maint							
Other	12	1,250,000	200,000	225,000	250,000	275,000	300,000

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Road Maintenance - Engineering Design Rte. 140		Fiscal Year 2016 - 2018
Department:	Highway - 422	Category/Priority 1B	Article#
Date Acquired		Item # DPW - R	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

This project is for design costs for Route 140 and would span from Narrows Road all the way to the Princeton Town Line. It would address a number of road repairs and flooding issues. The project construction costs have been approved for Transportation Improvement Program (TIP) funding. TIP is a multi-year program of capital improvements that reflect the needs of the regional transportation system. The design will be submitted in stages to the Massachusetts Department of Transportation for review, comment and approval. Once the project is placed on the TIP and the design is finalized and approved (which could take a number of years) the construction would begin and the costs would be picked up by the State. Recently a TIP project was done for South Street.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design	7,14,15	615,000	205,000	205,000	205,000		
Department Vehicles							
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	1997 Ford 6-Wheel Truck			Fiscal Year 2016
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired	3/7/1997		Item # DPW - VE-13	
Purchase [X] Lease [ ]	# of Units 1	EUL 10	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The existing truck will be more than 18 years old with over 143,000 miles and has reached its expected useful life

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	175,000	175,000				
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2006 Chevrolet 2500 Pick-Up Truck			Fiscal Year 2016
Department:	Water/Sewer		Category/Priority 1B	Article#
Date Acquired	3/3/2006		Item # DPW - VE-16	
Purchase [X] Lease [ ]	# of Units	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The existing truck will be more than 9 years old with over 125,000 miles and has reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	8/9	45,000	45,000				
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Sewer Expansion to Fitchburg		Fiscal Year FY2017 - TBD
Department:	Sewer	Category/Priority 1A	Article#
Date Acquired		Item # DPW - R	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

This project to address the issue of sewer capacity. The current five year CIP has this project on the plan but the cost is still being evaluated. The current pump station at Whitman River is in need of upgrading and the current flows at that station have reached peak levels. Capacity is not available to allow new residential, commercial or industrial users. This will have an effect on future economic growth in the Town. In addition any future senior housing built behind the senior center or elsewhere in Town will not be able to connect to the system.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment							
Bldg Const/Repair/Maint							
Other	8,14,16	2,500,000		TBD	TBD	TBD	TBD

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2005 Ford Explorer			Fiscal Year 2017
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired	7/14/2005		Item # DPW - VE-17	
Purchase [X] Lease [ ]	# of Units 1	EUL 7	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

The existing vehicle will be 11 years old and will have reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	8/9/12	35,000		35,000			
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	1992 Ford L8000			Fiscal Year 2017
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired	2/16/2000		Item # DPW - VE-22	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The existing truck will be more than 24 years old and will have reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	175,000		175,000			
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Wacker Roller			Fiscal Year 2018
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired	12/1/1992		Item # DPW - VE-30	
Purchase [X] Lease [ ]	B	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The existing piece of equipment will be more than 23 years old and will have reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	50,000			50000		
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2008 Trackless Tractor MT			Fiscal Year 2019
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired	7/10/2008		Item # DPW - VE-3	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The existing piece of equipment will be 10 years old and will have reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	140,000				140,000	
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	1988 Ferguson Roller			Fiscal Year 2019
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired	12/1/1988		Item # DPW - VE-6	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The existing piece of equipment will be more than 29 years old and will have reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	30,000				30,000	
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Sander Dump Body			Fiscal Year 2019
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired			Item # DPW - VE-15S	
Purchase [X] Lease [ ]	# of Units 1	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

The existing combination sander/dump body will have reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	40,000				40,000	
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	DPW Office & Maintenance Building (Windows & Siding)		Fiscal Year 2019
Department:	Highway - 422	Category/Priority 1B	Article#
Date Acquired		Item # DPW - BP-1	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

Finish installing windows and siding for the rear of the DPW building.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment							
Bldg Const/Repair/Maint	2	20,000				20,000	
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2009 Ford F350 Pick-Up Truck			Fiscal Year 2020
Department:	Water/Sewer		Category/Priority 1B	Article#
Date Acquired	7/6/2009		Item # DPW - VE-18	
Purchase [X] Lease [ ]	# of Units 1	EUL 10	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

The existing truck will be 10 years old and will have reached its expected useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	8,9	40,000					40,000
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Road Maintenance - Easements Rte. 140			Fiscal Year 2020 - TBD
Department:	Highway - 422		Category/Priority 1B	Article#
Date Acquired			Item # DPW - R	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

This project may require property takings, i.e. permanent/temporary construction easements.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment							
Bldg Const/Repair/Maint							
Other	7,10,14,15	600,000					100,000

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2011 Ford Taurus		Fiscal Year 2016
Department:	Police	Category/Priority 1B	Article#
Date Acquired	10/12/2010	Item # Police - VE-5	
Purchase [X] Lease [ ]	# of Units 1	EUL 7	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

This vehicle is assigned to one administrative officer and not routinely subjected to severe use or extended idle time unless providing back-up or responding to emergencies. Due to the primary function of this vehicle there is much less wear and tear and fatigue on these vehicles. Extensive corrosion to critical components due to salt and calcium used to treat roads during winter months often become the most limiting factor to the life span of the vehicle.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	12	35,000	35,000				
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2009 Ford Crown Victoria		Fiscal Year 2016
Department:	Police	Category/Priority 1B	Article#
Date Acquired	10/22/2010	Item # Police - VE-9	
Purchase [X] Lease [ ]	# of Units 1	EUL 3	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

2008 Ford Crown Victoria currently has 110,000 miles. This vehicle is assigned to the department K-9 officer. In addition to equipment used in all patrol vehicles, this vehicle is also equipped with a rear seat K-9 compartment unit and numerous specific items for training, tracking and caring for the K-9. Due to this vehicle being assigned to just one officer reaching 100,000 miles took nearly six years as opposed to a typical fleet patrol cruiser doing so in about half that time. As fleet vehicles age and mileage nears 100,000 our maintenance costs increase as we are not just replacing brakes and tires and performing periodic/preventative maintenance. We begin to repair or replace major components such as transmissions, air conditioning, and engine and suspension parts. There is also a very noticeable difference in vehicle handling characteristics as chassis components become worn and fatigued.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	12	43,000	43,000				
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2010 Ford Crown Victoria		Fiscal Year 2017
Department:	Police	Category/Priority 1B	Article#
Date Acquired	4/6/2010	Item # Police - VE-10	
Purchase [X] Lease [ ]	# of Units 1	EUL 3	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

Cruiser 78 is assigned to up to three full-time officers and may also be used by part-time officers, out-of-town officers (for traffic control details) or other full-time officers while their assigned cruiser is being serviced or in use by another officer. This cruiser is often utilized 24 hours a day when being used on all three patrol shifts. In extremely cold weather this cruiser may run constantly (to protect medical equipment or keep the cruiser clear for immediate use) for several days at a time. Due to varying road conditions ranging from asphalt to dirt roads, wear and tear on suspension and other components are extensive. As a result, vehicle manufacturers estimate that 100,000 miles of use as a fleet police cruiser is equivalent to more than 250,000 miles of use by the average vehicle owner. As fleet vehicles age and mileage nears 100,000 our maintenance costs increase as we are not just replacing brakes and tires and performing periodic/preventative maintenance. We begin to repair or replace major components such as transmissions, air conditioning, and engine and suspension parts. There is also a very noticeable difference in vehicle handling characteristics as chassis components become worn and fatigued.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	12	44,000		44,000			
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Burg/Fire Alarm System			Fiscal Year 2017
Department:	Police		Category/Priority 1B	Article#
Date Acquired	1/1/2007		Item # Police - BP-8	
Purchase [X] Lease [ ]	# of Units 1	EUL 10	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

This is hardware and software designed to detect intrusion, unauthorized entry into a building or area. These alarms are used in residential, commercial, industrial properties for protection against burglary, theft, and property damage. With this service we currently charge $200 annually.
The fire alarm system is a set of electronic devices/equipment working together to detect and alert people through visual and audio appliances when smoke/fire is present. These alarms may be activated from smoke detectors, heat detectors, water flow sensors, which are automatic or from a manual fire alarm pull station. With this service we currently charge $200 annually.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment							
Bldg Const/Repair/Maint	12	50,000		50,000			
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Cruiser Video Recorders			Fiscal Year 2017
Department:	Police		Category/Priority 1B	Article#
Date Acquired	7/1/2011		Item # Police - BP-12	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The Westminster Police Department has utilized on-board cruiser video cameras for nearly two decades. Not only does this technology enhance officer safety it has also proven to be a valuable tool for prosecution of criminal court cases. As software and camera technology improves we find the system to be more reliable and user-friendly. Our current system automatically begins recording when emergency lights are activated or upon the officer activating the function from inside the cruiser or remotely when outside the cruiser. Upon returning to the station our server checks each cruiser for any new video and automatically transfers it wirelessly to the server for secure storage. Technology is constantly improving and we look forward to new systems to protect our officers through video documentation.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	3	60,000		60,000			
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	AED Portable Defibs		Fiscal Year 2017
Department:	Police	Category/Priority 1B	Article#
Date Acquired	7/1/2010	Item # Police - BP-16	
Purchase [X] Lease [ ]	# of Units 1	EUL 7	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

Automatic External Defibrillators (AED's)
All on-duty officers carry an AED in their cruiser. These units are transferred between the cruiser and the station between shifts. They are also carried from the cruiser to medical calls, motor vehicle crashes and other locations where the officer may need to deploy the unit. Due to the nature of varying conditions these units are subjected to getting bumped and dropped and are also subjected to outdoor elements while at a scene. AED technology continues to improve resulting in more effective patient monitoring and treatment. AED's are proven life-saving devices and enhance our ability to provide the best emergency medical service to the public.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	1	25,000		25,000			
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2011 Dodge Charger		Fiscal Year 2018
Department:	Police	Category/Priority 1B	Article#
Date Acquired	5/27/2011	Item # Police - VE-1	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

This vehicle is assigned to one administrative officer and not routinely subjected to severe use or extended idle time unless providing back-up or responding to emergencies. Due to the primary function of this vehicle there is much less wear and tear and fatigue on these vehicles. Extensive corrosion to critical components due to salt and calcium used to treat roads during winter months often become the most limiting factor to the life span of the vehicle.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	12	35,000			35,000		
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2012 Ford Explorer Utility		Fiscal Year 2018
Department:	Police	Category/Priority 1B	Article#
Date Acquired	8/20/2012	Item # Police - VE-7	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

Cruiser 7606 is assigned to up to three full-time officers and may also be used by part-time officers, out-of-town officers (for traffic control details) or other full-time officers while their assigned cruiser is being serviced or in use by another officer. This cruiser is often utilized 24 hours a day when being used on all three patrol shifts. In extremely cold weather this cruiser may run constantly (to protect medical equipment or keep the cruiser clear for immediate use) for several days at a time. Due to varying road conditions ranging from asphalt to dirt roads, wear and tear on suspension and other components are extensive. As a result, vehicle manufacturers estimate that 100,000 miles of use as a fleet police cruiser is equivalent to more than 250,000 miles of use by the average vehicle owner. As fleet vehicles age and mileage nears 100,000 our maintenance costs increase as we are not just replacing brakes and tires and performing periodic/preventative maintenance. We begin to repair or replace major components such as transmissions, air conditioning, and engine and suspension parts. There is also a very noticeable difference in vehicle handling characteristics as chassis components become worn and fatigued.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	44,000			44,000		
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2007 B&W Radar 9000 Trailer		Fiscal Year 2018
Department:	Police	Category/Priority 1B	Article#
Date Acquired	10/31/2007	Item # Police - VE-8	
Purchase [X] Lease [ ]	# of Units 1	EUL 10	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The department message trailer was placed into service in 2010 as a warranty replacement for a unit which had prematurely corroded. This trailer is subjected to extreme weather and corrosive conditions much like our Message Board. This unit is stored outdoors when not being used roadside due to limited indoor storage. As the new unit began to show corrosion, we had it completed disassembled by students at Monty Tech. We then had all parts soda-blasted, primed, painted and reassembled. We have also repaired or replaced electronic components as they are beginning to fail as well. This trailer has proven to be a very effective means for slowing traffic flow as well as utilizing the attached message board for public information purposes.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	1	20,000			20,000		
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2009 Message Board			Fiscal Year 2018
Department:	Police		Category/Priority 1B	Article#
Date Acquired	7/1/2009		Item # Police - VE-12	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

Originally obtained through a Homeland Security grant in 2009, our trailer-mounted message board has become one of our most-used pieces of equipment. We have found this to be an excellent medium for informing the public of hazards, traffic pattern changes and events. The trailer operates on battery power supplied by several heavy duty batteries allowing it to be displayed roadside for several days before needing recharging. This unfortunately also lends to extreme wear and tear as it spends its entire life outside in all weather extremes as well as being exposed to salt and calcium chloride used to treat roads despite our traffic officer's efforts to keep the trailer clean and wash corrosive elements away. This unit is stored outside when not being used roadside due to limited indoor stored space.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	12	18,000			18,000		
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2008 Chevy Outlander			Fiscal Year 2018
Department:	Police		Category/Priority 1B	Article#
Date Acquired	12/14/2007		Item # Police - VE -14	
Purchase [X] Lease [ ]	# of Units 1	EUL 7	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

This vehicle is assigned to one detective and not routinely subjected to severe use or extended idle time unless providing back-up or responding to emergencies. Due to the primary function of this vehicle there is much less wear and tear and fatigue on this vehicle. Extensive corrosion to critical components due to salt and calcium used to treat roads during winter months often become the most limiting factor to the life span of the vehicle.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	12	35,000			35,000		
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Portable Radios		Fiscal Year 2018
Department:	Police	Category/Priority 1B	Article#
Date Acquired	7/1/2011	Item # Police - BP-10	
Purchase [X] Lease [ ]	# of Units 1	EUL 7	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

Portable radio technology has evolved from simply sending and receiving messages to enhancing officer safety. Our current radios have features to allow an officer to alert all other monitoring radios of an emergency by simply pressing a button. This alert will allow dispatch and other officers to hear a tone and read their radio display showing which officer has activated the alert. Current radios also have "caller-ID" technology to determine who is broadcasting a message. We look forward to GPS technology which will provide real-time locations of the radio/officer for improved officer safety. Interoperability with other public safety agencies has also improved dramatically and we expect it to continue to improve as we frequently work with other communities in daily activities as well as emergency preparedness/response.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	1	65,000			65,000		
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2008 Ford Crown Victoria			Fiscal Year 2019
Department:	Police		Category/Priority 1B	Article#
Date Acquired	2/7/2008		Item # Police - VE-6	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

2008 Ford Crown Victoria currently has 100,000 miles. This vehicle is assigned to the department K-9 officer. In addition to equipment used in all patrol vehicles, this vehicle is also equipped with a rear seat K-9 compartment unit and numerous specific items for training, tracking and caring for the K-9. Due to this vehicle being assigned to just one officer reaching 100,000 miles took nearly six years as opposed to a typical fleet patrol cruiser doing so in about half that time. As fleet vehicles age and mileage nears 100,000 our maintenance costs increase as we are not just replacing brakes and tires and performing periodic/preventative maintenance. We begin to repair or replace major components such as transmissions, air conditioning, and engine and suspension parts. There is also a very noticeable difference in vehicle handling characteristics as chassis components become worn and fatigued.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	12	44,000				44,000	
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN

Project Title:	Bullet Proof Vests			Fiscal Year 2019
Department:	Police		Category/Priority 1B	Article#
Date Acquired	10/22/2008		Item # Police - BP-11	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

Body armor manufacturers have universally adopted a five-year life expectancy for their products. Due to officer perspiration, movement, weather and wear and tear body armor must follow this replacement schedule. As ballistic protection materials improve body armor manufacturers have been able to provide a softer, thinner more comfortable product while maintaining proper ballistic protection.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	12	30,000				30,000	
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2013 Ford Interceptor			Fiscal Year 2020
Department:	Police		Category/Priority 1B	Article#
Date Acquired	7/30/2012		Item # Police - VE-2	
Purchase [X] Lease [ ]	# of Units 1	EUL 3	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

Cruiser 7606 is assigned to up to three full-time officers and may also be used by part-time officers, out-of-town officers (for traffic control details) or other full-time officers while their assigned cruiser is being serviced or in use by another officer. This cruiser is often utilized 24 hours a day when being used on all three patrol shifts. In extremely cold weather this cruiser may run constantly (to protect medical equipment or keep the cruiser clear for immediate use) for several days at a time. Due to varying road conditions ranging from asphalt to dirt roads, wear and tear on suspension and other components are extensive. As a result, vehicle manufacturers estimate that 100,000 miles of use as a fleet police cruiser is equivalent to more than 250,000 miles of use by the average vehicle owner. As fleet vehicles age and mileage nears 100,000 our maintenance costs increase as we are not just replacing brakes and tires and performing periodic/preventative maintenance. We begin to repair or replace major components such as transmissions, air conditioning, and engine and suspension parts. There is also a very noticeable difference in vehicle handling characteristics as chassis components become worn and fatigued.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	12	45,000					45,000
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2010 Polaris All Terrain (ATV)/Trailer			Fiscal Year 2020
Department:	Police		Category/Priority 1B	Article#
Date Acquired	8/26/2010		Item # Police - VE-3	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

The request is to replace an enclosed trailer. . This is an enclosed trailer used to carry an ATV specialty vehicle used for rescue on frozen lakes and wooded areas. This allows for the ability for rapid deployment and rescue in wooded area's or locations not attainable by cruiser.

This unfortunately also lends to extreme wear and tear as it spends its entire life outside in all weather extremes as well as being exposed to salt and calcium chloride used to treat roads despite our traffic officer's efforts to keep the trailer clean and wash corrosive elements away. This unit is stored outside when not being used due to limited indoor stored space.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	15,000					15,000
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2010 Chevy Tahoe			Fiscal Year 2020
Department:	Police		Category/Priority 1B	Article#
Date Acquired	3/9/2010		Item # Police - VE-4	
Purchase [X] Lease [ ]	# of Units 1	EUL 5	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

Cruiser 4073 is assigned to up to three full-time officers and may also be used by part-time officers, out-of-town officers (for traffic control details) or other full-time officers while their assigned cruiser is being serviced or in use by another officer. This cruiser is often utilized 24 hours a day when being used on all three patrol shifts. In extremely cold weather this cruiser may run constantly (to protect medical equipment or keep the cruiser clear for immediate use) for several days at a time. Due to varying road conditions ranging from asphalt to dirt roads, wear and tear on suspension and other components are extensive. As a result, vehicle manufacturers estimate that 100,000 miles of use as a fleet police cruiser is equivalent to more than 250,000 miles of use by the average vehicle owner. As fleet vehicles age and mileage nears 100,000 our maintenance costs increase as we are not just replacing brakes and tires and performing periodic/preventative maintenance. We begin to repair or replace major components such as transmissions, air conditioning, and engine and suspension parts. There is also a very noticeable difference in vehicle handling characteristics as chassis components become worn and fatigued.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	45,000					45,000
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Dispatch Equipment		Fiscal Year 2020
Department:	Police	Category/Priority 1B	Article#
Date Acquired	1/1/2002	Item # Police - BP - 3	
Purchase [X] Lease [ ]	# of Units 1	EUL 20	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The primary tool of the Dispatch is the dispatch console. The dispatch console is a system that interfaces to the radio system, allowing the dispatcher to communicate directly with all police officers, firefighters, and EMS personnel, and others in order to coordinate their activities. Dispatch uses various hardware and software to create dispatch.
The existing two-position, analog-based public safety dispatch console is almost twenty years old (Installed in 1996 but of older design) and is experiencing significant maintenance issues. There is no additional space available for needed expansion, which has resulted in a "patched" system of critical two-way radios and computer equipment. Some components are no longer manufactured, requiring innovative attempts to keep essential components operational. All police, fire, emergency medical services and public works personnel and equipment are dispatched from the Town's public safety dispatch center, located within the Police Department. This essential equipment is relied upon and expected to be fully operational on a 24/7 basis.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	3	100,000					100,000
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	1999 KME Fire Engine			Fiscal Year 2016
Department:	Fire		Category/Priority 1B	Article#
Date Acquired	4/5/1999		Item # Fire - VE-5	
Purchase [X] Lease [ ]	# of Units 1	EUL 20	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The request is money to refurbish Engine 1. This is a primary response vehicle and is used multiple times a day. It responds to medical, fire and other emergency related calls. It is used for hazardous material clean ups and various other duties. The purpose of this money will be mitigate corrosion and to extend the useful life of the vehicle.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	12	25,000	25,000				
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2007 Ford Cut Van Ambulance		Fiscal Year 2016
Department:	Fire	Category/Priority 1B	Article#
Date Acquired	4/5/1999	Item # Fire - VE-19	
Purchase [X] Lease [ ]	# of Units 1	EUL 10	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

This is a scheduled replacement on the Capital Improvment Plan. The vehicle being replaced is a 2007 Ford Cut Van Ambulance. This is one of two Ambulances that serves the community. This maintenance on this vehicle is increasing and has had several motor and suspension issues. The Ambulance provides Advanced Life Support for the residents. The average response time from initial call to arrive on scene is 4 minutes which exceeds the current industry standard. This vehicle is required to perform at peak performance at all times. It is showing its age as is no longer as reliable as needed.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	13	250,000	250,000				
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	2008 Ford Explorer			Fiscal Year 2016
Department:	Fire		Category/Priority 1B	Article#
Date Acquired	9/12/2008		Item # Fire - VE-20	
Purchase [X] Lease [ ]	# of Units 1	EUL 8	Trade In Yes [X] No [ ]	Trade in Amount $2, 000

Description and Justification

This request is to replace the 2008 Ford Explorer. This vehicle is the primary vehicle for the Fire Chief and is used as a first response vehicle. This vehicle is use for responding to numerous medical, fire and rescue calls. One of two command and control vehicles that contains radio and communication equipment used during major incidents. The vehicle incurs excessive wear due to the nature of the job. It experiences long idle times and frequent above average driving conditions.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	45,000	45,000				
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	1990 Scat Hovercraft		Fiscal Year 2018
Department:	Fire	Category/Priority 1B	Article#
Date Acquired	3/31/1990	Item # Fire - VE-10	
Purchase [X] Lease [ ]	# of Units 1	EUL 10	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The request is to replace the 1990 Hovercraft. This is a specialty vehicle used for rescue on lakes and thin ice. Allows for the ability for rapid deployment and rescue far from shore while providing a safe platform for the rescuers. The fire department is researching alternative options for replacing this item - this may be replaced with somethign else.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	1	30,000			30,000		
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Air Breathing Compressor and Filling Station			Fiscal Year 2019
Department:	Fire		Category/Priority 1B	Article#
Date Acquired	1/1/1999		Item # Fire - VE-12	
Purchase [X] Lease [ ]	# of Units 1	EUL 15	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The request is to replace Air Breathing Compressor and Filling Station. This equipment is used to re-fill the SCBA bottles with breathable air as per the NFPA standards. The filling station must withstand a failure of 5000 psi. This equipment will be 20 years old at replacement time and will be at the end of its estimated useful life.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	1	35,000				35,000	
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	1999 KME Fire Engine			Fiscal Year 2020 - 2024
Department:	Fire		Category/Priority 1B	Article#
Date Acquired	4/5/1999		Item # Fire - VE-5	
Purchase [X] Lease [ ]	# of Units 1	EUL 20	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The request is money to replace Engine 1. This is a primary response vehicle and is used multiple times a day. It responds to medical, fire and other emergency related calls. It is used for hazardous material clean ups and various other duties.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles	14	600,000					120,000
Department Equipment							
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Dispatch Radio System			Fiscal Year 2016 - 2020
Department:	Technology		Category/Priority 1B	Article#
Date Acquired			Item #	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

The request is to replace radio communication equipment currently utilized by Police, Fire and DPW.

FY2016 - setup another repeater site on Goodrich Dr. (includes repeater for police/fire, enclosure, antenna, battery backup
FY2017 - upgrade repeater at Franklin Rd and setup another receiver at Overlook Middle School
FY2018 - inspect tower on South Ashburnham Rd and install 3 repeaters, MicroWave Connection, Outdoor Enclosure, Generator
FY2019 - replace Emergency Managment repeater in the Academy Hill Barn
FY2020 - replace tower at the public saftey building and new radio consoles

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	3	375,000	75,000	50,000	150,000	25,000	200,000
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	Computer Replacement			Fiscal Year 2016 - 2020
Department:	Technology		Category/Priority 1B	Article#
Date Acquired			Item #	
Purchase [X] Lease [ ]	# of Units	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Description and Justification

The request is for the annual computer replacement program. This covers computer equipment, printers and software for all town departments.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment	12	165,000	31,000	32,000	33,000	34,000	35,000
Bldg Const/Repair/Maint							
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

CAPITAL IMPROVEMENT PLAN
DETAIL SHEET

Project Title:	School Capital Projects		Fiscal Year 2016
Department:	Meetinghouse & WES	Category/Priority 1B	Article#
Date Acquired		Item #	
Purchase [X] Lease [ ]	# of Units 1	EUL	Trade In Yes [ ] No [X]	Trade in Amount $

Insert Picture

Description and Justification

The request is for roof repairs at Westminster Elementary - the roofing membrane has shrunk resulting in seams pulling apart. The proposed solution includes:

- Removing existing downspouts
- Install heat trace tape on the roof and ensure fascia is properly utilized
- Solicit an energy audit to assess the efficiency in the attic space over the 4th and 5th grade space.
- The roof line behind the 4th grade space includes both a slanted and flat roof. At time, large icicles form and fall off the slanted roof and pierce the rubber membrane on the flat roof. A solution would be researched (such as placing some sort of concrete blocking) in this area so that the icicles hit concrete and not penetrate the rubber membrane.

RECOMMENDED FUNDING

	Source of Funds	Total Cost	Estimated Expenditures by Fiscal Year				
			2016	2017	2018	2019	2020
Feasibility Study							
Design							
Department Vehicles							
Department Equipment							
Bldg Const/Repair/Maint	2	40,000	40,000	0	0	0	0
Other							

Funding Source Legend

(1) Capital Equipment Stabilization	(2) Building Stabilization	(3) Technology Stabilization	(4) General Stabilization
(5) Free Cash	(6) Pension/Retirement Stabilization	(7) Road Stabilization	(8) Sewer Enterprise Fund
(9) Water Enterprise Fund	(10) Ch 90	(11) Transfer Station Enterprise Fund	(12) Raise & Appropriate
(13) Ambulance Receipts	(14) Borrowing	(15) Other	(16) Grant

Town of Westminster
Appendix
Financial Policies

TOWN OF WESTMINSTER
Capital Improvement Budget Policies
Updated as of 9/16/14

Purpose:

The Capital Improvement Plan (CIP) is a multi-year plan used to determine the financing and timing of capital projects for the Town of Westminster. It contains a list of capital projects proposed for the Town within the next five years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP provides an overview of each proposed project and lists the cost, funding method and the fiscal year the estimated expenditures will take place.

Policy:

1. The Town will develop a multi-year capital plan following the Town's adopted financial policies and priorities. The Capital Planning Committee may consider items not currently on the multi-year capital plan in order for the Town to take advantage of time sensitive opportunities, alternative funding sources, and in cases of public safety.

2. The Town Capital Planning Committee will recommend an annual capital budget based on the multi-year capital improvement plan.

3. The Town departments, Committees and Boards will develop their capital equipment replacement plan to be included in the multi-year capital plan. Additionally, the Departments, Committees, and Boards should estimate any additional maintenance costs on that equipment, to be included in the development of the Town's operating budget.

4. Capital needs shall be identified and placed on the capital plan regardless of funding source. No additional capital equipment shall be acquired outside of the capital plan. (For example, donated, department transfer, and grant funded purchases).

5. The Town will maintain all its assets at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.

6. The Town, as part of its capital planning process, will project its equipment replacement and maintenance needs for at least the next 5 years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.

7. The Capital Planning Committee will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Town Meeting for approval.

8. The Capital Planning Committee will determine the least costly financing method for all new projects.

9. Future capital requests that are targeted for funding from Stabilization Funds should be noted in the CIP. The CIP should also show the current Stabilization Fund balances and the balances based on the future capital requests.

10. If capital equipment is acquired for free, it should be replaced for free to prevent fleet creep.

11. For seldom used equipment, departments should look into renting, leasing or borrowing equipment when possible.

TOWN OF WESTMINSTER
Debt Management Policy
Updated as of 9/16/14

Purpose:

- To establish criteria for the issuance of debt obligations so as not to exceed acceptable levels of indebtedness,
- To incorporate the Town's Capital Improvement Plan, which reflects a commitment to meet infrastructure needs through a planned program of future financing,
- To make available to investors and rating agencies evidence of the Town's commitment to financial management, and
- To state the guiding principles and general policies related to debt management.

Policy:

1. The Town will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues

2. On an annual basis, the Town Treasurer in conjunction with the Town Accountant and Capital Planning Committee will evaluate debt-funding scenarios, including proposed lease-purchase financings, as part of its annual Five-Year Capital Improvement Program process in order to prioritize future financing needs.

3. Total annual debt service for general obligation debt (principal & interest) should not exceed 5% of total annual estimated operating revenue[1].

4. Total general-obligation debt will not exceed that provided in the state statue under Mass General Laws Chapter 44 Section 10 which is 5% of Equalized Valuations[2].

5. The Town will finance capital projects through the issuance of debt for the shortest period practical but in any event not in excess of the anticipated useful life of the financed asset.

6. Where possible, the Town will use special assessment, revenues or other self-supporting bonds, instead of general obligation bonds.

7. The Town will not fund current operating expenditures through the issuance of debt (other than in connection with the issuance of tax anticipation notes).

8. During emergency situations, the Town may issue debt to provide emergency infrastructure repairs or replacement.

9. The Town may issue bond anticipation notes as a form of short-term permanent financing (generally up to five years under the current statutes) by renewing the notes over a number of years and reducing the principal amount of notes on renewal.

10. When bond anticipation notes are issued on capital projects that require long term financing, the Town will retire bond anticipation debt within six months after completion of the project.

11. The Town will maintain good communications with bond rating agencies about its financial condition. The Town will follow a policy of full disclosure on every financial report and bond prospectus per SEC regulations.

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[1] Total annual estimated operating revenue is the Towns combined estimated local receipts, state aid & property taxes
[2] An estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date

TOWN OF WESTMINSTER
Reserve Policy
Updated as of 9/16/14

Purpose:

- To establish criteria for determining target balances for free cash and stabilization funds.
- To improve financial planning and help preserve the Town's financial position and credit rating.
- To incorporate funding of the Town's Capital Improvement Plan, which reflects a commitment to meet infrastructure needs through a planned program of future financing.

Free Cash Policy:

1. The Town will strive to generate an annual certified free cash balance in an amount equal to 3 to 5 percent of its total annual estimated operating revenue[1].

2. Free cash will be considered a non-recurring revenue source and should only be used to fund one- time expenditures, a capital purpose or to replenish other reserves and should not be used to directly supplement current year departmental operations.

3. Free cash will not be depleted in any years, so that the following year's calculation will begin with a positive balance. A minimum balance of $250,000 should be maintained annually.

4. The use of free cash requires an appropriation by Town meeting and must never be used unless certified by the Department of Revenue.

5. If free cash is used to stabilize the tax levy, the Town should retain an incrementally larger portion of free cash as unexpended to either serve as a beginning point in the subsequent year's free cash calculation, or to fund one-time capital purchases or the stabilization fund. For example when distributing the certified free cash to the stabilization funds the amount of free cash held back should include the amount forecasted to be used in the next fiscal year to stabilize the tax levy and the minimum balance amount listed above.

Stabilization Fund Policy:

1. The Town will strive to maintain minimum stabilization fund balances as follows:

Stabilization Fund- General	$1.000,000
Stabilization Fund-Capital Equipment	$200,000
Stabilization Fund-Building Maintenance	$100,000
Stabilization Fund-Technology	$50,000
Stabilization Fund-Other Post-Employment Benefits	$50,000
Stabilization Fund-Road Maintenance	$50,000

(The total combined balances in all funds may not exceed 10% of Equalized Valuation[2])

2. The Town will restrict the use of stabilization funds to non-recurring expenditures and capital needs.
3. In accordance with Mass General Law, all appropriations into and out of the stabilization funds require a 2/3 vote of Town meeting.
4. Expenditures from stabilization funds shall be restricted to the specific purpose for which the fund was established (unless a transfer to another existing stabilization fund) and may include debt service.

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[1] Total annual estimated operating revenue is the Towns combined estimated local receipts, state aid & property taxes
[2] An estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date