

5-YEAR CAPITAL IMPROVEMENT PLAN

TOWN OF HOLLISTON



FY2023 TO
FY2027

JUNE 17, 2022

TOWN OF HOLLISTON, MA
www.townofholliston.us



Town of Holliston, Massachusetts
Five Year Capital Improvement Plan
Fiscal Years 2023 – 2027

Executive Summary

Town Administrator Submittal Letter	pg. 3
Capital Overview	pg. 4
Capital Budget Procedures, Schedule & Funding Mechanisms	pg. 5
FY2023 Capital Reserve Balances – June 30, 2022 (projected)	pg. 8
FY2023 Capital Budget Requests – May 2022 ATM & Oct. 2022 FTM	pg. 10

FY2023 – FY2027 Capital Requests

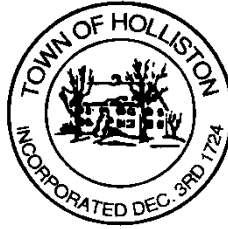
Summary of Requests FY2023 – FY2027, by Department (or Service Area)	pg. 11
Details & Narratives of Requests, by Department (or Service Area)	pg. 15

Debt Information

Debt Management, Limits & Policies	pg. 39
Credit Rating (Standard & Poor's April 2021 Rating Report)	pg. 39
Projected Debt Service, Explanation of Assumptions from 5-Year CIP	pg. 40
Debt Service Table, including Projected Debt	pg. 42
Debt Service Charts, based on Debt Service Table	pg. 43

Appendices

Appendix A: Capital Planning Studies – Links to Final or Interim Reports	pg. 46
Appendix B: Grant Funded Capital Projects (FY2019 – FY2022)	pg. 50



To: Ben Sparrell, Select Board Chair
Cynthia Listewnik, School Committee Chair
Ken Szajda, Finance Committee Chair
From: Travis Ahern, Town Administrator
Date: June 17, 2022
Re: FY2023 – FY2027 Capital Improvement Plan

I am pleased to submit the second iteration of a 5-Year Capital Improvement Plan document for the Town of Holliston, covering the fiscal years of FY2023 to FY2027. Since the creation of last year's document, the Town of Holliston has been upgrade from AA+ to AAA from Standard and Poor's (S&P), see Debt Section on pg. 39.

This document is intended to guide the Town's decision-making process as it relates to maintaining, improving and/or replacing capital assets, by providing a comprehensive review of capital needs at this specific point in time. For any terms used within this document that require further clarifications to the reader, please refer to the [Town's Financial Glossary \(link\)](#).

This report should serve to identify the most immediate capital needs of the Town, in this case fiscal year 2023, while placing these needs in perspective with long-term capital needs that the Town can reasonably foresee and plan for. Capital Budget Articles (capital equipment, etc.) for May and Oct. 2022 are summarized on pg. 10.

Please note, any costs for future projects are estimates only and all costs are subject to change, though when appropriate, inflation is assumed for future years.

Also included are the Town's [financial policies \(link\)](#), asset inventory schedules (pg. 11-14), debt schedules and long-term debt (pg. 39), and history of capital expenditures funded through grants (pg. 50). Having this information centralized in one annual document provides for a broad analysis of the Town's capital needs.

The Town has seen the debt on past capital projects mature in the past two (2) fiscal years, while also focusing primarily on funding capital needs through the Capital Expenditure Fund and use of Free Cash. But with more significant capital needs on the horizon (i.e. High School, DPW Facility, horizontal infrastructure, etc.) it is time for the Town to tie a financing plan to the mounting capital needs.

With this update to the 5-Year CIP document, it is my sincere hope that the Town of Holliston can accomplish an impressive amount of capital maintenance, improvements, and replacements with a plan that focuses on mitigating the impacts to the average Holliston tax payer.

CC: Town Moderator
Town Clerk
Treasurer/Collector
Town Accountant

CAPITAL OVERVIEW

The Capital Improvement Plan (CIP) is a five-year projection of capital needs for maintaining and upgrading the Town's physical assets. It provides detailed information concerning those capital requests for the upcoming fiscal year; summary information for the following four fiscal years is provided to identify current projections of the level of capital outlay that will be required in future years.

Please note: for this upcoming fiscal year (FY2023) the five-year CIP recognizes that Town Meeting may need to appropriate funds at either the:

- **Annual Town Meeting: May 9, 2022**
- **Fall Town Meeting: October 17, 2022**

The Select Board, School Committee and Finance Committee all play integral roles in identifying the capital needs of the Town and performing the due diligence (with Town and School staff) necessary to ensure that the right prioritization is placed on capital needs as related to available resources.

The Town's physical resources are a major component of the Town's overall financial assets and represent a significant investment of public funds. As such, the Town must adequately maintain and update its capital assets.

In November 2021, the Town updated its [Financial Policies, including capital planning and debt management policies \(link\)](#). Best practices for capital management require that a Five-Year Capital Improvement Plan document be issued annually. In addition, capital funding and debt management policies were developed to appropriately balance total debt and capital costs with all tax implications and other revenue sources.

The Town has made great strides over the last few years in increasing the funding available for capital, namely through building the balance of the Capital Expenditure Fund (an assigned fund balance specifically intended for capital expenditures – definition below). This fund balance has been maintained and **increased** despite the continued regular investment in the Town's fleet schedule (Police, Fire, DPW) and continued maintenance of municipal and school facilities.

Definition of Capital Projects

Capital items shall be defined as follows:

- Items requiring an expenditure of at least \$10,000 and having a useful life of more than five (5) years – with the exception of information technology that may have a useful life of as little as three (3) years
- Capital planning processes necessary to initiate capital projects (i.e. design/engineering, etc.)
- Projects consisting of real property acquisitions, construction, capital asset improvements, capital equipment with an extended life, or major maintenance/repair of an existing capital item, as distinguished from a normal operating expenditure
- Items obtained under a long-term lease (i.e. lease-to-own agreements)
- Bulk purchases of similar items, such as technology and furniture purchases, shall be aggregated and the total considered a capital item (i.e. 500 computer tablets at \$250 can be considered a capitalized expenditure of \$125,000)

DEVELOPMENT OF THE 5-YEAR CIP (FY2023-2027)

In 2017 Holliston engaged the Collins Center for Public Management to assess the capital needs of the Town and develop a 5-year needs assessment. This needs assessment was one building block in the development of the first Five-Year Capital Improvement Plan (for FY2022 – FY2026) but has ultimately been replaced by shifting the “ownership” of the capital document to Departments Heads, Boards, and Committees who now annually bring forward needs in the best interests of the Town of Holliston and its future.

The requests reflected in this document have been assembled and summarized by the Town Administrator and presented to the Select Board, School Committee and Finance Committee.

CAPITAL BUDGET PROCEDURES

The Town of Holliston operates under state statutes and Town by-laws. Specifically, the Town employs a Select Board / Open Town Meeting / Town Administrator form of town government.

The proposed annual budget of the town is assembled by the Town Administrator. The Select Board prepares the Annual and Fall Town Meeting Warrants which include the omnibus budget and capital budget for review and recommendation by the Finance Committee to Town Meeting. The Finance Committee is responsible for making recommendations to Town Meeting in relation to any article with financial implications.

The capital budget is presented in a separate five-year document and is also included as a separate section of the Town’s budget and Warrant documents. It provides detailed information concerning those capital requests for the upcoming fiscal year; summary information for the following four fiscal years is provided to identify current projections of what level of capital outlay will be required in future years.

All capital requests are categorized into major categories, which are methods of how the items will be voted and funded at Town Meeting. The categories are:

- **Capital Outlay** – found in certain budget categories within the Omnibus Budget (DPW, Technology, etc.)
- **Warrant Article Capital Projects / Equipment** – requests for major construction, repair projects or large equipment which are over \$10,000 in cost. The items proposed for funding in this category are summarized in either a capital project or capital equipment article for Town Meeting action
- **Capital Projects to be funded by Borrowing** – requests for large construction projects that are to be financed over a period of years. Items to be financed through long term debt must receive Town Meeting approval authorizing the borrowing of funds

For any capital that is funded by **exempt** debt, additional approval is required by the voters at the ballot (in addition to Town Meeting vote). The Town’s policy is to seek a **debt exclusion** ([see Glossary for definition – link](#)) for borrowing authorizations over \$1 million (see pg. 39)

The School Committee reviews and prioritizes School Department capital projects, and the Select Board reviews and proposes all other capital projects, as well as overall funding, for presentation to Town Meeting, with a recommendation from the Finance Committee.

ANNUAL CAPITAL BUDGET SCHEDULE

June

- The 5-Year CIP document is produced annually, but in the lead up to both the Annual Town Meeting in May and Special Town Meeting in October, needs/prioritization of projects may change, as well as the projected costs; updated in December (see below)

November

- All departments are requested to prepare and submit their five-year capital requests with detail provided on each request
- During this period the Town Administrator provides the initial budget guidelines, including capital funding, for the upcoming fiscal year
- Reviews of requested capital items are conducted with municipal departments to understand the requested projects
- School administration considers their capital requests which are included in the final capital budget document

December

- Update to 5-Year CIP document produced
 - Document includes Town's capital financial policies, asset inventory schedules, long term debt financial policies, debt schedules and history of capital expenditures
 - Distributed to Town and School officials and Finance Committee
- The Town Administrator continues the capital budget discussions and determines available funds for capital.
 - Capital Expenditure Fund and Free Cash availability
 - Debt schedules and projections
 - Any additional funding available for capital
- Reviews of requested capital items are conducted with municipal departments to determine the overall priorities which will be presented for approval
- The School administration prioritizes their capital requests

January / February

- Capital requests are prioritized per available funding
- Select Board votes approval of preliminary capital budget articles to be put forth to Finance Committee for recommendation to Town Meeting
- Specific items are subject to change depending on receipt of new information
- Review of items with Finance Committee

March / April

- Capital reviewed and approved by the Select Board after Warrant is closed
- Finance Committee votes recommendation on Select Board capital budget article(s)

May Annual Town Meeting & October Special Town Meeting

- Town Meeting votes on capital articles

FUNDING OF CAPITAL PROJECTS

Capital projects can be financed in a number of ways in municipal government. An appropriate balance of financing options is important to maintain an ongoing program and limit the Town's risk.

1. Pay-as-you-go financing

Tax Revenue – annual revenue from the total tax levy can be used to fund capital items. Town Meeting vote: simple majority.

Free Cash – certified as of July 1 by MassDOR's Division of Local Services (DLS). Free Cash is a portion of the Town's unassigned fund balance calculated as of July 1 after the prior year's books are closed that is available for appropriation. Free Cash should not be used for operating budgets, but is an entirely appropriate revenue source for non-recurring capital items. Town Meeting vote: simple majority.

Capital Expenditure Fund – Funding for annual capital expenditures may come from the Capital Expenditure Fund. See pg. 8 for balances. Town Meeting vote: 2/3 majority.

Community Preservation Fund – The Fund represents a surcharge on tax bills (i.e. these are tax dollars) but the funds are set aside for specific purposes (open space, recreation, etc.) and are overseen by the Community Preservation Committee (CPC).

Water Enterprise Fund – the Retained Earnings (a similar term to "free cash" in the General Fund, and certified at the by DLS at the same time) and user fees are used to fund capital items for water system operations. Town Meeting vote: simple majority.

2. Debt Financing (see pg. 39)

Borrowing Approved within Proposition 2 ½ – for large construction, infrastructure and land purchase projects, general obligation bonds are issued. Funding for annual debt service comes from annual budget within the tax levy.

Borrowing Approved as Exempt to Proposition 2 ½ – for large construction, infrastructure and land purchase projects, general obligation bonds are issued. Funding for annual debt service is raised through additional tax revenue raised outside the limits of Proposition 2 ½ (exempt debt), but only for the life of the borrowing.

Water Enterprise Fund Borrowing – For large water infrastructure projects, general obligation bonds are issued. Funding for annual debt service is fully supported by water user fees.

3. Other Sources

Other funding sources may include state and federal grants and available funds, such as revolving funds, trust funds, and other restricted accounts.

Summary of Funding: A mix of pay-go and debt financing allows the Town to control (or limit) the amount that is spent on interest payments, while maintaining flexibility to meet capital needs. The Town of Holliston has, in the past few years, maintained a significant portion of its annual tax revenue appropriation for direct payment of capital expenses or for contribution to the Capital Expenditure Fund; the May 9, 2022 Annual Town Meeting raised \$1.875 million from the Tax Levy for the Capital Expenditure Fund, up from prior year's contribution of \$1.75 million. The Town has generally followed up the May contribution with a Free Cash contribution in October, and from FY19-22, the average total contribution to the CapEx fund is over \$3.5 million annually, see Capital Expenditure Fund Activity Table (below).

Direct Free Cash use has not historically been utilized in Holliston to pay for capital items, though since the adoption of the Municipal Modernization Act, this is also now a viable option that can and will be considered.

CAPITAL RESERVE BALANCES

Pay-as-you-go Capital

1. Capital Expenditure Fund (CapEx)

Capital Expenditure Fund Activity

FY	Balance	Transfer In	Cell Towers	Interest	Transfer Out	Balance 6/30
2011	\$ 931,566	\$ 686,000	\$ 54,552	\$ 3,114	\$ 444,179	\$ 1,231,053
2012	\$ 1,231,053	\$ 350,000	\$ 65,510	\$ 6,027	\$ 350,000	\$ 1,302,590
2013	\$ 1,302,590	\$ 920,246	\$ 73,390	\$ 3,167	\$ 670,246	\$ 1,629,147
2014	\$ 1,629,147	\$ 1,017,193	\$ 89,093	\$ 9,070	\$ 1,158,293	\$ 1,586,210
2015	\$ 1,586,210	\$ 625,000	\$ 83,022	\$ 5,408	\$ 1,801,464	\$ 498,176
2016	\$ 498,176	\$ 1,187,878	\$ 57,258	\$ 3,596	\$ 537,037	\$ 1,209,871
2017	\$ 1,209,871	\$ 2,470,211	\$ 60,354	\$ 5,166	\$ 2,115,600	\$ 1,630,002
2018	\$ 1,630,002	\$ 1,754,437	\$ 61,907	\$ 10,819	\$ 855,330	\$ 2,601,835
2019	\$ 2,601,835	\$ 3,237,576	\$ 63,516	\$ 34,384	\$ 2,302,943	\$ 3,634,368
2020	\$ 3,634,368	\$ 4,217,154	\$ 69,213	\$ 54,603	\$ 1,472,144	\$ 6,503,194
2021	\$ 6,503,194	\$ 3,491,351	\$ 69,263	\$ 23,351	\$ 3,060,827	\$ 7,026,332
2022*	\$ 7,026,332	\$ 3,150,000	\$ 65,348	\$ 42,334	\$ 1,883,328	\$ 8,400,686 *

**FY2022 CapEx balance not final; through March 31, 2022 with Annual Town Meeting activity*

Summary: The "Transfer In" column generally includes (1) "raise & appropriate" (i.e. taxation) which is usually appropriated at the Annual Town Meeting in May, and (2) "Free Cash" which is appropriated at the Fall Town Meeting in October, after the State (MassDOR's Division of Local Services) certifies the Town's cash balances.

The "Transfer Out" column represents the use of the CapEx fund to support the capital needs (purchase of capital equipment, funding of capital projects, etc.) of the Town on an annual basis and has historically been approved by both Annual and Fall Town Meeting.

2. Free Cash Certification – FY23 amount (as of 7/1/22) expected to be certified by DLS in October 2022.

Summary: MassDOR's DLS certifies the Town's Free Cash on an annual basis. The Town has historically used Free Cash at its Special Town Meeting in October, and has used a significant portion to fund the CapEx fund as a way to prepare for the capital needs of the Town.

Free Cash is a portion of the Town's unassigned fund balance, as audited by the Town's independent auditor annually. Free Cash can be appropriated by a majority vote of Town Meeting.

The Town generates annually Free Cash when revenues come in higher than the revenue assumptions used to build the budget or when expenditures are less than budgeted.

FY	Certified July 1	% of Tax Levy
2012	\$ 1,084,078	2.96%
2013	\$ 1,819,966	4.81%
2014	\$ 1,358,776	3.46%
2015	\$ 690,000	1.70%
2016	\$ 2,083,684	4.87%
2017	\$ 2,005,149	4.52%
2018	\$ 2,273,203	4.89%
2019	\$ 3,022,466	6.31%
2020	\$ 3,067,104	6.11%
2021	\$ 2,654,475	5.20%
2022	\$ 3,657,905	6.92%

3. Raise & Appropriate – requires Tax Levy Capacity after Omnibus Budget approval.

At the Annual Town Meeting on May 9, 2022, \$1.875 million was raised from Tax Levy into the Capital Expenditure Fund. This capacity within the Prop. 2 ½ revenues for FY2022 provides the Town with the future flexibility to consider adding non-excluded debt service to the Omnibus Budget.

4. Borrowing – General Obligation Bonds

See page 39 for current debt modeling and the debt policy for the Town.

CAPITAL BUDGET REQUESTS – FY2023

Approved at 2022 Annual Town Meeting (May 9, 2022) & Proposed for 2022 Fall Town Meeting (Oct. 17, 2022)

Service Area	Description	Funding Source	May 2022 ATM	Oct. 2022 FTM	FY2023 Projected Total
Finance	Microfiche (Microfilm) Machine and accessories	CapEx	\$ 10,000		
Fire	Skid Unit - Brush Truck	CapEx	\$ 16,250		
Ambulance	Mechanical CPR Device	CapEx	\$ 15,950		
Police	Cruisers	CapEx		\$ 165,435	
Police	Digital Recorder/Camera System	CapEx		\$ 75,000	
Police	Taser ECWs (27) - Fully Equipped	CapEx		\$ 40,500	
Pub. Safety	TAC - Signs & Equipment (Sign Audit - MUTCD)	CapEx		\$ 30,000	
Facilities	Town Hall Exterior Painting	CapEx	\$ 65,000		
Facilities	Town Hall HVAC	CapEx	\$ 12,150		
Facilities	COA Exterior Improvemnts (incl. drainage)	CapEx	\$ 60,000		
Facilities	Fire - Central Street - Front Entrance	CapEx	\$ 120,000		
Facilities	Fire - Central Street - HVAC	CapEx		\$ 10,000	
Facilities	Town Hall Generator	CapEx		\$ 75,000	
Facilities	COA HVAC	CapEx		\$ 10,000	
DPW (Hwy)	Replace S-33 1997 5-Ton Trailer	CapEx	\$ 16,250		
DPW (Hwy)	Replace S-28 2000 Asphalt Roller	CapEx	\$ 24,000		
DPW (Hwy)	Replace G-7 1997 Leaf Vacuum	CapEx	\$ 13,005		
DPW (Hwy)	Replace S-12 2007 International Dump Truck	CapEx	\$ 249,950		
DPW (Hwy)	Replace G-6 2001 JD Tractor	CapEx		\$ 55,000	
DPW (Hwy)	Replace G-4 1992 John Deere Tractor	CapEx		\$ 77,000	
DPW (Hwy)	New - Grounds Equipment - Rake-O-Vac	CapEx		\$ 44,640	
Schools	Technology Infrastructure	CapEx	\$ 275,000		
Schools	Indoor Cameras	CapEx	\$ 20,000		
Schools	Technology - Auditorium Stage Lighting	CapEx		\$ 150,000	
Schools	Technology - Grade 5 & 8 Chromebooks	CapEx		\$ 126,500	
Schools	Technology - K Chromebooks	CapEx		\$ 60,000	
CapEx Subtotal			\$ 897,555	\$ 919,075	\$ 1,816,630
Water	Chevy Pick-Up with equipment (new)	Water RE	\$ 54,000		
Water	Mini Excavator	Water RE	\$ 66,000		
Water	Tilt Trailer	Water RE	\$ 16,250		
Water	Replace Ford 2015 F350 - F450	Water RE		\$ 75,000	
Water	Replace Ford 2008 F350 - F350	Water RE		\$ 60,000	
Water	Ford F550 Dump Truck (new)	Water RE		\$ 66,000	
Water Subtotal			\$ 136,250	\$ 201,000	\$ 337,250
<i>Approved Capital Budget for May 2022 ATM</i>			\$ 1,033,805		
<i>Projected Capital Budget for Oct. 2022 FTM</i>				\$ 1,120,075	\$ 2,153,880

**5-Year Capital Improvement Plan - Summary
FY2023 to FY2027**

#	Capital Project Requests	Proj. Funding Source	FY2021 Approved	FY2022 Approved	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	5-Year Total
Misc. Select Board										
	BSC-1 Blair Square Enhancements - Planning & Design	Op. Budget		\$ 45,000						\$ -
1	BSC-2 Blair Square Enhancements - Construction	CPC			\$ 568,785					\$ 568,785
	TC-1 Microfiche (Microfilm) Machine	CapEx			\$ 10,000					\$ 10,000
	PINE-4 Pinecrest Grounds Improvements (Incl. Drainage)	Revolving			\$ 250,000					\$ 250,000
	CEM-1 Cemetery Restoration - Town-owned	CPC			\$ 500,000					\$ 500,000
	SW-REC-1 Trash and Recycling Carts	CapEx					\$ 347,875			\$ 347,875
	BOS-FAC-1A 9 Green Street - Design/Planning	Free Cash	\$ 54,900							\$ -
2	BOS-FAC-1B 9 Green Street - Demolition / Construction	CapEx		\$ 418,500	\$ -					\$ -
Subtotal - Misc. Select Board			\$ 54,900	\$ 463,500	\$ 1,328,785	\$ -	\$ 347,875	\$ -	\$ -	\$ 1,676,660
Facilities (Town-wide)										
	FAC-1 Facilities Mgr. Vehicle (Chevy Equinox LS)	CapEx	\$ 20,100							\$ -
	FAC-IT-1 Security Cameras - Municipal Buildings	CapEx		\$ 75,000						\$ -
	FAC-IT-2 Town Hall Doors - Electronic Access - Mechanical Locks	CapEx		\$ 10,000						\$ -
	FAC-1750-1 1750 Washington - Safety Railings	CapEx	\$ 18,600							\$ -
	FAC-1750-2 1750 Washington - HVAC "Package" Systems	CapEx		\$ 33,500	\$ 15,000			\$ 30,000		\$ 45,000
	FAC-1750-3 1750 Front Entrance Way	CapEx		\$ 45,000						\$ -
	FAC-TH-1 Town Hall Septic	CapEx	\$ 150,000							\$ -
	FAC-TH-4 Town Hall Windows - Panes & Repair	CPC	\$ 150,000							\$ -
	FAC-TH-5 Town Hall Grand Hall Floor - Repair	CPC	\$ 100,000							\$ -
	FAC-TH-6 Town Hall HVAC Replacement (phased approach)	CapEx		\$ 15,000	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 62,500
	FAC-TH-8 Town Hall Emergency Generator	CapEx			\$ 75,000					\$ 75,000
	FAC-TH-7 Town Hall Roof Replacement	CapEx						\$ 250,000		\$ 250,000
	FAC-TH-9 Town Hall Exterior Painting	CapEx			\$ 65,000					\$ 65,000
	PINE-1 Pinecrest - Kitchen Upgrades	Revolv.	\$ 9,000	\$ 9,000	\$ 9,000	\$ 39,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 75,000
	PINE-2 Pinecrest - HVAC Systems / Water Heater Replace.	Revolv.	\$ 11,710	\$ 11,710	\$ 28,310	\$ 11,710	\$ 11,710	\$ 11,710	\$ 11,710	\$ 75,150
	PINE-3 Pinecrest - Clubhouse Roof Replacement	Revolv.					\$ 45,000			\$ 45,000
	DPW-ST-2 Feasibility Study - New DPW Facility	Op. Budget		\$ 75,000						\$ -
3	DPW-FAC-1 DPW Facility Upgrades or Replacement	Borrowing			\$ 2,500,000	\$ 25,000,000				\$ 27,500,000
	PD-FAC-3 Building Battery Back-Up System	Op. Budget		\$ 13,750						\$ -
	FIRE-FAC-1 Central Fire - Rehabilitation	CapEx		\$ 50,000	\$ 120,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 520,000
	FIRE-FAC-3 Replace HVAC System at CG Fire Station	CapEx			\$ 15,000	\$ 15,000	\$ 20,880	\$ 20,880	\$ 20,880	\$ 92,640
	LIB-FAC-2 Library Front Façade	CPC	\$ 85,000							\$ -
	LIB-FAC-3 Library Interior - Carpet, Painting, Plaster, etc.	Free Cash	\$ 65,000							\$ -
	LIB-FAC-1 Library HVAC Control Mods/Energy Reduction	CapEx		\$ 15,000						\$ -
	LIB-FAC-5 Library Elevator	CapEx					\$ 75,000			\$ 75,000
	LIB-FAC-8 Library HVAC Systems	CapEx				\$ 33,100	\$ 61,500			\$ 94,600
	LIB-FAC-9 Library Windows (Historic Pres.)	CPC			\$ 100,000					\$ 100,000
	LIB-FAC-6 Library Septic Replacement	CapEx						\$ 100,000		\$ 100,000
	COA-FAC-1 Senior Ctr. Interior - painting, ceiling tiles, carpet	Free Cash	\$ 40,000							\$ -
	COA-FAC-3 Senior Center - Electric Panel	CapEx		\$ 10,000						\$ -
	COA-FAC-4 Senior Center - HVAC System	CapEx			\$ 60,000	\$ 22,500		\$ 22,500		\$ 45,000
	COA-FAC-5 Senior Center - Side Entry & Drainage	CapEx								\$ 60,000
	FAC-2A WWTP Modernization - Design/Planning	Grant (ARPA)		\$ 150,000						\$ -
9	FAC-2B WWTP Modernization - Upgrades or Rehab	CapEx			\$ 400,000					\$ 400,000
Subtotal - Town-wide Facilities			\$ 628,700	\$ 512,960	\$ 3,284,810	\$ 25,648,810	\$ 235,590	\$ 106,590	\$ 404,090	\$ 29,679,890

**5-Year Capital Improvement Plan - Summary
FY2023 to FY2027**

#	Capital Project Requests	Proj. Funding Source	FY2021 Approved	FY2022 Approved	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	5-Year Total
Information Technology										
IT-1	Replacement of Town Desktop/Laptops	Op. Budget	\$ 39,270	\$ 39,270	\$ 38,476	\$ 39,246	\$ 40,030	\$ 40,831	\$ 41,648	\$ 200,231
IT-3	Town Phone System Handsets and Fire System	CapEx		\$ 26,300						\$ -
Subtotal - Information Technology			\$ 39,270	\$ 65,570	\$ 38,476	\$ 39,246	\$ 40,030	\$ 40,831	\$ 41,648	\$ 200,231
Stormwater & Dam Maintenance										
DAM-1	Dam - Inspections, Repairs, Ownership	Free Cash			\$ 47,500		\$ 50,000			\$ 97,500
DAM-2	Lake Winthrop Dam	CapEx								\$ -
DAM-3	Factory Pond Dam - Rehabilitation	Grant			\$ 1,187,000					\$ 1,187,000
DAM-4	Houghton Pond Dam - Rehabilitation or Removal	CapEx				\$ 1,266,000				\$ 1,266,000
DAM-5	Weston Pond Dam	CapEx								\$ -
DPW-STW-1	Stormwater Management - Engineering (MS4)	Free Cash	\$ 92,300		\$ 60,000		\$ 70,000			\$ 130,000
DPW-STM-2	Culvert Maintenance & Repair	CapEx			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Subtotal - Stormwater & Dam Maintenance			\$ 92,300	\$ -	\$ 1,394,500	\$ 1,366,000	\$ 220,000	\$ 100,000	\$ 100,000	\$ 3,180,500
DPW (Tax Supported) - Fleet Schedule										
DPW-GR-1	Grounds Equipment - Rake-O-Vac	CapEx			\$ 44,640					\$ 44,640
DPW-GR-2	Grounds Equipment - Replacement	CapEx				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
DPW-FL-4	2008 Chevy Silverado (S3)	CapEx	\$ 55,000							\$ -
DPW-FL-6	2008 Trackless Mower (S24)	CapEx	\$ 166,125							\$ -
DPW-FL-1	2009 Allianz Sweeper (S23)	CapEx								\$ -
DPW-FL-15	NEW--Snow & Ice Brine Applicator Flat Bed & Equip	CapEx		\$ 90,500						\$ -
DPW-G-3	2010 Chevy Rack body (G3)	CapEx		\$ 55,000						\$ -
DPW-FL-2	1999 J.D. 250 Skid Steer (S17)	CapEx								\$ -
DPW-FL-3	2000 I.R. DD14 Roller (S28)	CapEx			\$ 24,000					\$ 24,000
DPW-G-2	2010 Chevy Chassis Cab (G2)	CapEx								\$ -
DPW-FL-16	1997 5-Ton Trailer (S33)	CapEx			\$ 16,250					\$ 16,250
DPW-G-7	1997 Leaf Vacuum (G7)	CapEx			\$ 13,005					\$ 13,005
DPW-Lift	Truck Lift	CapEx								\$ -
DPW-FL-7	1997 Compact Roller 175V (S26)	CapEx				\$ 25,000				\$ 25,000
DPW-FL-8	2000 Tenco Blower (S29)	CapEx				\$ 98,000				\$ 98,000
DPW-G-4	1992 JD 2155 (G4)	CapEx			\$ 77,000					\$ 77,000
DPW-FL-9	2007 International Dump (S12)	CapEx			\$ 249,950					\$ 249,950
DPW-FL-10	2012 CAT Excavator (S25)	CapEx				\$ 50,000				\$ 50,000
DPW-comp1	2004 Atlas Compressor	CapEx				\$ 15,000				\$ 15,000
DPW-G-6	2001 JD Tractor (G6)	CapEx			\$ 55,000					\$ 55,000
DPW-FL-11	2013 Chevy Dump Truck (S9)	CapEx				\$ 50,000				\$ 50,000
DPW-FL-12	2001 Sterling Basin Truck (S13)	CapEx				\$ 200,000				\$ 200,000
DPW-FL-13	2014 Chevy Dump Truck (S6)	CapEx						\$ 50,000		\$ 50,000
DPW-FL-14	2007 JD 544J Loader (S18)	CapEx				\$ 202,000				\$ 202,000
Subtotal - DPW (Tax Supported) - Fleet Schedule			\$ 221,125	\$ 145,500	\$ 479,845	\$ 440,000	\$ 300,000	\$ 100,000	\$ 50,000	\$ 1,369,845
DPW (Tax-Supported) Capital Projects										
DPW 20	Road Maintenance (GF)	Op. Budget	\$ 353,000	\$ 300,000	\$ 304,500	\$ 309,068	\$ 313,704	\$ 318,409	\$ 323,185	\$ 1,568,865
DPW 20-90	Road Maintenance (Ch. 90)	Ch. 90	\$ 510,535	\$ 510,000	\$ 511,349	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 2,551,349
DPW 21	Roadway/Drainage/Sidewalk (Mudville)	CapEx	\$ 418,000							\$ -
DPW-IT-1	Radio Replacement - UHF Frequency	CapEx		\$ 47,590						\$ -
DPW-ST-1	Sidewalk Study	Free Cash	\$ 40,000							\$ -
DPW-ST-2	Complete Streets - Tier III	Grant		\$ 400,000			\$ 400,000			\$ 400,000
DPW-ST-3a	Sidewalk Maintenance - ADA Ramps & Sidewalks	CapEx		\$ 230,000						\$ -
DPW-ST-3b	Sidewalk Maintenance - ADA Ramps & Sidewalks (2)	Borrowing			\$ 8,132,660					\$ 8,132,660
DPW-ST-4	Norfolk St. (Drainage, Roadway, Sidewalks & Water)	Borrowing			\$ 9,061,105					\$ 9,061,105
DPW-ST-5	Sidewalk Gap Analysis (1) - Stantec	Borrowing				\$ 3,425,203				\$ 3,425,203
DPW-ST-W1	DPW Water Projects (Sidewalk Connection)	Borrowing				\$ 7,965,653				\$ 7,965,653
Subtotal - DPW (Tax Supported) - Capital Projects			\$ 1,321,535	\$ 1,487,590	\$ 18,009,614	\$ 12,209,924	\$ 1,223,704	\$ 828,409	\$ 833,185	\$ 33,759,240

**5-Year Capital Improvement Plan - Summary
FY2023 to FY2027**

#	Capital Project Requests	Proj. Funding Source	FY2021 Approved	FY2022 Approved	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	5-Year Total
Traffic/Public Safety & Enhancements (incl. TAC)										
TAC-1	Public Safety Signs & Equipment	CapEx	\$ 52,500	\$ 24,987	\$ 22,000		\$ 60,000		\$ 25,000	\$ 107,000
PS-2	Public Safety Radio Interoperability - Supplemental	CapEx	\$ 283,020							\$ -
PS-3	Public Safety Cameras on Traffic Signals - Washington St	CapEx		\$ 91,620						\$ -
Subtotal - Traffic/Public Safety (incl. TAC)			\$ 335,520	\$ 116,607	\$ 22,000	\$ -	\$ 60,000	\$ -	\$ 25,000	\$ 107,000
Police Department										
PD-FL-1	Police Vehicles - Fully Equipped	CapEx	\$ 151,525	\$ 160,617	\$ 165,435	\$ 170,398	\$ 175,510	\$ 180,775	\$ 186,199	\$ 878,317
PD-FL-3	Police Motorcycle	CapEx						\$ 36,210		\$ 36,210
PD-IT-3	Install Electronic Key Door System at PD	CapEx		\$ 54,000						\$ -
PD-IT-4	Replace Telephone System	CapEx		\$ 11,600						\$ -
PD-EQ-1	Taser ECWs (27) - Fully Equipped	CapEx			\$ 40,500					\$ 40,500
PD-EQ-2	Bullet Proof Vests	Grant				\$ 11,130				\$ 11,130
PD-IT-2	Hybrid Digital Recorder System w/ Cameras	CapEx			\$ 75,000					\$ 75,000
PD-IT-6	Live Scan Fingerprint Machine	CapEx						\$ 18,970		\$ 18,970
PD-IT-7	Portable Radios	CapEx				\$ 95,000				\$ 95,000
PD-IT-8	ID Printer Machine	CapEx					\$ 17,000			\$ 17,000
PD-IT-9	Acorn Voice Recorder System	CapEx		\$ 10,000						\$ -
PD-IT-10	License Plate Reader	CapEx				\$ 10,000				\$ 10,000
PD-IT-11	E-Citation Printers (11)	CapEx				\$ 16,500				\$ 16,500
Subtotal - Police Department			\$ 151,525	\$ 236,217	\$ 280,935	\$ 303,028	\$ 192,510	\$ 235,955	\$ 186,199	\$ 1,198,626
Fire & Ambulance Services										
FIRE-FL-1	Replace Engine 1	CapEx								\$ -
FIRE-FL-3	Replace Chief's Vehicle	CapEx					\$ 58,300			\$ 58,300
AMB-FL-1	Replace A-3 Ambulance	CapEx		\$ 285,000						\$ -
FIRE-FL-2	Replace Tanker 2	CapEx			\$ 332,375					\$ 332,375
FIRE-FL-4	Replace Forest Fire 1	CapEx				\$ 112,354				\$ 112,354
AMB-FL-2	Replace 2010 Ambulance	CapEx					\$ 333,900			\$ 333,900
FIRE-FL-5	Replace Engine 4	CapEx						\$ 516,502		\$ 516,502
PS-IT-3	Modify Municipal Fire Alarm System	CapEx								\$ -
FIRE-IT-1	Replace Fire Pagers	CapEx	\$ 25,500							\$ -
FIRE-EQ-1	Replacement Air Packs and Bottles	CapEx	\$ 370,000							\$ -
FIRE-EQ-2	Replace Extrication Equipment	CapEx		\$ 20,000						\$ -
FIRE-EQ-3	Replace Cascade System	CapEx		\$ 30,000						\$ -
FIRE-EQ-5	Skid Unit - Brush Truck	CapEx			\$ 16,250					\$ -
AMB-EQ-1	Mechanical CPR Device	CapEx			\$ 15,950					\$ -
Subtotal - Fire & Ambulance			\$ 395,500	\$ 335,000	\$ 332,375	\$ 112,354	\$ 392,200	\$ 516,502	\$ -	\$ 1,353,431
Parks & Recreation										
PR-EQ-1	Infield Grooming Machine	CapEx							\$ 23,000	\$ 23,000
PR	Stoddard Park Drainage	CPC	\$ 10,000							\$ -
PR-1A	Design/Engineer Goodwill Park (Incl. Bathrooms)	Grant		\$ 100,000						\$ -
PR-1B	Goodwill Park - Replace Bathrooms, Pavilion, Courts	CPC			\$ 750,000					\$ 750,000
PR-3	Clear and Pave Patoma Parking Area	Revolv.					\$ 10,000			\$ 10,000
PR-4	Replace Playground equipment at Pleasure Pt	CapEx			\$ 80,000					\$ 80,000
PR-5	Renovate/Remove Bathroom at Pleasure Pt	Revolv.		\$ 10,000						\$ -
PR-6	Create Paved Parking Area at Pleasure Point	Revolv.					\$ 30,000			\$ 30,000
PR-8	Stoddard Park Pavilion and Field Upgrades	CPC				\$ 250,000				\$ 250,000
PR-9	Resurface/Replace Mission Springs Bball Courts	CapEx		\$ 80,000						\$ -
PR-10	Create and build space for Community Dog Park	CapEx						\$ 25,000		\$ 25,000
PR-11	Pickleball Courts	CPC		\$ 95,000						\$ -
Subtotal - Parks & Recreation			\$ 10,000	\$ 285,000	\$ 830,000	\$ 250,000	\$ 40,000	\$ 25,000	\$ 23,000	\$ 1,168,000

**5-Year Capital Improvement Plan - Summary
FY2023 to FY2027**

#	Capital Project Requests	Proj. Funding Source	FY2021 Approved	FY2022 Approved	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	5-Year Total
Holliston Public Schools										
School-RF-1	Miller Roof (Jul '20)	CapEx	\$ 123,000							\$ -
School-RF-2	Rooftop Unit Set Aside (District)	CapEx		\$ 500,000						\$ -
School-RF-4	Placentino Shingled Roof	CapEx				\$ 250,000				\$ 250,000
School-RF-5	Placentino/Miller Membrane Flat Roof	CapEx					\$ 250,000			\$ 250,000
School-RF-6	Adams Roof	CapEx						\$ 350,000		\$ 350,000
School-RF-7	High School Roof (alt. to MSBA Project)	CapEx							\$ 450,000	\$ 450,000
School-HS-1	Kamitian Field (July '20)	CapEx	\$ 500,000							\$ -
School-FL-1	Wheelchair Bus/Van - Transition Program	Grant			\$ 75,000					\$ 75,000
School-IT-2	Replace Teacher Laptop Units	CapEx			\$ -					\$ -
School-IT-3	Chromebooks	CapEx	\$ 234,280	\$ 245,994	\$ 186,500	\$ 195,825	\$ 205,616	\$ 215,897	\$ 226,692	\$ 1,030,530
School-IT-4	Replace Stage Lighting (Auditorium)	CapEx			\$ 150,000					\$ 150,000
School-IT-5	Classroom Technology	Op. Budget	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000		\$ 800,000
School-IT-6	Update Technology Closets	Op. Budget	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		\$ 40,000
School-IT-7	Networking Infrastructure	CapEx		\$ 26,400	\$ 275,000					\$ 275,000
School-IT-8	Indoor Cameras	CapEx			\$ 20,000					\$ 20,000
School-FAC-6	HS Field House Insulation - Green Communities	CapEx	\$ 90,000							\$ -
School-FAC-1	Replace Boiler(s) - Various	CapEx		\$ 55,000		\$ 100,000				\$ 100,000
School-FAC-2	Increase Natural Gas Capacity (Street)	CapEx				\$ 200,000				\$ 200,000
School-FAC-5	Replace Playground Equipment Placentino (2)	CapEx				\$ 400,000				\$ 400,000
School-FAC-4	Construct HS Wastewater Treatment Facility	CapEx					\$ 250,000			\$ 250,000
School-BL-1	Field House Bleachers	CapEx				\$ 75,000				\$ 75,000
7 School-MSBA-1	High School SOI - Feasibility / Design	BAN/MSBA								\$ -
School-MSBA-2	High School SOI - Construction	Bond/MSBA						\$ 100,000,000		\$ 100,000,000
**Subtotal - Holliston Public Schools			\$ 1,157,280	\$ 1,037,394	\$ 916,500	\$ 1,430,825	\$ 915,616	\$ 100,775,897	\$ 676,692	\$ 104,715,530
TOTAL - TAX SUPPORTED CAPITAL - 5 YEAR PROJECTION										
			\$ 4,407,655	\$ 4,685,338	\$ 26,917,840	\$ 41,800,186	\$ 3,967,525	\$ 102,729,184	\$ 2,339,813	\$ 178,408,953
Water Enterprise Fund										
Water-FL-1	Chevy Silverado (W-1)	Water RE					\$ 60,000			\$ 60,000
Water-FL-2	Chevy Silverado (W-2)	Water RE					\$ 60,000			\$ 60,000
Water-FL-7	Ford F350 (W-7)	Water RE			\$ 60,000					\$ 60,000
Water-FL-6	Ford F350 (W-6) dual axle	Water RE			\$ 75,000					\$ 75,000
Water-FL-4	Chevy Silverado (W-4)	Water RE						\$ 60,000		\$ 60,000
Water-FL-8	Chevy Silverado (W-9)	Water RE			\$ 54,000					\$ 54,000
Water-FL-9	Ford F550 Dump Truck	Water RE			\$ 66,000					\$ 66,000
Water-EQ-2	Tilt Trailer	Water RE			\$ 16,250					\$ 16,250
Water-EQ-3	Mini Excavator	Water RE			\$ 66,000					\$ 66,000
DPW17-1	Build Water Filtration Plant (Design)	Water RE								\$ -
DPW17-2	Build Water Filtration Plant (Supplemental)	Free Cash	\$ 850,000							\$ -
8 Water-Recur1	Water Main Replacement(s)	Water Fee	\$ 2,800,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 7,000,000
TOTAL - WATER ENT. SUPPORTED CAPITAL - 5 YEAR PROJECTION			\$ 3,650,000	\$ 1,400,000	\$ 1,737,250	\$ 1,400,000	\$ 1,520,000	\$ 1,460,000	\$ 1,400,000	\$ 7,517,250

SUMMARY OF FUNDING SOURCES	Proj. Funding Source	FY2021 Approved	FY2022 Approved	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	5-Year Total
	CapEx	\$ 2,657,650	\$ 2,761,608	\$ 2,684,155	\$ 3,929,177	\$ 2,268,081	\$ 1,629,234	\$ 1,444,270	\$ 11,954,918
	Free Cash	\$ 1,142,200	\$ -	\$ 107,500	\$ -	\$ 120,000	\$ -	\$ -	\$ 227,500
	Op. Budget	\$ 602,270	\$ 638,020	\$ 552,976	\$ 558,313	\$ 563,734	\$ 569,240	\$ 364,833	\$ 2,609,096
	Ch. 90	\$ 510,535	\$ 510,000	\$ 511,349	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 2,551,349
	Revolv.	\$ -	\$ 30,710	\$ 287,310	\$ 50,710	\$ 105,710	\$ 20,710	\$ 20,710	\$ 485,150
	CPC	\$ 345,000	\$ 95,000	\$ 1,818,785	\$ 350,000	\$ -	\$ -	\$ -	\$ 2,168,785
	Grants	\$ -	\$ 650,000	\$ 1,262,000	\$ 11,130	\$ 400,000	\$ -	\$ -	\$ 1,673,130
	Water RE	\$ -	\$ -	\$ 337,250	\$ -	\$ 120,000	\$ 60,000	\$ -	\$ 517,250
	Water Fee	\$ 2,800,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 7,000,000
	BAN/Bond	\$ -	\$ -	\$ 19,693,765	\$ 36,390,856	\$ -	\$ 100,000,000	\$ -	\$ 156,084,621
		\$ 8,057,655	\$ 6,085,338	\$ 28,655,090	\$ 43,200,186	\$ 5,487,525	\$ 104,189,184	\$ 3,739,813	\$ 185,271,799

5-Year Capital Improvement Plan Explanations of Capital Purchases and Projects

Summary of Sections

Section I:	General Government / Misc.	pg. 15
Section II:	Facilities (Town-Wide)	pg. 16
Section III:	Information Technology (IT)	pg. 21
Section IV:	Stormwater & Dam Maintenance	pg. 21
Section V:	DPW (Tax Supported) Fleet	pg. 23
Section VI:	DPW (Tax Supported) Capital Projects	pg. 25
Section VII:	Traffic & Public Safety Enhancements (incl. TAC)	pg. 28
Section VIII:	Police Department	pg. 28
Section IX:	Fire & Ambulance	pg. 30
Section X:	Parks & Recreation	pg. 31
Section XI:	Holliston Public Schools	pg. 33
Section XII:	DPW (Water Enterprise) Fleet & Capital Projects	pg. 36

SECTION I: GENERAL GOVERNMENT / MISC.

TC-1: Microfiche (Microfilm) Machine \$10,000

Requestor: Treasurer/Collector
Source: Capital Expenditure Fund (CapEx)
Funding: Approved at May 2022 ATM
Description: This machine is needed to review personnel and tax records dating back prior to 1980.

BSC-2: Blair Square Enhancements – Construction \$568,785

Requestor: Blair Square Committee (appointed by Select Board)
Source: Community Preservation Fund (CPF)
Funding: Approved at May 2022 ATM
Description: Design/Engineering services were approved at the October 2021 Fall Town Meeting and awarded to Beals & Thomas who produced [construction documents \(link\)](#) that were recommended for funding by the CPC to May 2022 Annual Town Meeting.

PINE-4: Pinecrest Grounds Improvements (incl. Drainage) \$250,000

Requestor: Golf Course Advisory Committee (appointed by Select Board)
Source: Revolving Fund (Pinecrest)
Funding: Approved at May 2022 ATM
Description: The majority of costs associated with Pinecrest Golf Course run through the Facilities Manager as the Town is the landlord for a two contractors within the clubhouse – the restaurant and the club house. See Facilities (Section II) for more details. This request is related to drainage work and other improvements to the actual course (design documents presented to Select Board in 2021).

5-Year CIP – Explanations of Capital Projects and Spending

CEM-1: Cemetery Restoration – Town-owned \$500,000

Requestor: Select Board (Facilities Manager)

Source: Community Preservation Fund (CPF)

Funding: Approved at May 2022 ATM

Description: The Town owns numerous cemeteries which receive basic upkeep from the Department of Public Works, such as mowing and weed-whacking. This project would allow for restoration of headstones and other specialty services that cannot be done in-house.

SW-REC-1: Trash & Recycling Carts \$347,875

Requestor: Town Administrator

Source: Capital Expenditure Fund (CapEx)

Funding: FY2025 Projected

Description: The Town has a five (5) year contract with EL Harvey ending in FY2024. The carts were purchased in the beginning of the current contract with a combination of Town and grant funds.

SECTION II: FACILITIES MANAGEMENT (not incl. Schools)

FACILITY: 1750 Washington Street

(Youth & Family Services, Parks & Recreation, MetroWest Veterans' District, Town Clerk's Filing System)

FAC-1750-2: 1750 Washington Street – HVAC Replacement \$45,000

Requestor: Facilities Manager (Dude Solutions)

Source: Capital Expenditure Fund (CapEx)

Funding: FY2024 and FY2026 projected

Description: The Facilities Manager utilizes Dude Solutions to track maintenance overtime and determine when it becomes advantageous to replace rather than repair units. Units replaced in FY2022.

FACILITY: Town Hall

(Town Administrator, HR, Town Clerk, Finance Departments, Land Use Departments, IT)

FAC-TH-5: Town Hall – HVAC Replacement \$62,500

Requestor: Facilities Manager (Dude Solutions)

Source: Capital Expenditure Fund (CapEx)

Funding: Approved at May 2022 ATM; planned annually for FY24-27

Description: Since Dude Solutions was procured, the recommendation has been to systematically replace HVAC units in Town Hall. The 5-Year CIP called for \$12,500 in FY23 (approved at May 2022 ATM) and \$12,500 per year thereafter. An escalator for future costs will be added when there is more stability in the market following the current supply chain issues.

5-Year CIP – Explanations of Capital Projects and Spending

FAC-TH-6:	Town Hall – Emergency Generator	\$75,000
Requestor:	Facilities Manager (Dude Solutions)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Projected for Oct. 2022 FTM	
Description:	To keep Town Hall operational during power outages, an Emergency Generator is considered a best practice. Data supports that extended periods of power outage can do damage to various instrumentation in the facility, and avoiding this is advantageous.	
FAC-TH-7	Town Hall – Roof Replacement	\$250,000
Requestor:	Facilities Manager (Dude Solutions)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2027 projected	
Description:	The Town is projecting this replacement based on the life of the asset and has not currently been experiencing roof leaks or damage.	
FAC-TH-9	Town Hall – Exterior Painting	\$65,000
Requestor:	Facilities Manager (Dude Solutions)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved at May 2022 ATM	
Description:	In FY2022, the Facilities Manager oversaw the replacement of historic windows and rehabilitation of soffits and other exterior elements of the facility, approved with CPF funding. With the completion of that work, the Town Hall will be painted.	
<u>FACILITY: Pinecrest Golf Course – Clubhouse</u> <i>(Restaurant & Pro Shop)</i>		
PINE-1:	Pinecrest – Kitchen Upgrades	\$75,000
Requestor:	Facilities Manager (Dude Solutions); Golf Course Advisory Committee	
Source:	Revolving Fund (Pinecrest)	
Funding:	Projected annual appropriation through limit of 53 E ½ (FY23-27)	
Description:	The Town is landlord to two businesses within the clubhouse, a restaurant and a pro shop. The Facilities Manager oversees any maintenance that is required, and contract with the restaurant stipulates the materials required to be operational.	
PINE-2:	Pinecrest – HVAC Systems / Water Heater Replacement	\$75,150
Requestor:	Facilities Manager (Dude Solutions); Golf Course Advisory Committee	
Source:	Revolving Fund (Pinecrest)	
Funding:	Projected annual appropriation through limit of 53 E ½ (FY23-27)	
Description:	Facilities Manager using Dude Solutions to plan out replacement of various HVAC units and water heating over the next 5-years.	

5-Year CIP – Explanations of Capital Projects and Spending

PINE-3: Pinecrest – Clubhouse Roof Replacement \$45,000

Requestor: Facilities Manager (Dude Solutions); Golf Course Advisory Committee
Source: Revolving Fund (Pinecrest)
Funding: FY2025 projected
Description: Dude Solutions estimate based on age of roof and maintenance costs.

FACILITY: Department of Public Works

(Highway currently at Arch St.; Water Div. currently at Central St.)

DPW-FAC-1 DPW Facility Upgrades or Replacement \$27,500,000

Requestor: Town Administrator; Facilities Manager (Dude Solutions)
Source: Borrowing Authorization (Debt Exclusion or non-exempt; TBD)
Funding: Feasibility study approved Dec. 2020 FTM; Design/Engineering & Construction FY2024 projected
Description: The two (2) current facilities at Arch Street and Central Street are not optimally located due to bordering wetlands that prohibit scaling up, and having separate facilities for DPW functions is operationally problematic as it requires multiple locations for storage of equipment and materials, and creates staffing deployment challenges.

Neither current facility can be rehabilitated due how far beyond “useful life” they are; each location would require a “tear-down” and reconstruction. Neither site has the space necessary to put a newly designed “combined” DPW facility that houses Highway Division and Water Division operations, and therefore the consultant engaged for a feasibility study is pursuing other Town-owned sites that may be able to accommodate a facility of between 45,000 and 50,000 sq ft based on the program that the consultant designed for the current and future needs of the Department of Public Works.

FACILITY: Central Fire

(Fire Department, incl. Ambulance/EMS)

FIRE-FAC-1: Central Fire – Rehabilitation \$520,000

Requestor: Facilities Manager (Dude Solutions)
Source: Capital Expenditure Fund (CapEx)
Funding: Approved May 2022 ATM; FY2024 projected
Description: FY2022 presented smaller and immediate needs to Town Meeting (\$50,000) with a multi-year approach to fixing up a building that has a central location but that requires significant maintenance due to age. The May 2022 ATM approved \$120,000 for larger items, including the front entrance for smooth exit of various emergency apparatus.

Additional planned exterior improvements include the roof, while a recent [operational study by MRI \(link\)](#) recommends also prioritizing 24/7 rest areas for firefighters and EMTs to be on stand-by in the facility as the Town strives for an ALS level of service for EMS.

5-Year CIP – Explanations of Capital Projects and Spending

FIRE-FAC-3: Central Fire – HVAC Systems \$92,640

Requestor: Facilities Manager (Dude Solutions)
Source: Capital Expenditure Fund (CapEx)
Funding: FY2023 through FY2027 projected
Description: Dude Solutions standard approach to replacement of HVAC units.

FACILITY: Library

(Library Trustees; Carnegie Classical Revival Style)

LIB-FAC-5: Library Elevator \$75,000

Requestor: Facilities Manager (Dude Solutions); Library Trustees
Source: Capital Expenditure Fund (CapEx)
Funding: FY2025 projected
Description: Dude Solutions tracking maintenance calls and costs. Currently, no public safety concern, but a change in safety status could accelerate this project.

LIB-FAC-8: Library HVAC Systems \$94,600

Requestor: Facilities Manager (Dude Solutions); Library Trustees
Source: Capital Expenditure Fund (CapEx)
Funding: FY23-27 projected
Description: Dude Solutions standard approach to replacement of HVAC units.

LIB-FAC-9: Library Windows (Historic) \$100,000

Requestor: Facilities Manager (Dude Solutions); Library Trustees
Source: Community Preservation Fund (CPF)
Funding: FY2024 projected
Description: Similar to the process of replacing windows at Town Hall in FY2022, the process of improving energy efficiency with new windows will require some additional red tape with Historic Commission approval, but also makes the costs applicable to the CPC.

LIB-FAC-6: Library Septic System \$100,000

Requestor: Facilities Manager (Dude Solutions); Library Trustees
Source: Capital Expenditure Fund (CapEx)
Funding: FY2027 projected
Description: The timing of this project can and should wait to see if the current feasibility study for downtown sewerage presents the Town with viable alternatives to replacement of this and other septic systems. If septic system replacement is ultimately the path forward, the cost projection for FY2027 factors in inflation.

5-Year CIP – Explanations of Capital Projects and Spending

FACILITY: Senior Center (Goulding Street)

(Council on Aging)

COA-FAC-4: Senior Center – HVAC System \$45,000

Requestor: Facilities Manager (Dude Solutions); Council on Aging

Source: Capital Expenditure Fund (CapEx)

Funding: FY2024 and FY2026 projected

Description: Dude Solutions standard approach to HVAC units.

COA-FAC-5: Senior Center – Side Entry & Drainage \$60,000

Requestor: Facilities Manager (Dude Solutions); Council on Aging

Source: Capital Expenditure Fund (CapEx)

Funding: Approved at May 2022 ATM

Description: The Senior Center Director and Facilities Manager proposed solutions to ongoing issues at the side entrance to the Senior Center. One such issue was a drainage problem that led to pooling water which then led to unsafe ice conditions as seniors entered the building in the winter.

FACILITY: Wastewater Treatment Plant (Linden Street)

(Services Holliston Public School complexes on Woodland Street)

FAC-2A: Wastewater Treatment Plant – Feasibility Study \$150,000

Requestor: Facilities Manager (Dude Solutions)

Source: Grant Funding – American Rescue Plan Act (ARPA)

Funding: Approved by [ARPA Steering & Select Board \(link\)](#) in Feb. 2022

Description: Lombardo Associates presented preliminary data in June 2022 to the Select Board, but requires additional information before determining whether increased capacity can allow other private / public users to connect to the WWTP. In the short term, the study clearly indicates what the Facilities Manager had highlighted – the WWTP is in need of modernization through upgrades to instrumentation and the previous estimate of \$400,000 from the Collins Center in 2017 appears to still be a good estimate.

FAC-2B: Wastewater Treatment Plant – Upgrades & Rehabilitation \$400,000

Requestor: Facilities Manager (Dude Solutions)

Source: Grant Funding – American Rescue Plan Act (ARPA)

Funding: Applicable for continued ARPA funding

Description: Modernization of instrumentation, including a new SCADA system for remote monitoring of the system will be required whether the Town is looking to continue its primary use of supporting the school complex on Woodland Street, or if it's possible to scale up the operations to include the downtown area.

5-Year CIP – Explanations of Capital Projects and Spending

SECTION III: INFORMATION TECHNOLOGY

IT1:	Replacement of Town Desktops/Laptops	\$208,450
Requestor:	IT Director	
Source:	Operating Budget (Capital Outlay)	
Funding:	FY23-27 annual appropriation through Operating Budget's Capital Outlay	
Description:	The FY23 Operating Budget for Technology appropriated \$38,476 for the replacement of Desktops and Laptops in municipal offices. Last year's refresh focused on the Police Station's computers and the IT Director has a refresh program that requires progress annually.	

SECTION IV: STORMWATER & DAM MAINTENANCE

DAM-1:	Dam Inspections, Repairs, Ownership, Alternatives	\$97,500
Requestor:	Town Administrator	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2023 & FY2025	
Description:	<p>Previous Town Meetings have approved the technical services necessary to provide compliance documents to the Office of Dam Safety for four (4) dams in Holliston. One dam with questions of ownership (Lake Winthrop Dam) also received special attention from these engagements. As of the printing of this document, all dams are in compliance with the State.</p> <p>Two (2) dams are in "poor" condition with hazard ratings that present concern and each now have "Alternative" reports (aka Cost-Benefit Analysis) done by PARE Corp. to determine the best action for the Town: Factory Pond Dam and Houghton Pond Dam.</p>	
DAM-3:	Factory Pond Dam – Rehabilitation	\$1,187,000
Requestor:	Town Administrator	
Source:	Grant – Bond Bill (Acts of 2018)	
Funding:	FY2023	
Description:	Chapter 209 of the Acts of 2018 included \$1,000,000 for the replacement (e.g. rehabilitation) of Factory Pond Dam, located on Woodland Street, across from the 8-Arch Bridge. The study (link above) calls for replacement of the dam, rather than repair or removal and the Town has requested appropriation of the funds from the Acts of 2018.	

5-Year CIP – Explanations of Capital Projects and Spending

DAM-4: Houghton Pond Dam – Rehabilitation or Removal \$1,266,000

Requestor: Town Administrator

Source: Capital Expenditure Fund (CapEx)

Funding: FY2025 projected

Description: There are two viable options for Houghton Pond Dam, though they will require additional research and community input. Environmentally speaking, the State will generally push for (and financially incentivize) the removal of dams to reestablish the natural state, and that may be a potential outcome for Houghton Pond Dam, which was originally created to harvest ice; this is the lowest cost in the report (link above) at \$467,000, though this does not include financial impacts downstream that would follow removal (changes in property values, etc.).

The greater expense, referenced in the 5-Year CIP, is for Rehabilitation (e.g. replacement) which is estimated at \$1,266,000 by PARE Corp. Ultimately, the downstream impacts to the community, and neighboring communities, will require additional Public Hearings of the Conservation Commission and others until a solution is identified and initiated.

DPW-STW-1: Stormwater Management – Engineering (MS4) \$130,000

Requestor: Town Administrator

Source: Capital Expenditure Fund (CapEx)

Funding: FY2023 and FY2025

Description: Municipalities in Massachusetts must follow the guidelines of MS4, overseen by MassDEP. In the past five (5) years, this has mainly consisted of engineering reporting that has been outsourced to Comprehensive Environmental to catalog outfalls and culverts in Holliston. The projects called for by MassDEP under the MS4 permit may begin to impact the 5-Year CIP in future years, yet the Town also accomplishes annual culvert maintenance in combination with road projects under Chapter 90 and the DPW Highway's annual Operating Budget (Capital Outlay).

DPW-STW-2: Culvert & Outfall Maintenance & Repair \$500,000

Requestor: Town Administrator

Source: Capital Expenditure Fund (CapEx)

Funding: FY23-27 annual costs, projected above Capital Outlay

Description: Holliston has over 100 culverts under its roadways throughout Town, but many get addressed annually through related capital projects. For example, the Winter Street Water Main Replacement incorporated the rehabilitation or replacement of 5 culverts, while the 9 Green Street construction project will rehabilitate a headwall (outfall) of the culvert under Washington Street. To be prepared for additional culvert needs, additional funding is estimated above and beyond the current funding level.

5-Year CIP – Explanations of Capital Projects and Spending

SECTION V: DPW – TAX SUPPORTED – FLEET SCHEDULE

DPW-GR-1:	Grounds Equipment (New) Rake-O-Vac	\$44,640
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	October 2022 FTM proposal	
Description:	The FY2023 Operating Budget allowed for additional staffing to improve Grounds Maintenance operations within the DPW Highway Division. This Grounds staff will support Town, Schools, Recreation and more, and for efficiency, a request for a Rake-O-Vac has come from the interested parties of the Grounds initiative.	
DPW-GR-2:	Grounds Equipment Replacement Schedule	\$200,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY24-27 annual replacement schedule	
Description:	The Town has equipment in good shape for the new Grounds staffing to use, but with additional run times and use of this equipment, the replacement schedule will need to be accelerated. Assuming \$50,000 per year for replacement of well used Grounds equipment will help this group be successful and meet the needs of the Town, Schools, Parks, etc.	
DPW-FL-3:	Replace 2000 I.R. DD14 Roller (\$28)	\$24,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved May 2022 ATM	
Description:	The Town's ability to reduce the cost of sidewalk and small roadway work requires the ownership of a Roller; replacement based on hours of operation of equipment, wear and tear.	
DPW-FL-16:	Replace 1997 5-Ton Trailer (\$33)	\$16,250
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved May 2022 ATM	
Description:	General wear and tear over a period that exceeded useful life led to replacement.	
DPW-G-7:	Replace 1997 Leaf Vacuum (G7)	\$13,005
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved May 2022 ATM	
Description:	General wear and tear over a period that exceeded useful life led to replacement.	
DPW-FL-7:	Replace 1997 Compact Roller 175V (\$26)	\$25,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected	
Description:	Beyond useful life, maintenance costs weighed against replacement costs.	

5-Year CIP – Explanations of Capital Projects and Spending

DPW-FL-8:	Replace 2000 Tenco Blower	\$98,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected	
Description:	Beyond useful life, maintenance costs weighed against replacement costs.	
DPW-G-4:	Replace 1992 JD 2155 (G4)	\$77,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	October 2022 FTM proposed	
Description:	Beyond useful life, maintenance costs weighed against replacement costs.	
DPW-FL-9:	Replace 2007 International Dump (\$12)	\$249,950
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved May 2022 ATM	
Description:	Beyond useful life, maintenance costs weighed against replacement costs. Front line equipment.	
DPW-FL-10:	Replace 2012 CAT Excavator (\$25)	\$50,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected	
Description:	Beyond useful life, maintenance costs weighed against replacement costs.	
DPW-comp-1:	Replace 2004 Atlas Compressor	\$15,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected	
Description:	Beyond useful life. Replacement cycle.	
DPW-G-6:	Replace 2001 JD Tractor (G6)	\$55,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	October 2022 FTM projected	
Description:	Beyond useful life. Replacement cycle. Priority order.	
DPW-FL-11:	Replace 2013 Chevy Dump Truck (\$9)	\$50,000
Requestor:	Deputy DPW Director (Highway Superintendent)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2025 projected	
Description:	Replacement cycle, assumption.	

5-Year CIP – Explanations of Capital Projects and Spending

DPW-FL-12: Replace 2001 Sterling Basin Truck (\$13) \$200,000

Requestor: Deputy DPW Director (Highway Superintendent)

Source: Capital Expenditure Fund (CapEx)

Funding: FY2025 projected

Description: Beyond useful life. Replacement cycle.

DPW-FL-13: Replace 2014 Chevy Dump Truck (\$6) \$50,000

Requestor: Deputy DPW Director (Highway Superintendent)

Source: Capital Expenditure Fund (CapEx)

Funding: FY2026 projected

Description: Replacement cycle, assumption.

DPW-FL-14: Replace 2007 JD 544J Loader (\$18) \$202,000

Requestor: Deputy DPW Director (Highway Superintendent)

Source: Capital Expenditure Fund (CapEx)

Funding: FY2024 projected

Description: Beyond useful life, maintenance costs mounting as compared with replacement.

SECTION VI: DPW – TAX SUPPORTED – CAPITAL PROJECTS

DPW-20: Road Maintenance (Tax Supported) \$1,568,865

Requestor: DPW Director; Deputy DPW Director (Highway Superintendent)

Source: Operating Budget (Capital Outlay)

Funding: FY23-27 annual costs in Operating Budget (Capital Outlay)

Description: The FY2023 Operating Budget for DPW Highway includes \$300,000 for Capital Outlay related to roadwork and associated work above and beyond the Town's Chapter 90 Funding. This funding source is often used for unanticipated capital needs (i.e. culvert collapse, etc.) and allows the Town to match and exceed State funding for these projects.

DPW-20-90: Road Maintenance (Chapter 90) \$2,551,349

Requestor: DPW Director; Deputy DPW Director (Highway Superintendent)

Source: Chapter 90 (recurring grant)

Funding: FY23-27 annual costs; authorized annually by Town Meeting

Description: The Town files requests annually to the State for Chapter 90 funding which is formula based and dependent on the State's budget. There have been legislative efforts to increase Chapter 90 funding in the face of inflation, but the FY2023 amount is currently assumed at \$511,349.

DPW-ST-2: Complete Streets – Tier III \$400,000

Requestor: DPW Director; Deputy DPW Director (Highway Superintendent)

Source: Grant; Complete Streets (MassDOT)

Funding: FY2025 projected

Description: The Town engaged with Complete Street Tier III in FY2022 for an application of up to \$400,000 based on the [Complete Streets Prioritization Plan \(link\)](#) established through Tier II. Town

5-Year CIP – Explanations of Capital Projects and Spending

Meeting supported an additional \$230,000 (DPW-ST-3a) of funding to match the grant application which focused primarily on ADA compliance in the Central Street area of downtown. The next opportunity to pursue grant funding is after three (3) fiscal years, planned for FY2025.

DPW-ST-3b: Sidewalk Maintenance – ADA Ramps & Sidewalks \$8,132,660

Requestor: DPW Director; Deputy DPW Director (Highway Superintendent)

Source: Borrowing Authorization

Funding: October 2022 Fall Town Meeting Proposal

Description: The Town engaged Stantec for two (2) engineering studies related to sidewalks (condition and connectivity) and water system modernization, as timing these projects together is a common sense approach and provides many operational advantages.

The [Stantec Sidewalk Study \(link\)](#) was presented in multiple public meetings to the community in 2021 and has an appendix of a 10-Year Improvement Plan that itemizes, among other things, a backlog of ADA compliance work that is costed out over 10 years:

- Backlog of Sidewalks Repair: \$5,554,327, with 10% assumption for design
- Backlog of Ramp Repair: \$1,839,000, with 10% assumption for design
- **Total ADA Backlog: \$8,132,660**

The Select Board has prioritized horizontal infrastructure in capital planning and with the results of these studies, the Town is prepared to move ahead with much needed investment in sidewalks, roadways, and water mains.

DPW-ST-4: Norfolk St. (Drainage, Roadway, Sidewalks & Water Mains) \$9,061,105

Requestor: DPW Director; Deputy DPW Director (Highway Superintendent)

Source: Borrowing Authorization

Funding: October 2022 Fall Town Meeting Proposal

Description: Replacing approximately 8,000 feet of existing steel and asbestos cement (AC) water main from Franklin Street to Medway town-line. A 2007 topographical survey of the route is available to use as basis for preparation of this shovel ready project. Per Appendix B of the [Stantec Water Modernization Study \(link\)](#) Norfolk Street is the next priority on the list of water mains to be replaced based on condition and significance.

Generally, the Water Enterprise Fund pays for these costs directly through the Water Infrastructure Fee Account, however, to keep costs affordable for all users, the Water Enterprise Fund can use assistance from the General Fund on some projects (like Norfolk Street), as non-users of the system also benefit from municipal water through fire suppression and other critical services.

The project may include drainage, granite curbing, new sidewalks and roadway improvements in Norfolk Street. This project provides sidewalk connectivity to Patoma Park and can be combined with water main replacement project or as a separate project follow up to water main replacement project.

5-Year CIP – Explanations of Capital Projects and Spending

Description - Norfolk Street	Linear Feet	NPR	Cost Estimate	Design/Engineer (10%)	Total Projected (2022 Dollars)
New Sidewalks - Gap Analysis (Patoma Park to Stoddard Park)	1,539	1600	\$ 319,779	\$ 31,978	\$ 351,757
New Sidewalks - Gap Analysis (Stoddard Park to Clark)	264	1346	\$ 54,875	\$ 5,488	\$ 60,363
New Sidewalks - Gap Analysis (Clark to Cabot)	202	1326	\$ 42,067	\$ 4,207	\$ 46,274
New Sidewalks - Gap Analysis (Cabot to Cold Spring)	1,043	1277	\$ 216,761	\$ 21,676	\$ 238,437
New Sidewalks - Gap Analysis (Cold Spring to Goulding)	1,119	600	\$ 240,836	\$ 24,084	\$ 264,920
Improvements to Existing Sidewalks & Roadway	4,805		\$ 3,000,000	\$ 300,000	\$ 3,300,000
Improvements to Drainage, full length	8,971		\$ 2,500,000	\$ 250,000	\$ 2,750,000
Water Mains - Replace AC pipes (1952-1975)	5,785		\$ 1,225,850	\$ 122,585	\$ 1,348,435
Water Mains - Replace AC pipes (1952-1975)	3,186		\$ 637,200	\$ 63,720	\$ 700,920
Subtotal			\$ 8,237,368	\$ 823,737	\$ 9,061,105

DPW-ST-5: Sidewalk Gap Analysis

\$3,425,203

Requestor: DPW Director; Deputy DPW Director (Highway Superintendent)

Source: Borrowing Authorization

Funding: FY2024 projected

Description: Table 6 of the [Stantec Sidewalk Report \(pg. 31\) \(link\)](#) describes seven (7) locations in which new sidewalks would address “gaps” in connectivity. These items are also listed in the 10-Year Improvement Plan. Norfolk Street (DPW-ST-4) is on this list, as well as:

- Highland Street, from Prospect Street to Washington Street (2,690 ft)
- Underwood Street, from White Pine Drive to Washington Street (6,085 ft)
- Central Street, from Franklin Street to Gretchen Lane (8,085 ft)
- Church Street, from Norfolk Street to Central Street (901 ft)
- Summer Street, from Washington Street to Medway Town Line (2,970 ft)
- Fiske Street, from Central Street to Fiske Pond Road (7,101 ft)

Accomplishing all of these gap filling projects would drastically improve the connectivity of the sidewalk network in Holliston, but should also follow in priority behind the Norfolk Street improvements detailed in DPW-ST-4.

DPW-ST-W1: DPW Water Projects with Sidewalk/Roadway Overlap

\$7,965,653

Requestor: DPW Director; Deputy DPW Director (Highway Superintendent)

Source: Borrowing Authorization

Funding: FY2024 projected

Description: The Town has a Water Infrastructure Fee that is billed quarterly to all municipal water accounts and generates \$1.4 million per year in revenue to complete water main projects. Water main breaks have continued to be an issue for this system as the infrastructure is aging and was not addressed for decades.

The fee structure works as currently constituted to complete one (1) mile per year, but does not account for the benefits that non-users receive from the municipal water system. By taking some, or all, of the burden of the water main replacements off of the Water Enterprise Fund, ratepayers will benefit. In this scenario, the Town would borrow for the projects prioritized in

5-Year CIP – Explanations of Capital Projects and Spending

the Stantec Water Modernization Report (Appendix B), thus removing the need for the Water Infrastructure Fee.

A middle ground alternative would be to address certain large-scale projects that combine water and sidewalk/drainage/roadway infrastructure through General Fund Borrowing (such as Norfolk Street), and keep smaller scale projects on the Water Enterprise Fund side, allowing the town to reduce the Water Infrastructure Fee, but not eliminate it.

SECTION VII: TRAFFIC & PUBLIC SAFETY ENHANCEMENTS (INCL. TAC)

TAC-1:	Public Safety Signs & Equipment	\$90,000
Requestor:	Traffic Advisory Committee (TAC)	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2023 and FY2025 projected	
Description:	The TAC has reviewed many petitions for traffic safety improvements and made approximately 20 recommendations to the Select Board (the Highway Surveyors) for implementation. Previous authorizations have led to speed mitigation equipment which is housed at HPD as well as signage for the implementation of the Heavy Commercial Vehicle Exclusion.	
	The next steps of TAC include a sign audit to ensure all signs in Town are still in compliance with MUTCD and meet the needs of HPD and DPW; should signs need to be replaced or augmented, this would be the funding source for recommendations (estimated \$30,000). Additionally, the previously approved and purchased electronic sign boards and other equipment will require replacement over time (estimated \$60,000 in FY2025).	

SECTION VIII: POLICE DEPARTMENT

PD-FL-1:	Police Vehicles – Fully Equipped	\$692,118
Requestor:	Police Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY23-27 annual refresh cycle	
Description:	The fleet is refreshed annually with highest use vehicles traded in. Mileage and condition of the vehicles are considered and the refresh cycle takes into account patrol vehicles and administrative vehicles which receive different levels of wear and tear.	
PD-FL-1:	Police Motorcycle	\$36,210
Requestor:	Police Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2026 projected	
Description:	The fleet added a motorcycle to its ranks in the past few years and the use of this vehicle is monitored with a projection for replacement in FY2026, though mileage will be a factor.	

5-Year CIP – Explanations of Capital Projects and Spending

PD-EQ-1:	Taser ECWs (27) – Fully Equipped	\$40,500
Requestor:	Police Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	October 2022 FTM	
Description:	Unit cost of \$1,500 at a count of 27 units (25 officers and 2 spares) is gross estimate of \$40,500 before trade-in value of previous units.	
PD-EQ-2:	Bulletproof Vests	\$11,130
Requestor:	Police Chief	
Source:	Grant	
Funding:	FY2024 projected	
Description:	Vests are covered through a reimbursement grant which is 50% state and 50% federal government.	
PD-IT-2:	Hybrid Digital Recorder System with Cameras	\$75,000
Requestor:	Police Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	October 2022 FTM	
Description:	Critical function of Holliston Police Department with maintenance of system overseen by IT Director who has solicited the quote associated with this request. Replaces current system with CVI system.	
PD-IT-6:	Live Scan Fingerprint Machine	\$18,970
Requestor:	Police Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2026 projected	
Description:	Replacement of system based on refresh cycle; quote will need to be updated closer to procurement.	
PD-IT-7:	Portable Radios	\$95,000
Requestor:	Police Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected	
Description:	Replacement of system based on refresh cycle; quote will need to be updated closer to procurement.	
PD-IT-8:	ID Printer Machine	\$17,000
Requestor:	Police Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected	
Description:	Replacement of system based on refresh cycle; quote will need to be updated closer to procurement.	

5-Year CIP – Explanations of Capital Projects and Spending

PD-IT-10:	License Plate Reader	\$10,000
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Requestor:	Police Chief
Source:	Capital Expenditure Fund (CapEx)
Funding:	FY2024 projected
Description:	Replacement of system based on refresh cycle; quote will need to be updated closer to procurement.

PD-IT-11:	E-Citation Printers (11)	\$16,500
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Requestor:	Police Chief
Source:	Capital Expenditure Fund (CapEx)
Funding:	FY2024 projected
Description:	Replacement of system based on refresh cycle; quote will need to be updated closer to procurement.

SECTION IX:	FIRE & AMBULANCE SERVICES
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A review of Fire and EMS operations was conducted by MRI and presented to the community in May of 2022, and this [report \(link\)](#) touches on equipment condition and needs.

FIRE-FL-3:	Replace Chief's Vehicle	\$58,300
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Requestor:	Fire Chief
Source:	Capital Expenditure Fund (CapEx)
Funding:	FY2025 projected
Description:	Replacement of vehicle based on mileage projections.

FIRE-FL-2:	Replace Tanker 2	\$332,375
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Requestor:	Fire Chief
Source:	Capital Expenditure Fund (CapEx)
Funding:	October 2022 FTM
Description:	Fire apparatus has a useful life, after which it should be replaced as repair and maintenance costs escalate if it is kept in service. Current tanker was acquired through federal excess property program. It was a fuel tanker converted for use as a water supply vehicle. It does not meet NFPA 101 standard for fire apparatus.

FIRE-FL-4:	Replace Forest Fire 1	\$112,354
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Requestor:	Fire Chief
Source:	Capital Expenditure Fund (CapEx)
Funding:	FY2024 projected
Description:	This tanker was taken out of service and the future request is to replace it with a smaller brush truck.

5-Year CIP – Explanations of Capital Projects and Spending

AMB-FL-2:	Replace 2010 Ambulance	\$333,900
Requestor:	Fire Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2025 projected	
Description:	CIP calls for replacement of front-line ambulance after 5 years years, at which time it is used as the backup truck for another 5, then third in line for another 5 years.	
FIRE-FL-5:	Replace Engine 4	\$516,502
Requestor:	Fire Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2026 projected	
Description:	Fire apparatus has a useful life, after which it should be replaced as repair and maintenance costs escalate if it is kept in service.	
FIRE-EQ-5:	Skid Unit – Brush Truck	\$16,250
Requestor:	Fire Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved at May 2022 ATM	
Description:	When the 1986 Forest Fire Truck was replaced in 2013, as a cost-saving measure, the decision was made to move the water tank and pump from the old truck to the new one. Replacing this 35 year old skid unit will improve reliability of the brush truck to carry out its mission.	
AMB-EQ-1:	Mechanical CPR Device	\$15,950
Requestor:	Fire Chief	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved at May 2022 ATM	
Description:	A mechanical CPR device allows consistent rate and depth of compression, while reducing dangerous interruptions to compressions. The quality of compressions needed to sustain blood flow is not compromised due to the natural fatigue for emergency personnel. The automated device also reduces issues related to performing CPR in a moving vehicle.	

SECTION X: PARKS & RECREATION

PR-EQ-1:	Infield Grooming Machine	\$23,000
Requestor:	Director of Parks & Recreation	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2027 projected	
Description:	The first equipment purchase was made in recent years to improve service level. In FY2023 a new Ground Division is being developed to further improve service level. Assuming increased use with increased staff hours, this machine projects to need replacement within the next 5 years.	

5-Year CIP – Explanations of Capital Projects and Spending

PR-1B:	Goodwill Park – Replace Bathrooms, Pavilion, Courts	\$750,000
Requestor:	Director of Parks & Recreation	
Source:	Community Preservation Fund (CPF)	
Funding:	October 2022 FTM	
Description:	The Town received earmarked funding from the legislature to study the development and improvement of its flagship park on Green Street – Goodwill Park. The design process will lead to a request for improvements that will go first to the CPC before Town Meeting.	
PR-4:	Replace Playground Equipment at Pleasure Point	\$80,000
Requestor:	Director of Parks & Recreation	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	October 2022 FTM	
Description:	Out of date equipment in need of replacement.	
PR-6:	Create Paved Parking Area at Pleasure Point	\$30,000
Requestor:	Director of Parks & Recreation	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2025 projected	
Description:	Additional parking at Pleasure Point, following design, is an achievable goal to increase access and may require contracted services.	
PR-8:	Stoddard Park Pavilion & Field Upgrades	\$250,000
Requestor:	Director of Parks & Recreation	
Source:	Community Preservation Fund (CPF)	
Funding:	FY2024 projected	
Description:	The Parks Commission is interested in various improvements at Stoddard Park, including field upgrades. The bathrooms at Stoddard Field are very old and have been very expensive to maintain, so capital investment can lead to lower operational costs, once designed.	
PR-10:	Create & Build Space for Community Dog Park	\$25,000
Requestor:	Director of Parks & Recreation	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2026 projected	
Description:	A desire of the community, per recent surveying, a dog park is also a luxury in relation to the priorities of improving the current portfolio of parks (detailed above).	

SECTION XI: HOLLISTON PUBLIC SCHOOLS

SERVICE AREA: ROOF REPAIRS

(MSBA Funding Support Options Exist for School Roofs Specifically)

School-RF-4: Placentino Shingled Roof \$250,000

Requestor: HPS
 Source: Capital Expenditure Fund
 Funding: FY2024 projected
 Description: Based on condition and assumptions of useful life (and associated replacement cycle).

School-RF-5: Placentino/Miller Membrane Flat Roof \$250,000

Requestor: HPS
 Source: Capital Expenditure Fund
 Funding: FY2025 projected
 Description: Based on condition and assumptions of useful life (and associated replacement cycle).

School-RF-6: Adams Roof \$350,000

Requestor: HPS
 Source: Capital Expenditure Fund
 Funding: FY2026 projected
 Description: Based on condition and assumptions of useful life (and associated replacement cycle).

School-RF-7: High School Roof (without larger MSBA project) \$450,000

Requestor: HPS
 Source: Capital Expenditure Fund
 Funding: FY2027 projected
 Description: Based on condition and assumptions of useful life (and associated replacement cycle). This school is in the Statement of Interest process with the MSBA (see Appendix A) and would only be necessary if a building project were not in the works by FY2027, or if there is a failure.

SERVICE AREA: VEHICLES

(School Busing is Largely Outsourced; Some Transportation In-House)

School-FL-1: Wheelchair Bus/Van – Transition Program \$75,000

Requestor: HPS
 Source: Capital Expenditure Fund
 Funding: October 2022 FTM, if earmark unavailable
 Description: The school will require a new van, but Legislative Earmark currently projects to cover this cost.

5-Year CIP – Explanations of Capital Projects and Spending

SERVICE AREA: TECHNOLOGY

(Most Significant Capital Cost-Center, Outside of Facilities)

School-IT-3:	Chromebooks	\$1,030,530
Requestor:	HPS	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY23-27 annual appropriation projected	
Description:	The assumption for October 2022 FTM is \$186,500, which breaks down to \$126,500 for Grades 5 & 8, and \$60,000 for Grade K. Annual assumptions for inflation are added to out-years.	
School-IT-4:	Replace Stage Lighting (Auditorium)	\$150,000
Requestor:	HPS	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	October 2022 FTM	
Description:	Normal refresh cycle of asset.	
School-IT-7:	Networking Infrastructure	\$275,000
Requestor:	HPS	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved May 2022 ATM	
Description:	Normal refresh cycle of assets, including switches.	
School-IT-8:	Indoor Cameras	\$20,000
Requestor:	HPS	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	Approved May 2022 ATM	
Description:	New request to reduce prevalence of criminal activity, such as vandalism.	

SERVICE AREA: FACILITIES

(All Projected Facilities Costs, Except Roofs)

School-FAC-1:	Replace Boilers - Various	\$100,000
Requestor:	HPS	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected; FY2022 appropriated	
Description:	Normal refresh of assets that exist in each school building, and some that have multiple boilers for maintenance and replacement. \$55,000 appropriated in FY22.	
School-FAC-2:	Increase Natural Gas Capacity (Street)	\$200,000
Requestor:	HPS	
Source:	Capital Expenditure Fund (CapEx)	
Funding:	FY2024 projected	
Description:	Originally identified in the 2017 review by the Collins Center; the size pipe bringing natural gas into the building(s) could be upgraded to meet demand.	

5-Year CIP – Explanations of Capital Projects and Spending

School-FAC-5: Replace Playground Equipment Placentino (2)

\$400,000

Requestor: HPS
Source: Capital Expenditure Fund (CapEx)
Funding: FY2024 projected
Description: Normal refresh. Equipment outdated. To replace and upgrade.

School-FAC-4: Wastewater Treatment Plant – High School

\$250,000

Requestor: HPS
Source: Capital Expenditure Fund (CapEx)
Funding: FY2025 projected
Description: Known septic issues at High School will need to be addressed. Like roof, may be delayed until clarity on the High School SOI to MSBA. Also, some data to be culled from WWTP Feasibility Study underway (see FAC-2B).

School-BL-1: Field House Bleachers

\$75,000

Requestor: HPS
Source: Capital Expenditure Fund (CapEx)
Funding: FY2024 projected
Description: Gym bleachers at Adams authorized at October 2019 FTM, High School Field House next on refresh cycle.

School-MSBA: High School SOI; Feasibility, Design, Construction (net MSBA)

\$100,000,000

Requestor: HPS
Source: Borrowing Authorization (Exempt Debt)
Funding: FY2026 projected
Description: See Appendix A for explanation of MSBA Process. The Statement of Interest (SOI) has been submitted by the Superintendent with School Committee and Select Board authorization for the fourth year.

5-Year CIP – Explanations of Capital Projects and Spending

SECTION XII: DPW WATER ENTERPRISE FUND

SERVICE AREA: FLEET

(Water Division Operates Out of Central Street “Foundry”)

Water-FL-1:	Replace Chevy Silverado (W-1)	\$60,000
Requestor:	DPW Director (Water Superintendent)	
Source:	Water Enterprise Fund (Retained Earnings)	
Funding:	FY2025 projected	
Description:	Refresh cycle based on mileage and wear-and-tear. Front line vehicle.	
Water-FL-2:	Replace Chevy Silverado (W-2)	\$60,000
Requestor:	DPW Director (Water Superintendent)	
Source:	Water Enterprise Fund (Retained Earnings)	
Funding:	FY2025 projected	
Description:	Refresh cycle based on mileage and wear-and-tear. Front line vehicle.	
Water-FL-7:	Replace Ford F350 (W-7)	\$60,000
Requestor:	DPW Director (Water Superintendent)	
Source:	Water Enterprise Fund (Retained Earnings)	
Funding:	October 2022 FTM projected	
Description:	Refresh cycle based on mileage and wear-and-tear. Front line vehicle.	
Water-FL-6:	Replace Ford F350-F450 (W6) duel axle	\$75,000
Requestor:	DPW Director (Water Superintendent)	
Source:	Water Enterprise Fund (Retained Earnings)	
Funding:	October 2022 FTM projected	
Description:	Refresh cycle based on mileage and wear-and-tear; upgrade from F350 capacity to F450. Front line vehicle.	
Water-FL-4:	Replace Chevy Silverado (W-4)	\$60,000
Requestor:	DPW Director (Water Superintendent)	
Source:	Water Enterprise Fund (Retained Earnings)	
Funding:	FY2026 projected	
Description:	Refresh cycle based on mileage and wear-and-tear. Front line vehicle.	
Water-FL-8:	Replace Chevy Silverado (W-9)	\$54,000
Requestor:	DPW Director (Water Superintendent)	
Source:	Water Enterprise Fund (Retained Earnings)	
Funding:	Approved May 2022 ATM	
Description:	Refresh cycle based on mileage and wear-and-tear. Front line vehicle.	

5-Year CIP – Explanations of Capital Projects and Spending

Water-FL-8: Ford F550 Dump Body (New) \$66,000

Requestor: DPW Director (Water Superintendent)
Source: Water Enterprise Fund (Retained Earnings)
Funding: October 2022 FTM projected
Description: Increased capacity and demand for fleet.

SERVICE AREA: EQUIPMENT

(Water Division Operates Out of Central Street “Foundry”)

Water-EQ-2: Tilt Trailer \$16,250

Requestor: DPW Director (Water Superintendent)
Source: Water Enterprise Fund (Retained Earnings)
Funding: Approved May 2022 ATM
Description: Increased capacity and demand for equipment.

Water-EQ-3: Mini Excavator \$66,000

Requestor: DPW Director (Water Superintendent)
Source: Water Enterprise Fund (Retained Earnings)
Funding: Approved May 2022 ATM
Description: Increased capacity and demand for equipment. Water main breaks and other emergency needs often filled with contractors which impacts demand response. DPW Highway and DPW Water each now have a Mini Excavator to meet the needs of the community, and larger jobs are contracted out accordingly.

SERVICE AREA: INFRASTRUCTURE

(Water Main Replacement Projects are Projected Based on Stantec Water Modernization Study)

Water-Recur: Water Main Replacements \$7,000,000

Requestor: DPW Director (Water Superintendent)
Source: Water Infrastructure Fee Account; Water Retained Earnings; Borrowing
Funding: Annualized costs FY23-27
Description: Town Meeting authorized a [Water Modernization Study \(link\)](#) which has laid out recommended water main projects for the next 5, 10 and 20 years. The order of these projects may change based on extenuating circumstances.

The funding source for these projects in the past 5 years has been the Water Infrastructure Fee Account which currently generates approximately \$1.4 million per year from water users which currently covers the cost of 1-mile of water main replacement (approximate cost to replace 1 mile is \$1.4 million in current market).

The Stantec report has indicated a need to increase the speed at which these projects are completed, which would require borrowing. The Water Enterprise Fund has recently absorbed the borrowing for the Water Treatment Plant at Well No. 5 and will require at least 3 fiscal years

5-Year CIP – Explanations of Capital Projects and Spending

before significant debt could be absorbed without significant rate increases. For this reason, the Town will consider General Fund supported debt, such as the proposal for Norfolk Street (see DPW-ST-4).

To quote the Stantec report (page 49, Current Water Main Backlog): *“Backlog is defined as the cost of repairing all the water main which are already due for replacement within one year and bringing the average PCI of those water mains to a near perfect 100...As of Fall 2021, Holliston’s backlog of water main repair work totaled \$17,716,861; an increase of \$12 million in the last 11 years. This cost estimate consists of \$41,301 in cement line work, \$7,130,501 in small pipe replacement on minor roadways, \$6,740,305 in small pipe replacement on major roadways, \$174,292 in medium pipe replacement on minor roadways and \$3,630,461 in medium pipe replacement on major roadways.”*

5-Year Capital Improvement Plan Summary of Debt Schedules & Rating Reviews

Debt Management

Major construction projects (over \$1 million) are generally funded through the issuance of debt. The Town of Holliston is authorized to issue debt pursuant to Massachusetts General Law (MGL), Chapter 44. A two-thirds vote of Town Meeting is required for passage of a borrowing article.

Debt payments are funded by three categories:

- ❖ **General Tax Revenue** – Bonds issued within the limits of Proposition 2 ½ are funded from general fund tax revenue and must be balanced within the annual Omnibus Budget
- ❖ **Exempt Tax Revenue** – Bonds for projects approved as Prop. 2 ½ debt exemptions are funded through additional tax revenue raised outside the limits of Prop. 2 ½ (exempt debt) and the ability to raise taxes over Prop. 2 ½ revenue is only allowed during the life of the borrowing; Debt Exclusions require not only Town Meeting approval but also a ballot question on a local election ballot
- ❖ **Water Enterprise Fund Revenue** – Debt issued on behalf of the Town’s Water Enterprise Fund can be fully or partially supported by water user revenues

All debt is issued as general obligation debt, meaning that the full faith and credit of the Town is pledged to the bondholder.

Debt Limits

Massachusetts General Law limits the authorized indebtedness of the Town to 5% of the Town’s equalized value. The most recent debt limit is calculated as shown in Legal Debt Margin table:

Legal Debt Margin June 30, 2022	
Fiscal Year 2022 equalized valuation	\$ 3,243,894,200
Debt Limit - 5% of equalized valuation	\$ 162,194,710
Total debt applicable to limitation (6/30/21)*	\$ (16,154,296)
Authorized and unissued debt	\$ -
Legal Debt Margin	\$ 146,040,414

Credit Rating

**includes Water Ent. Debt*

The Town’s most recent sale of bonds, \$8.375 million authorization for the Water Treatment Plant at Well No. 5, resulted in an upgraded bond rating from [Standard & Poor’s of AAA with a “stable outlook” \(link\)](#) – the highest rating a municipality can receive.

Debt Policies

[Town of Holliston Financial Policies \(link\)](#) are updated biennially and the most recent update of November 2021 is available online. In summary, debt should be reserved for the purchase of large, non-recurring capital items which has a life of ten years or more; and non-exempt General Fund Debt Service to Expenditure Ratio should remain below 8%, with Net Direct Debt to General Fund Revenue Ratio should remain between 30% and 60%.

5-Year CIP – Summary of Debt Schedules & Rating Reviews

Existing Debt Service

The majority of excluded and non-excluded debt service for Holliston has expired as of FY2022, with an additional maturity in FY2023 (**see Debt Service Table, pg. 42**). Beyond FY2023, the last General Fund obligation (i.e. outside of Water Enterprise Fund) is the Police Station debt service that matures in FY2029.

Projected Debt Service (FY2023-2027)

There are currently three (3) capital planning initiatives that would call for borrowing in the 5-Year Capital Improvement Plan (FY2023-2027):

❖ **Holliston High School** (*School-MSBA, pg. 35*)

The School Committee and Select Board have authorized submission of the Statement of Interest (SOI) to the Massachusetts School Building Authority (MSBA) (**see Appendix A**) for a High School project.

True cost estimates (net of MSBA contribution) will not be available until the SOI is selected and Feasibility Study provides viable options. **The assumption in this document is that a borrowing of \$100 million (net of MSBA contribution) would be Holliston's portion of the cost of reconstruction of Holliston High School**, though a feasibility study may not call for this outcome.

❖ **DPW Facility – Feasibility** (*DPW-FAC-1, pg. 18*)

May 2021 Annual Town Meeting approved the cost of a feasibility study to review the current DPW Facilities (Highway Division on Arch Street, Water Division on Central Street). Weston & Sampson has been undertaking the feasibility study and has put together a cost estimate of a facility for 45,000 to 50,000 sq ft based on other DPW facilities recently built in the Commonwealth.

The assumption in this document is that design/engineering of this project will be \$2.5 million and the total project, if begun during the 5 year period of FY2023 to FY2027 will be \$25 million. As illustrated in **Appendix A**, the cost and viability of the project is still dependent on many factors, including ultimately location of a joint facility and future plans for the current sites on Arch Street and Central Street.

❖ **Horizontal Infrastructure – Water & Sidewalk 10 Year Proposals** (*DPW-ST-3b & 4, pg. 26*)

Appendix A provides the link to two (2) studies approved at December 2020 Special Town Meeting: The Sidewalk Connectivity Study (DPW-ST-1) and the Water Modernization Study (Water-Recur-1). Both of these studies were performed by Stantec and provide 10-year roadmaps to addressing horizontal infrastructure projects in Holliston (see Appendix A for links).

Both studies refer to “backlog” items that, based on useful life, should have already been addressed from a capital planning perspective. Additionally, the studies project out future needs and ways to improve these infrastructure systems. The **Stantec Table (below, pg. 41)** shows the next 10-years of projects as laid out by each study, combining projects to ensure that various projects are timed in conjunction with one another – for example, road openings for water main replacements must be timed appropriately with other infrastructure improvements (i.e. roadways, drainage, sidewalks).

5-Year CIP – Summary of Debt Schedules & Rating Reviews

The two borrowing assumptions for FY2023-FY2027 which are modeled on the following debt projections are:

DPW-ST-3b: \$8,132,660 for backlog of ADA compliance of existing ramps and sidewalks (pg. 26)

DPW-ST-4: \$9,061,105 for Norfolk Street roadway, drainage, sidewalks, water mains (pg. 26)

Table: Stantec Report Summary

10-Year Planning of Sidewalks & Water Mains

Location	Description	Source	Linear Feet	NPR	Cost Estimate	Design/Engineer (10%)	Total Projected (2022 Dollars)
Various	Backlog of Sidewalk Repair (10-Year Improvement Plan)	Stantec - Section 4	Various	Various	\$ 5,554,327	\$ 555,433	\$ 6,109,760
Various	Backlog of Ramp Repair (10-Year Improvement Plan)	Stantec - Section 4	Various	Various	\$ 1,839,000	\$ 183,900	\$ 2,022,900
	Subtotal				\$ 7,393,327	\$ 739,333	\$ 8,132,660
Norfolk Street	New Sidewalks - Gap Analysis (Patoma Park to Stoddard Park)	Stantec - Appendix D	1,539	1600	\$ 319,779	\$ 31,978	\$ 351,757
Norfolk Street	New Sidewalks - Gap Analysis (Stoddard Park to Clark)	Stantec - Appendix D	264	1346	\$ 54,875	\$ 5,488	\$ 60,363
Norfolk Street	New Sidewalks - Gap Analysis (Clark to Cabot)	Stantec - Appendix D	202	1326	\$ 42,067	\$ 4,207	\$ 46,274
Norfolk Street	New Sidewalks - Gap Analysis (Cabot to Cold Spring)	Stantec - Appendix D	1,043	1277	\$ 216,761	\$ 21,676	\$ 238,437
Norfolk Street	New Sidewalks - Gap Analysis (Cold Spring to Goulding)	Stantec - Appendix D	1,119	600	\$ 240,836	\$ 24,084	\$ 264,920
Norfolk Street	Improvements to Existing Sidewalks & Roadway	AP Associates	4,805		\$ 3,000,000	\$ 300,000	\$ 3,300,000
Norfolk Street	Improvements to Drainage, full length	AP Associates	8,971		\$ 2,500,000	\$ 250,000	\$ 2,750,000
Norfolk Street	Water Mains - Replace AC pipes (1952-1975)	Stantec - Appendix B	5,785		\$ 1,225,850	\$ 122,585	\$ 1,348,435
Norfolk Street	Water Mains - Replace AC pipes (1952-1975)	Stantec - Appendix B	3,186		\$ 637,200	\$ 63,720	\$ 700,920
	NORFOLK STREET				\$ 8,237,368	\$ 823,737	\$ 9,061,105
Central Street	New Sidewalks - Gap Analysis (Church to Maple Dell)	Stantec - Appendix D	911	1361	\$ 202,937	\$ 20,294	\$ 223,231
Central Street	New Sidewalks - Gap Analysis (Maple Dell to Fiske)	Stantec - Appendix D	303	600	\$ 67,398	\$ 6,740	\$ 74,138
Central Street	New Sidewalks - Gap Analysis (Fiske to Granite)	Stantec - Appendix D	1,035	600	\$ 638,611	\$ 63,861	\$ 702,472
Central Street	New Sidewalks - Gap Analysis (Skyview to Donna)	Stantec - Appendix D	400	600	\$ 95,596	\$ 9,560	\$ 105,156
Central Street	New Sidewalks - Gap Analysis (Mitchell to Skyview)	Stantec - Appendix D	546	600	\$ 130,374	\$ 13,037	\$ 143,411
Central Street	New Sidewalks - Gap Analysis (Granite to Mitchell)	Stantec - Appendix D	183	600	\$ 43,599	\$ 4,360	\$ 47,959
Central Street	Water Mains - Replace AC pipes (1946-1996)	Stantec - Appendix B	10,157		\$ 2,105,950	\$ 210,595	\$ 2,316,545
	CENTRAL STREET				\$ 3,284,465	\$ 328,447	\$ 3,612,912
Goulding Street	New Sidewalks - Gap Analysis (Bradford Jay to Alden)	Stantec - Appendix D	235	600	\$ 54,108	\$ 5,411	\$ 59,519
Goulding Street	New Sidewalks - Gap Analysis (Sweet Grass to Gregory)	Stantec - Appendix D	181	600	\$ 41,717	\$ 4,172	\$ 45,889
Goulding Street	New Sidewalks - Gap Analysis (Dudley to Sweet Grass)	Stantec - Appendix D	401	600	\$ 92,558	\$ 9,256	\$ 101,814
Goulding Street	New Sidewalks - Gap Analysis (Norfolk to Dudley)	Stantec - Appendix D	417	600	\$ 96,107	\$ 9,611	\$ 105,718
Goulding Street	New Sidewalks - Gap Analysis (Adam Wheeler to Millis TL)	Stantec - Appendix D	205	600	\$ 47,178	\$ 4,718	\$ 51,896
Goulding Street	New Sidewalks - Gap Analysis (Alden to Goulding)	Stantec - Appendix D	291	600	\$ 67,045	\$ 6,705	\$ 73,750
Goulding Street	New Sidewalks - Gap Analysis (Gregory to Bradford Jay)	Stantec - Appendix D	216	600	\$ 49,855	\$ 4,986	\$ 54,841
Goulding Street	New Sidewalks - Gap Analysis (Goulding to Adam Wheeler)	Stantec - Appendix D	373	600	\$ 85,936	\$ 8,594	\$ 94,530
Goulding Street	Water Mains - Replace AC pipes (1960)	Stantec - Appendix B	5,848		\$ 1,284,550	\$ 128,455	\$ 1,413,005
Goulding Street	Water Mains - Replace AC pipes (1960-1964)	Stantec - Appendix B	7,843		\$ 1,568,600	\$ 156,860	\$ 1,725,460
	GOULDING STREET				\$ 3,387,654	\$ 338,765	\$ 3,726,419
Concord Street	Water Mains - Replace AC pipes (1949-1953)	Stantec - Appendix B	5,463		\$ 1,553,800	\$ 155,380	\$ 1,709,180
	CONCORD STREET				\$ 1,553,800	\$ 155,380	\$ 1,709,180
Washington Street	Double Water Mains - Replace AC pipes (1900-1953)	Stantec - Appendix B	7,550		\$ 2,149,130	\$ 214,913	\$ 2,364,043
	WASHINGTON STREET				\$ 2,149,130	\$ 214,913	\$ 2,364,043
Hollis Street	Water Mains - Replace AC pipes (1949)	Stantec - Appendix B	5,188		\$ 1,037,600	\$ 103,760	\$ 1,141,360
	HOLLIS STREET				\$ 1,037,600	\$ 103,760	\$ 1,141,360

Debt Service Table

Debt Service - Town of Holliston (Actual & Projected, based on 5-Year CIP)

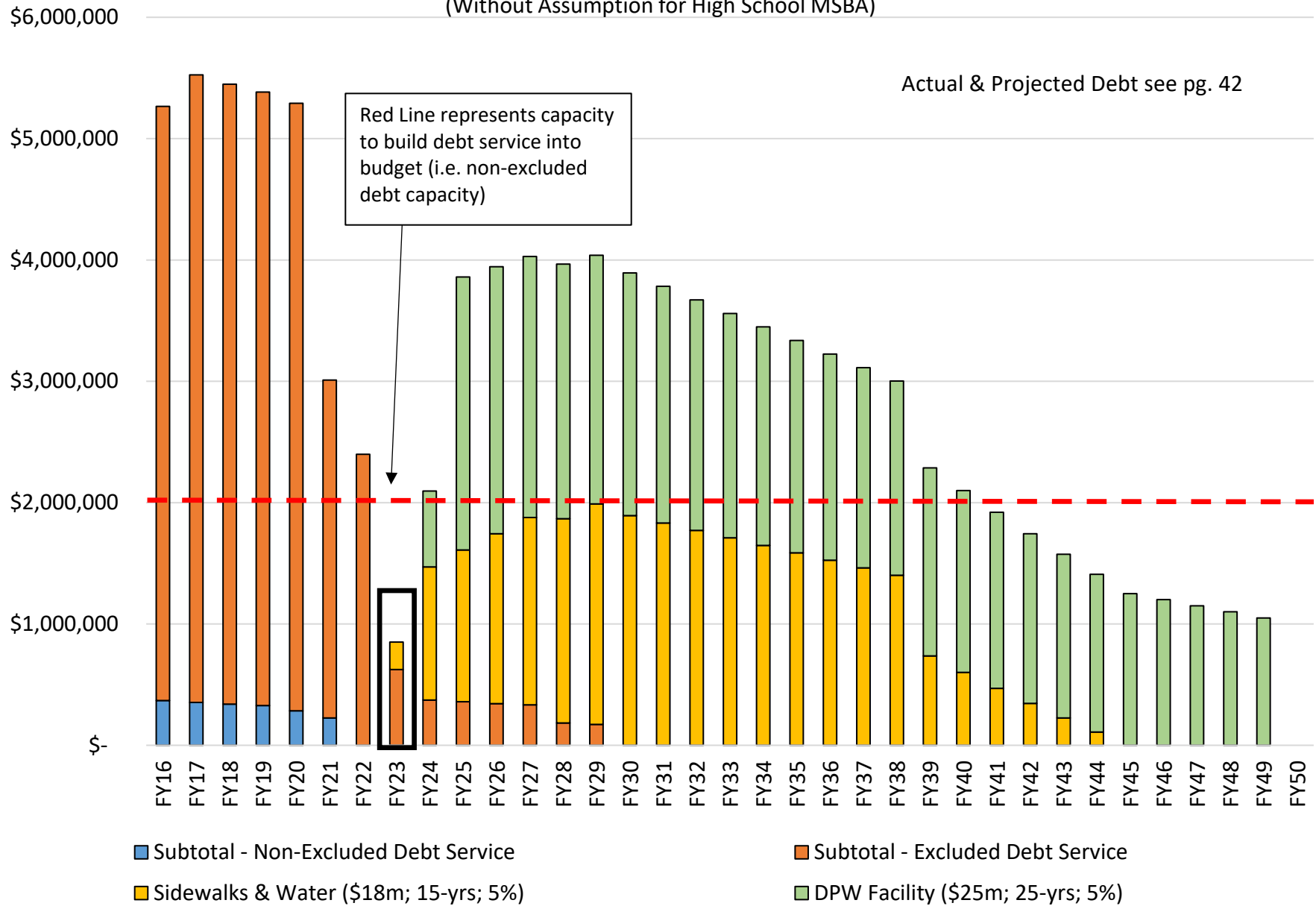
--> cont. to FY50

Department	Original Issue	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Fire	FY2000	\$ 62,150	\$ 29,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land (paid off FY05)	FY2004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Hall	FY2004	\$ 169,957	\$ 161,757	\$ 173,757	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pinecrest	FY2004	\$ 94,679	\$ 92,879	\$ 51,279	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal - Non-Excluded Debt Service		\$ 326,786	\$ 284,586	\$ 225,036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Elementary School	FY2000	\$ 2,133,500	\$ 2,132,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
High & Middle School	FY2003	\$ 1,746,006	\$ 1,730,506	\$ 1,722,056	\$ 1,700,988	\$ 235,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewers	FY2003	\$ 309,326	\$ 311,864	\$ 297,500	\$ 294,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Station (Refunded 2020)	FY2010	\$ 490,125	\$ 472,875	\$ 417,511	\$ 403,650	\$ 388,650	\$ 373,650	\$ 358,650	\$ 343,650	\$ 333,650	\$ 183,400	\$ 171,600	\$ -	\$ -
1750 Washington St.	FY2016	\$ 377,775	\$ 360,525	\$ 348,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal - Excluded Debt Service		\$ 5,056,732	\$ 5,007,770	\$ 2,785,517	\$ 2,398,638	\$ 624,630	\$ 373,650	\$ 358,650	\$ 343,650	\$ 333,650	\$ 183,400	\$ 171,600	\$ -	\$ -
DPW Facility (\$25m; 25-yrs; 5%)	FY2024					\$ 625,000	\$ 2,250,000	\$ 2,200,000	\$ 2,150,000	\$ 2,100,000	\$ 2,050,000	\$ 2,000,000	\$ 1,950,000	
Sidewalks & Water (\$18m; 15-yrs; 5%)	FY24-30					\$ 226,528	\$ 1,096,279	\$ 1,250,731	\$ 1,400,063	\$ 1,544,276	\$ 1,683,377	\$ 1,817,372	\$ 1,893,801	\$ 1,832,277
Holliston High School (\$100m; 25-yrs; 5%)	FY2025							\$ 2,500,000	\$ 9,000,000	\$ 8,800,000	\$ 8,600,000	\$ 8,400,000	\$ 8,200,000	
Subtotal - Projected Debt Service						\$ 226,528	\$ 1,721,279	\$ 3,500,731	\$ 6,100,063	\$ 12,694,276	\$ 12,583,377	\$ 12,467,372	\$ 12,293,801	\$ 11,982,277
Total TAX SUPPORTED DEBT SERVICE		\$ 5,383,518	\$ 5,292,356	\$ 3,010,553	\$ 2,398,638	\$ 851,158	\$ 2,094,929	\$ 3,859,381	\$ 6,443,713	\$ 13,027,926	\$ 12,766,777	\$ 12,638,972	\$ 12,293,801	\$ 11,982,277
Water Enterprise - Previous Debt	Various	\$ 723,424	\$ 705,325	\$ 682,101	\$ 663,752	\$ 480,604	\$ 469,582	\$ 453,710	\$ 442,988	\$ 155,167	\$ 155,198	\$ 155,228	\$ 155,259	\$ 155,291
Water Enterprise - WTP Well No. 5	Proj.	\$ -	\$ -	\$ -	\$ 160,000	\$ 812,964	\$ 627,250	\$ 611,000	\$ 594,750	\$ 578,500	\$ 562,250	\$ 546,000	\$ 529,750	\$ 513,500
Total WATER ENT. SUPPORTED DEBT SERVICE		\$ 723,424	\$ 705,325	\$ 682,101	\$ 823,752	\$ 1,293,568	\$ 1,096,832	\$ 1,064,710	\$ 1,037,738	\$ 733,667	\$ 717,448	\$ 701,228	\$ 685,009	\$ 668,791

Debt projection assumptions, refer to 5-Year CIP Summary, pages 11-14

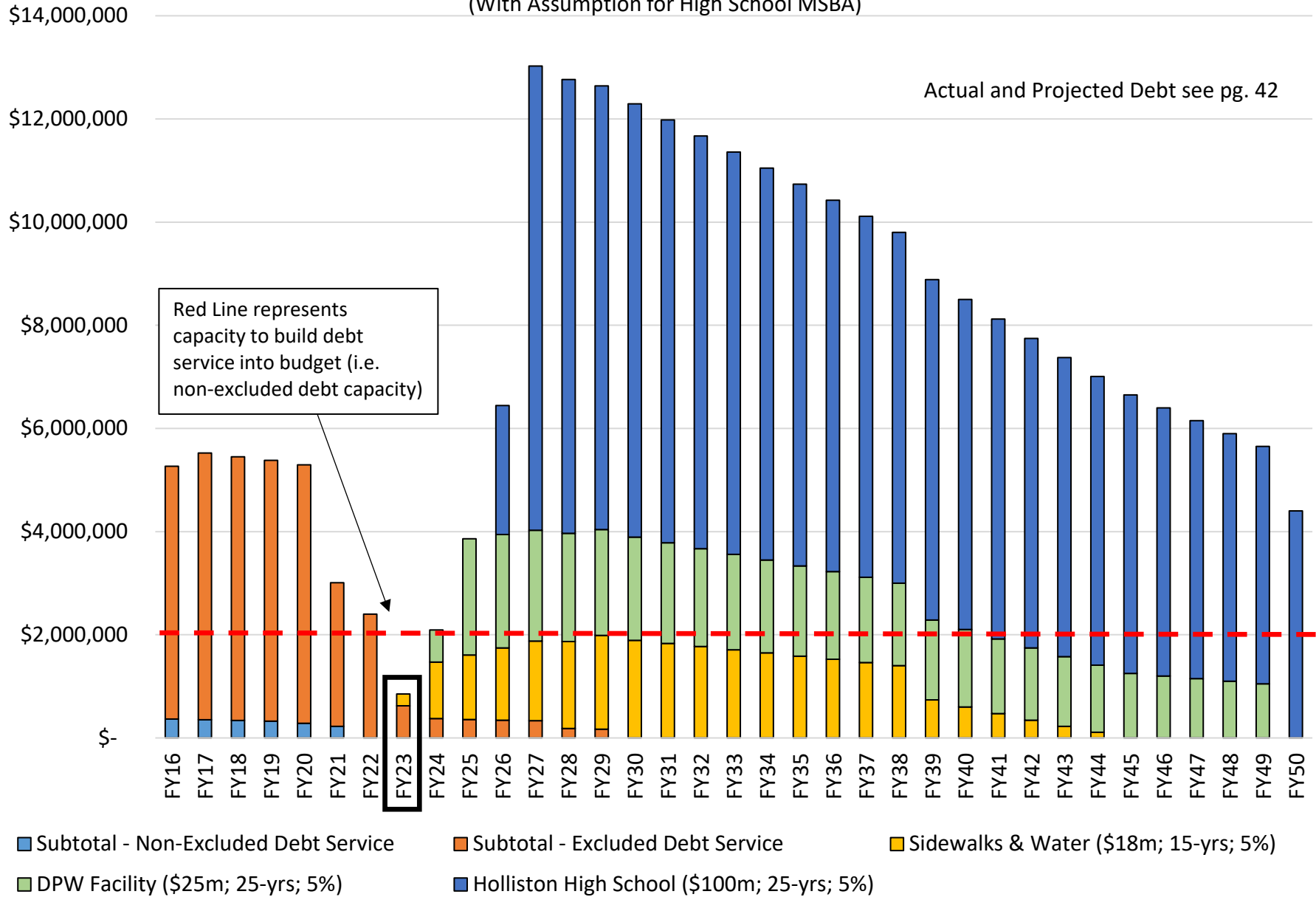
General Fund Debt - Existing & Projected (Without Assumption for High School MSBA)

Actual & Projected Debt see pg. 42

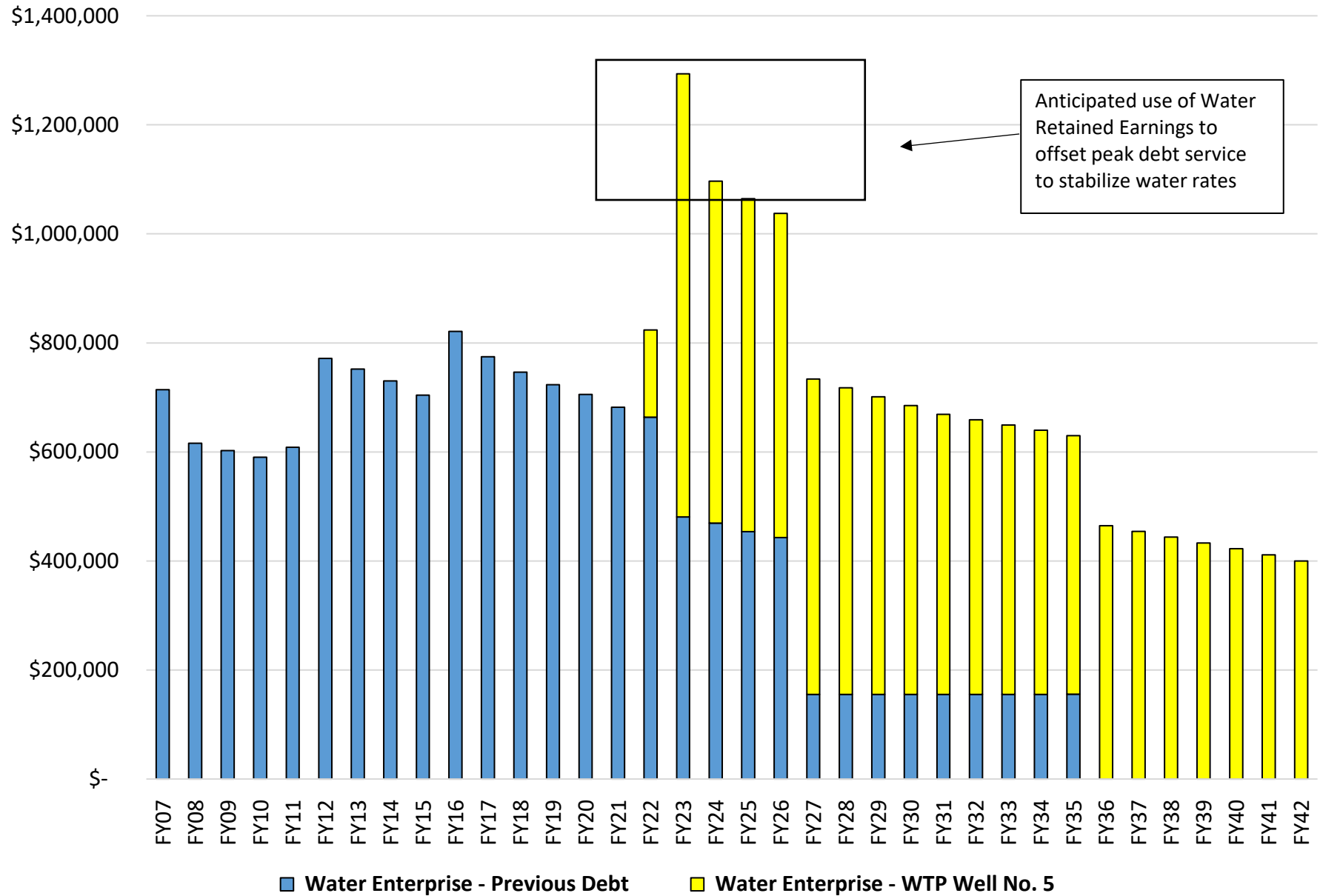


General Fund Debt - Existing & Projected (With Assumption for High School MSBA)

Actual and Projected Debt see pg. 42



Water Enterprise Fund Debt - Previous Debt & WTP Well No. 5



**Town of Holliston
Capital Planning, Design & Engineering Studies and Reporting
CY2021 & CY2022**

June 17, 2022

Introduction:

In the process of preparing for a variety of future capital projects, previous Town Meetings have authorized funding for the Town to engage third party experts to provide the design and engineering necessary to present “shovel ready” projects for approval at future Town Meetings and in grant applications for federal and state funds that have flowed in response to the COVID-19 pandemic.

Below are the studies that have been approved and are in various stages of implementation, with completed reporting available to all Holliston stakeholders on the Town’s webpage:

1. Blair Square – Design & Engineering (BSC-1)

Authorized: May 2021 ATM

Design/Engineer Firm: *Beals & Thomas* – [link to design presentation](#)

Contractor (Construction): TBD

Explanation: The Blair Square Committee (BSC) was created by the Select Board to determine the future use of the area bounded by Central, Front, Railroad and Winthrop Streets. The BSC used donated funds to commission a rendering of their vision for Blair Square, and this authorization was for the funds necessary to create the construction documents needed to move the project forward. The Community Preservation Committee (CPC) recommended approval of \$568,785 for redevelopment of Blair Square and the May 2022 Annual Town Meeting approved the appropriation.

The Town additionally has submitted three (3) separate grant applications to support the program and/or defray costs from being solely covered by the CPC. Project is intended to be completed in CY2022.

2. 9 Green Street – Design & Engineering; Demolition; Construction (BOS-FAC-1A);

Authorized: Three (3) Town Meeting approvals: December 2020 STM for Design; May 2021 ATM for Demolition; October 2021 for Construction

Design/Engineer Firm: *PARE Corp.* was engaged for demolition, stormwater plan, and site plan design – [link to design presentation](#)

Contractor (Demolition): Costello Dismantling

Contractor (Construction): TBD

Explanation: The Town owns the property at 9 Green Street through a taking in 2019. The property has environmental cleanup needs that the Town has undertaken, working with MassDEP. Due in part to the cleanup requirements and also the prime location in the Downtown area of Holliston, the 9 Green Street Committee recommended that the property be repurposed as a parking lot to support the Downtown businesses and the public spaces in the area (Goodwill Park and the Holliston Public Library). PARE Corp. developed the demolition plan and the procurement resulted in a contract award to Costello Dismantling, which has been substantially completed.

PARE Corp. has presented twice to the Select Board on ultimate design options, most recently in February 2022, and in May 2022 the Town was awarded additional funding from MassDOT's Shared Streets program to include ADA improvements and EV parking equipment. Project is intended to be completed in CY2022.

3. Department of Public Works (DPW) Facility – Feasibility Study (DPW-FAC-1 / ST-2)

Authorized: May 2021 ATM

Design/Engineer Firm (Feasibility): *Weston & Sampson* – [link to design presentation](#)

Design/Engineering Firm: TBD

Contractor (Construction): TBD

Explanation: The Town operates two separate DPW facilities for its current operations, both of which are well beyond useful life: Highway Department on Arch Street and Water Department on Central Street. The Town is not currently in position to design/engineer a future combined facility for DPW operations as there are many potential solutions for the Town to consider, therefore a feasibility study was authorized to look at all viable options.

Weston & Sampson developed a program to meet the future needs of the Holliston DPW requiring 45,150 SF of space. Based on current market data and inflationary projections, Weston & Sampson has determined that a range of \$23.9 to \$26.2 million is likely for construction of such a facility, before soft costs in the 10% to 25% range, depending on location.

Weston & Sampson evaluated various Town-owned sites for potential fit and made a presentation to the Select Board on April 4, 2022 with a follow up meeting scheduled for June 27, 2022.

4. Dam Inspections & Planning (DAM-1; DAM-3; DAM-4)

Authorized: October 2019 STM

Consultant (Inspections): *Lenard, LLC* was engaged to review all four dams under Town control: (1) Lake Winthrop Dam, (2) Factory Pond Dam, (3) Houghton Pond Dam, and (4) Weston Pond Dam.

Consultant (Cost-Benefit; Ownership): *PARE Corp.* – [link to Factory Pond](#); [Link to Houghton Pond](#)

Explanation: The Town has reviewed the legal ownership of the four dams and discussed with the Commonwealth of Massachusetts the processes necessary for the dams to remain in compliance while also planning for the future of these dams. After compliance, the next priority for the Town was to finalize the long-term capital plan for these four dams based on their conditions. The Town's most significant capital needs sit with (1) the Factory Pond Dam on Woodland Street, across from 8-Arch Bridge, and (2) the Houghton Pond Dam, behind the Dunkin' Donuts on Washington Street (Rt. 16).

While the PARE Corp. report clearly indicates "rehabilitation" (aka replacement) of the Factory Pond Dam as the most logical approach, the approach to the Houghton Pond Dam will require further analysis on the efficacy of "removal" vs. "rehabilitation" as removal has great long-term benefits but significant downstream impacts in Holliston and beyond.

The Town has requested the \$1 million previously listed in Chapter 209 of the Acts of 2018 for the replacement of the Factory Pond Dam and should know about the availability of these funds prior to October 2022 Fall Town Meeting.

5. Stormwater Engineering Study (MS4) (DPW-STW-1)

Authorized: December 2020 STM

Consultant: *Comprehensive Environmental Inc. (CEI)* was engaged to review and report on the condition of the Town's outfalls and culverts

Explanation: As will all municipalities, the Town of Holliston is staying in compliance with the MS4 permit overseen by NPDES. The consultant has previously looked at outfalls and is now working with DPW staff to review the condition of all culverts in Town (approximately 100). The Town has funded some culvert rehabilitation projects through the "Capital Outlay" in the DPW Highway annual operating budget, but the study by Comprehensive Environmental Corporation may also lead to future capital spending plans for the Town.

6. Sidewalk Connectivity Study (DPW-ST-1)

Authorized: December 2020 STM

Consultant: *Stantec* was engaged to review the condition of all sidewalks in Town and prioritize future efforts that will increase connectivity – [link to final report with 10-year Improvement Plan](#)

Explanation: The consultant reviewed the condition of all sidewalks in Town and determined areas of the Town's sidewalk network that could be optimized through efforts to increase connectivity (see Table 6 on pg. 31). The consultant also grant opportunities that the Town has already pursued through Complete Streets, Safe Routes to School, etc.

The report determined that there is a backlog of sidewalk repair in the amount of \$5,554,327, and a backlog of ramp repair work of \$1,839,000. Stantec proposes \$630,000 per year be used to address this backlog. The Town currently addresses some of these needs through Capital Outlay in the DPW Highway annual Operating Budget and the annual Chapter 90 funding from the State, but to achieve this target, the Town will need to increase annual appropriations.

7. High School – Statement of Interest (SOI) to the Mass. School Building Authority (MSBA) (School-MSBA-1)

Authorized: April 2022 (School Committee & Select Board, separate votes)

Estimated Date of Response: CY2022

Explanation: The Town has submitted a SOI to the MSBA for the past three years. Submitting the SOI in FY22 represented the fourth submission. It is important to demonstrate the Town's commitment to the MSBA process, which would result in the Commonwealth picking up between 40-50% of applicable costs of a High School renovation project. The MSBA's annual process is formulaic, but was also delayed slightly due to COVID-19 in the most recent cycle; the timing of the process is outside of the Town's control, but the Town must be prepared to act when and if the MSBA selects the Town's High School SOI. The process would follow a progression of a feasibility study, then design/engineering and then construction.

A building committee would be formed to oversee the process and residents would be engaged through public forums, Town Meeting votes, and also the ballot question(s) required for a debt exclusion (to exclude the debt service from Prop. 2 ½). The Holliston Public Schools continue to prioritize this project through its strategic planning efforts: [link to new 5-Year Strategic Plan](#)

8. Water Modernization Study (Water-Recur-1)

Authorized: December 2020 STM

Consultant: *Stantec* was engaged to review the now decade-old condition analysis of water mains in Town and make holistic recommendations on modernizing the Town's Water Distribution System – [link to report with Project Priority List \(Appendix B\)](#)

Explanation: The Town has had a goal to rehabilitate or replace 1 mile of water main per year. To fund the cost of this work, the Town has a water infrastructure fee that generates approximately \$1.4 million per year. In FY21, the Town appropriated \$2.8 million to replace over 2 miles of water mains on Winter Street.

The Town engaged Stantec to produce a rehabilitation/replacement schedule for water mains in Town. Additionally, the study included information on the future water sources and uses in Town as Holliston pulls water from numerous wells throughout Town with a new water treatment plant at Well Number 5 set to go online in the summer of 2022.

9. Wastewater Treatment Plant Feasibility Study (FAC-2A)

Authorized: ARPA Steering & Select Board 2022

Consultant: *Lombardo Associates*

Explanation: Firm was engaged to review the condition of the current WWTP and determine the feasibility of utilizing capacity of the WWTP to connect additional users that the current school complex on Woodland Street (including, potentially downtown businesses). The [first progress report \(link\)](#) was provided to the Select Board in June of 2022, which confirmed that improvements to instrumentation are required, regardless of increasing flow to the facility. Additionally testing ("Hydro Geo") is recommended by Lombardo to determine if increased capacity would be authorized by MassDEP.

Terms:

- **RFP** – Request for Proposals
- **ATM** – Annual Town Meeting
- **STM** – Special Town Meeting
- **CPF** – Community Preservation Fund
- **CPC** – Community Preservation Committee
- **MS4** – Separate Storm Sewer System Permit
- **NPDES** – National Pollutant Discharge Elimination System
- **MassDEP** – Massachusetts Department of Environmental Protection
- **MassDOT** – Massachusetts Department of Transportation

Appendix B
Grant Funded Capital Projects & Planning

Summary of Grant Funded Capital Projects & Planning (FY2019 to FY2022)

FY2022 - Grant Supported Capital Projects / Planning					
Category	Department	Funding Source	Project Descriptions	Total/Partial	Amount
Communications	Technology	Community Compact	Fiber Cabling to Town Buildings & Sites	Total	\$ 186,000
Public Safety	Fire	EOPPS/DFS	Safety Equipment - Air Monitoring Equipment	Total	\$ 14,414
Open Space	Parks & Rec.	State Earmark	Goodwill Park - Design/Engineering	Total	\$ 100,000
Public Works	Facilities	Shared Streets (DOT)	9 Green Street Parking Lot (ADA Parking & EV)	Partial Offset	\$ 194,200
Public Works	DPW	WRAP (DOT)	Winter Recovery Program - Highland Street	Total	\$ 294,816
<i>ARPA (Town & State) Subtotal</i>					\$ 489,016
Public Works	DPW Water Div.	ARPA (State)	Water Division - SCADA Upgrade - All Sites	Total	\$ 575,000
Public Works	Facilities	ARPA (Town)	Wastewater Treatment Plant - Feasibility Study	Total	\$ 150,000
Non-Profit	Facilities	ARPA (Town)	Repairs Asa Whiting House (Historical Society)	Total	\$ 89,045
Sustainability	Facilities	ARPA (Town)	Purchase of Street Lights for LED Conversion	Total	\$ 46,133
Open Space / Rail Trail	DPW	ARPA (Town)	Rail Trail - RRFB Upgrades at Trail Crossings	Total	\$ 34,730
<i>ARPA (Town & State) Subtotal</i>					\$ 894,908
FY2021 - Grant Supported Capital Projects / Planning					\$ 1,684,338

FY2021 - Grant Supported Capital Projects / Planning					
Category	Department	Funding Source	Project Descriptions	Total/Partial	Amount
Risk	Facilities Mgmt.	MIIA Risk Mgmt. Grant	Dude Solutions - Asset Management Software	Partial Offset	\$ 10,000
Sustainability	Schools	Green Communities	Miller-Placentino LED Lighting with Controls	Total	\$ 70,608
Sustainability	Schools	Green Communities	High School Field House Weatherization	Partial Offset	\$ 50,000
Sustainability	Police	Green Communities	Boiler Upgrade	Partial Offset	\$ 18,100
Sustainability	Golf Course	Green Communities	Pinecrest LED Lighting with Controls	Total	\$ 33,893
<i>Green Communities Subtotal</i>					\$ 172,601
Open Space / Rail Trail	Planning / DPW	Recreational Trails Grant	Upper Charles Rail Trail - Central to Charles	Partial Offset	\$ 99,122
COVID-19	Facilities	CARES Act	Waterbottle Filling Stations (Touchless)	Total	\$ 10,970
COVID-19	Facilities	CARES Act	Protective Glass Barriers (Town Hall)	Total	\$ 19,828
COVID-19	Technology	CARES Act	Laptop Units (12) - Increased Telecapacity	Total	\$ 11,000
COVID-19	Schools/IT	CARES Act	Laptop Units - Increased Telecapacity (student)	Partial Offset	\$ 173,079
COVID-19	Schools/IT	CARES Act	Core Network Switch	Total	\$ 16,000
<i>CARES Act Total</i>					\$ 230,877
Public Safety	Police	Bulletproof Vest Program	Bulletproof vests	Total	\$ 11,842
Public Safety	Police	JAG LLE	Traffic Safety Unit Equipment	Total	\$ 28,828
Public Works	DPW	Complete Streets (DOT)	Tier II - Prioritization List (Tech. Assist.)	Total	\$ 37,915
FY2021 - Grant Supported Capital Projects / Planning					\$ 591,185

FY2020 - Grant Supported Capital Projects / Planning					
Category	Department	Funding Source	Project Descriptions	Total/Partial	Amount
Public Safety	Fire	EOPPS/DFS	Washer-Extractor Grant Program	Partial Offset	\$ 5,000
Public Safety	Fire	EOPPS/DFS	Firefighter Turnout Gear Grant Program	Partial Offset	\$ 3,405
Public Safety	Police	State/Legislative Earmark	Public Safety Equipment	Partial Offset	\$ 100,000
Public Safety	Police	State/Legislative Earmark	Public Safety Radio Upgrade	Partial Offset	\$ 100,000
Public Safety	Police	Bulletproof Vest Program	Bulletproof vests	Total	\$ 9,624
FY2020 - Grant Supported Capital Projects / Planning					\$ 218,029

FY2019 - Grant Supported Capital Projects / Planning					
Category	Department	Funding Source	Project Descriptions	Total/Partial	Amount
Human Services	COA / Senior Ctr.	State/Legislative Earmark	Senior Center - Interior Improvements & Equip.	Total	\$ 100,000
Sustainability	Select Board	Green Communities	Town Hall - Weatherization	Total	\$ 35,944
Sustainability	Select Board	Green Communities	Community Center (1750) - LED Lighting	Total	\$ 56,892
Sustainability	School	Green Communities	Middle School - Kitchen Hood Controls	Total	\$ 15,003
Sustainability	School	Green Communities	High School - Kitchen Hood Controls	Total	\$ 9,435
Sustainability	School	Green Communities	Elementary School - Kitchen Hood Controls	Total	\$ 39,336
Sustainability	School	Green Communities	Middle School - Exterior Lighting	Total	\$ 6,686
Sustainability	School	Green Communities	High School - Exterior Lighting	Total	\$ 7,641
Sustainability	School	Green Communities	Middle School - LED Lighting Control	Total	\$ 38,622
<i>Green Communities Subtotal</i>					\$ 209,559
Public Safety	Police	EOPSS	Emergency Response Trailer	Shared	\$ 9,125
Communications	Technology	Community Compact	Wireless System - All Muni. Buildings	Total	\$ 31,143
FY2019 - Grant Supported Capital Projects / Planning					\$ 349,827