

5-YEAR CAPITAL IMPROVEMENT PLAN

# TOWN OF HOLLISTON



FY2022 TO  
FY2026

JUNE 1, 2021

TOWN OF HOLLISTON, MA  
[www.townofholliston.us](http://www.townofholliston.us)



**Town of Holliston, Massachusetts**  
**Five Year Capital Improvement Plan**  
**Fiscal Years 2022 – 2026**

**Executive Summary**

- Town Administrator Submittal Letter pg. 2
- Capital Overview pg. 3
- Capital Budget Procedure pg. 6
- Capital Budget Schedule pg. 7
- FY2022 Capital – Reserve Balances & Requests pg. 8

**Prior Approved Capital**

- Spending Review (FY2020 – FY2021) Capital Authorizations – TABLE 1 pg. 10
- Debt Service (all existing) Table & Charts – TABLE 2 pg. 12
- Review of Grant-funded Capital Projects (FY2019 – FY2021) - TABLE 3 pg. 15

**FY2022 – FY2026 Capital Requests**

- Summary of Requests FY2022 – FY2026 pg. 16
- Supplemental Request Information pg. 39

**Current Infrastructure Information & Financial Policies**

- Financial Policies (Appendix A)
  - Capital Expenditure Fund pg. 22
  - Free Cash pg. 23
  - Debt Service pg. 24
- Bond Rating Report – February 2020 (Appendix B) pg. 29
- Capital Planning Studies Overview (Appendix C) pg. 36



**To:** Select Board Chair  
School Committee Chair  
Finance Committee Chair  
**From:** Travis Ahern, Town Administrator  
**Date:** June 1, 2021  
**Re:** FY2022 – FY2026 Capital Improvement Plan

I am pleased to submit the first presentation of a 5-Year Capital Improvement Plan document for the Town of Holliston, covering the fiscal years of FY2022 to FY2026.

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.

This report should serve to identify the most immediate capital needs of the Town, in this case fiscal year 2022, while placing these needs in perspective with long-term capital needs that the Town can currently foresee and plan for.

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

Also included are the Town's capital financial policies, asset inventory schedules, long-term debt, financial policies, debt schedules, and history of capital expenditures. Having this information centralized in one annual document provides for broad analysis of the Town's capital needs.

The Town has seen the debt on past capital projects mature as recently as the past fiscal year (FY2021), and has focused 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 our capital needs.

With this initial draft document, it is my sincere expectation 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 (FY2022) the five-year CIP recognizes that Town Meeting may need to appropriate funds at either the:

- **"Spring" Annual Town Meeting: May 10, 2021**
- **"Fall" Special Town Meeting: October 18, 2021**

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 (through 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 2020, the Town updated its Financial Policies, including capital planning and debt management policies. 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
- 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)

## 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. This fund has a March 31, 2021 balance of \$7.3 million, following activity at the December 5, 2020, Special Town Meeting. 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

- **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 10, 2021 Annual Town Meeting raised \$1.75 million from the Tax Levy for the Capital Expenditure Fund.

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

## **Development of the Five-Year Capital Improvement Plan (CIP)**

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 is one building block in the development of the Five-Year Capital Improvement Plan for FY2022 – FY2026.

The requests reflected in this document have been compiled and summarized by the Town Administrator and presented to the Select Board, School Committee and Finance Committee. The School Committee prioritizes the capital requests of the School Department; the needs reflected in this document beyond FY22 are carried forward from Collins Center report and will be updated by School Committee in the next iteration of the 5-Year CIP document. 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 Select Board prepare the Annual and Special Town Meeting Warrants which include the omnibus budget and capital budget for review and recommendation by the Finance Committee to Town Meeting.

## **A Look at Recent Capital Project Financing**

### **Pay-Go:**

See **Table 1** (pg. 11), FY2020 & FY2021 Approved Capital Spending (Pay-as-you-Go) for all capital projects or purchases approved at FY2020 Town Meetings (May 2019 and October 2019) and FY2021 Town Meetings (July 2020 and December 2020).

### **Debt:**

See **Table 2 / Debt Charts** (pg. 13) for all existing debt service on capital projects with debt projections through FY2030 on approved borrowings. At this time, no additional debt projections are included, however, the 5-year CIP does contain two potential future borrowings – first, a DPW Facility construction to follow a feasibility and constructions/design phase, and second, a Holliston High School project to be done in conjunction with the State’s MSBA school building process.

### **Grants:**

See **Table 3** (pg. 16), FY2019 through FY2021 Town and School capital projects or purchases funded through grants.

### Capital Budget Procedure

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 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
- **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 Bonds** – 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.

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.

The capital budget process requires flexibility to accommodate changing conditions. Changes in priorities may occur because of:

1. Updated information from original submission
  - Pricing
  - Emergency need – generally for the public's safety (i.e. roof needs, etc.)
2. Availability of "Other" funding
  - Community Preservation Committee (CPC) – Example: the Town may be interested in improving the windows of Town Hall and include this project on the Town's capital list, while also applying for CPC funding.
  - Grant Funding – Example: requests were may be made to improve 9 Green Street (Town-owned property), but the Town may also look to receive a grant to cover those costs. With or without the grant, it may be recommended to pursue the capital project.
3. Market-driven opportunities; i.e. facilities or property for sale

## **Annual Capital Budget Schedule Looking Ahead to FY2023**

### ***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***

- Five year comprehensive capital budget 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

Note: 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.

**Current Availability for Funding FY2022****Pay-as-you-go Capital****1. Capital Expenditure Fund (CapEx)****Capital Expenditure Fund Activity**

<b>FY</b>	<b>Balance</b>	<b>Transfer In</b>	<b>Cell Towers</b>	<b>Interest</b>	<b>Transfer Out</b>	<b>Balance 6/30</b>
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	\$ 3,348,079	\$ 51,767	\$ 20,627	\$ 2,607,150	\$ 7,316,517 *

\*FY2021 CapEx balance not final; May 2021 Annual Town Meeting activity included

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 usually appropriated at the Special 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 Special Town Meetings.

**2. Free Cash Certification – FY22 amount (as of 7/1/21) expected to be certified by DLS in October 2021.**

<b>FY</b>	<b>Certified July 1</b>	<b>% of Tax Levy</b>
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%

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.

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

At the Annual Town Meeting on May 10, 2021, \$1.75 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 a future budget.

4. **Borrowing** – General Obligation Bonds

See page 12 for current debt modeling and the debt policy for the Town's approach to borrowing for capital needs.

**Capital Outlay Requests – FY2022****Approved at 2021 Annual Town Meeting (May 10, 2021) & Proposed for 2021 Special Town Meeting (Oct. 18, 2021)**

Description		Anticipated Funding Source	May-21	Oct-21
Select Board	Blair Square Enhancements - Planning & Design	Raise & Approp.	\$ 45,000	
	9 Green Street - Demolition	Raise & Approp.	\$ 118,500	
	Public Safety Signs & Equipment	Other	\$ 21,837	
	Feasibility Study - New DPW Facility	Raise & Approp.	\$ 75,000	
HPD	Building Battery Back-Up System	CapEx	\$ 13,750	
	Replace Telephone System	CapEx	\$ 11,600	
	Acorn Voice Recorder System	CapEx	\$ 10,000	
	Install Electronic Key Door System at PD	CapEx	\$ 54,000	
	Police Vehicles - Fully Equipped	CapEx		\$ 160,617
Facilities	Security Cameras - Municipal Buildings	CapEx	\$ 75,000	
	Town Hall Doors - Electronic Access	CapEx		\$ 36,000
	WWTP Modernization - Design/Planning	Free Cash		\$ 50,000
	Central Fire - Rehabilitation	CapEx	\$ 50,000	
IT	Town Phone System	CapEx		\$ 30,000
DPW (Tax)	Radio Replacement - UHF Frequency	CapEx	\$ 47,590	
	2009 Allianz Sweeper (S23)	CapEx		\$ 251,710
	2010 Chevy Rack body (G3)	CapEx	\$ 55,000	\$ -
TAC	Public Safety Cameras on Traffic Signals - Washington St	Free Cash		\$ 91,620
Fire / Amb.	Replace A-3 Ambulance	CapEx		\$ 285,000
	Replace Extrication Equipment	CapEx		\$ 20,000
	Replace Cascade System	CapEx		\$ 30,000
Parks & Rec	Replace Bathrooms at Goodwill Park - Plan	CapEx		\$ 50,000
	Resurface/Replace Mission Springs Bball Courts	CapEx		\$ 80,000
Public Schools	Chromebooks	CapEx		\$ 245,994
	Replace Boiler(s) - Various	CapEx	\$ 55,000	
	Networking Infrastructure	CapEx	\$ 26,400	
	Rooftop Unit Set Aside (District)	CapEx		\$ 500,000
			<b>\$ 692,177</b>	<b>\$ 1,830,941</b>

Description		Anticipated Funding Source	May-21	Oct-21
DPW	Ford F350 (W7)	Water RE		\$ 60,000
(Water)	Water Main Replacement(s)	Water Fee		\$ 1,400,000
			<b>\$ -</b>	<b>\$ 1,460,000</b>

Anticipated Funding Source	May-21	Oct-21
CapEx	\$ 431,840	\$ 1,639,321
Raise & Approp.	\$ 238,500	\$ -
Other	\$ 21,837	
Free Cash	\$ -	\$ 141,620
CPC	\$ -	\$ 50,000
	<b>\$ 692,177</b>	<b>\$ 1,830,941</b>
Water RE	\$ -	\$ 60,000
Water Fee	\$ -	\$ 1,400,000
	<b>\$ -</b>	<b>\$ 1,460,000</b>

**\*\*School capital requests not currently voted beyond May 2021  
ATM; School Committee to develop FY23-27 5-year CIP**

Town of Holliston 5-Year CIP (FY22-26)

FY2020 & FY2021 Approved Capital Spending (Pay-as-you-Go)

TABLE 1

Request Auth.	Department	Location or Field of Operations	Description	Funding Source	FY2020		FY2020 Total	FY2021		FY2021 Total
					ATM May-19	STM Oct-19		ATM Jul-20	STM Dec-20	
SB	Facilities	1750 Washington Street	ADA Access & Stairs - Improvements	CapEx	\$ -	\$ -	\$ -	\$ 8,600	\$ 10,000	\$ 18,600
SB	Facilities	Vehicles	SUV Purchase	CapEx	\$ -	\$ -	\$ -	\$ -	\$ 20,100	\$ 20,100
SB	Facilities	Town Hall	Front Doors & Septic	CapEx	\$ 23,000	\$ -	\$ 23,000	\$ -	\$ 150,000	\$ 150,000
SB	Facilities	Town Hall	Windows & Floors	CPC	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Library	Facilities	Library	Interior Improvements	Free Cash	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ 65,000
Library	Facilities	Library	Front Façade	CPC	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 85,000
COA	Facilities	Senior Center	Interior Improvements	Free Cash	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
<b>Subtotal - Facilities</b>					\$ 23,000	\$ -	\$ 23,000	\$ 8,600	\$ 620,100	\$ 628,700
SB	Facilities / Enviro.	9 Green Street	Demo. Plan; Site Plan	Free Cash	\$ -	\$ -	\$ -	\$ -	\$ 54,900	\$ 54,900
SB	Trash/Recycling	Town-wide	Trash and Recycling Carts	CapEx	\$ 302,500	\$ -	\$ 302,500	\$ -	\$ -	\$ -
Clerk	Town Clerk	Various Dept.	Records Management System	CapEx	\$ 26,400	\$ -	\$ 26,400	\$ -	\$ -	\$ -
<b>Subtotal - General Government</b>					\$ 328,900	\$ -	\$ 328,900	\$ -	\$ 54,900	\$ 54,900
SB	Environmental	Dams	Inspections, Repairs, Ownership	Free Cash	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -
SB	Environmental	Stormwater (MS4)	Studies and Preparation for MS4	Free Cash	\$ -	\$ 59,950	\$ 59,950	\$ -	\$ 92,300	\$ 92,300
<b>Subtotal - Stormwater &amp; Dams</b>					\$ -	\$ 104,950	\$ 104,950	\$ -	\$ 92,300	\$ 92,300
SB (TAC)	Pub. Safety. (TAC)	TAC Signs	Public Safety Signs & Equipment	Free Cash	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ 52,500	\$ 52,500
SB	Public Safety	Traffic Signals	Preemption / Monitoring Equipment	CapEx	\$ -	\$ 99,900	\$ 99,900	\$ -	\$ -	\$ -
SB	Public Safety	Interoperability Improvements	Public Safety Interoperability Improv.	CapEx	\$ -	\$ -	\$ -	\$ 283,020	\$ -	\$ 283,020
<b>Subtotal - Public Safety</b>					\$ -	\$ 119,900	\$ 119,900	\$ 283,020	\$ 52,500	\$ 335,520
SB	Fire	Fire Alarm System	Municipal Fire Alarm System	CapEx	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -
SB	Fire	Vehicles	Engine #1; Chief's Car Replacements	CapEx	\$ -	\$ 490,000	\$ 490,000	\$ -	\$ -	\$ -
SB	Fire	Equipment	Replacement Air Packs & Bottles	CapEx	\$ -	\$ -	\$ -	\$ -	\$ 370,000	\$ 370,000
SB	Fire / Ambulance	Communications	Tone / Voice Pagers	CapEx	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ 25,500	\$ 25,500
<b>Subtotal - Fire/Amb. Department</b>					\$ 25,000	\$ 515,000	\$ 540,000	\$ -	\$ 395,500	\$ 395,500
SB	Police	Vehicles	Cruisers, Motorcycle, Admin. Vehicle(s)	CapEx	\$ -	\$ 179,000	\$ 179,000	\$ -	\$ 151,525	\$ 151,525
<b>Subtotal - Police Department</b>					\$ -	\$ 179,000	\$ 179,000	\$ -	\$ 151,525	\$ 151,525
SB	DPW	Vehicles	Various	CapEx	\$ 142,000	\$ 133,710	\$ 275,710	\$ -	\$ 221,125	\$ 221,125
SB	DPW	Infrastructure	Roadway / Sidewalks / Drainage	CapEx	\$ -	\$ -	\$ -	\$ -	\$ 418,000	\$ 418,000
SB	DPW	Infrastructure - Ch. 90	Roadway Improvements	Ch. 90	\$ 511,502	\$ -	\$ 511,502	\$ 510,535	\$ -	\$ 510,535
<b>Subtotal - DPW (Tax Supported)</b>					\$ 653,502	\$ 133,710	\$ 787,212	\$ 510,535	\$ 639,125	\$ 1,149,660
P&R	Parks	Equipment	Infield Grooming Machine	CapEx	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -
P&R	Parks	Drainage	Stoddard	CPC	\$ -	\$ -	\$ -	\$ -	\$ 9,999	\$ 9,999
P&R	Parks	Beach	Lake Winthrop Beach Erosion	CPC	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ -
<b>Subtotal - Parks &amp; Rec.</b>					\$ 40,000	\$ 20,000	\$ 60,000	\$ -	\$ 9,999	\$ 9,999
SC	Schools	Technology	Chromebooks	CapEx	\$ 165,000	\$ 58,859	\$ 223,859	\$ 122,214	\$ 112,066	\$ 234,280
SC	Schools	Technology	Networking Infrastructure	CapEx	\$ 32,583	\$ -	\$ 32,583	\$ -	\$ -	\$ -
SC	Schools	Curriculum	Curriculum Materials	CapEx	\$ 40,000	\$ 370,675	\$ 410,675	\$ -	\$ -	\$ -
SC	Schools	Vehicles	Wheelchair Bus/Van	CapEx	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ -	\$ -
SC	Schools	Facilities / Technology	Exterior Security Camera System	CapEx	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -
SC	Schools	Facilities	Miller Roof	CapEx	\$ -	\$ -	\$ -	\$ 123,000	\$ -	\$ 123,000
SC	Schools	Facilities	Kamitian Field	CapEx	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000
SC	Schools	Facilities	Bleachers	CapEx	\$ 50,000	\$ 75,000	\$ 125,000	\$ -	\$ -	\$ -
SC	Schools	Facilities	HS Field House Insulation (Green Comm.)	CapEx	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000
<b>Subtotal - Schools</b>					\$ 442,583	\$ 504,534	\$ 947,117	\$ 745,214	\$ 202,066	\$ 947,280
<b>Total Tax Supported</b>					\$ 1,512,985	\$ 1,577,094	\$ 3,090,079	\$ 1,547,369	\$ 2,218,015	\$ 3,765,384

Town of Holliston 5-Year CIP (FY22-26)

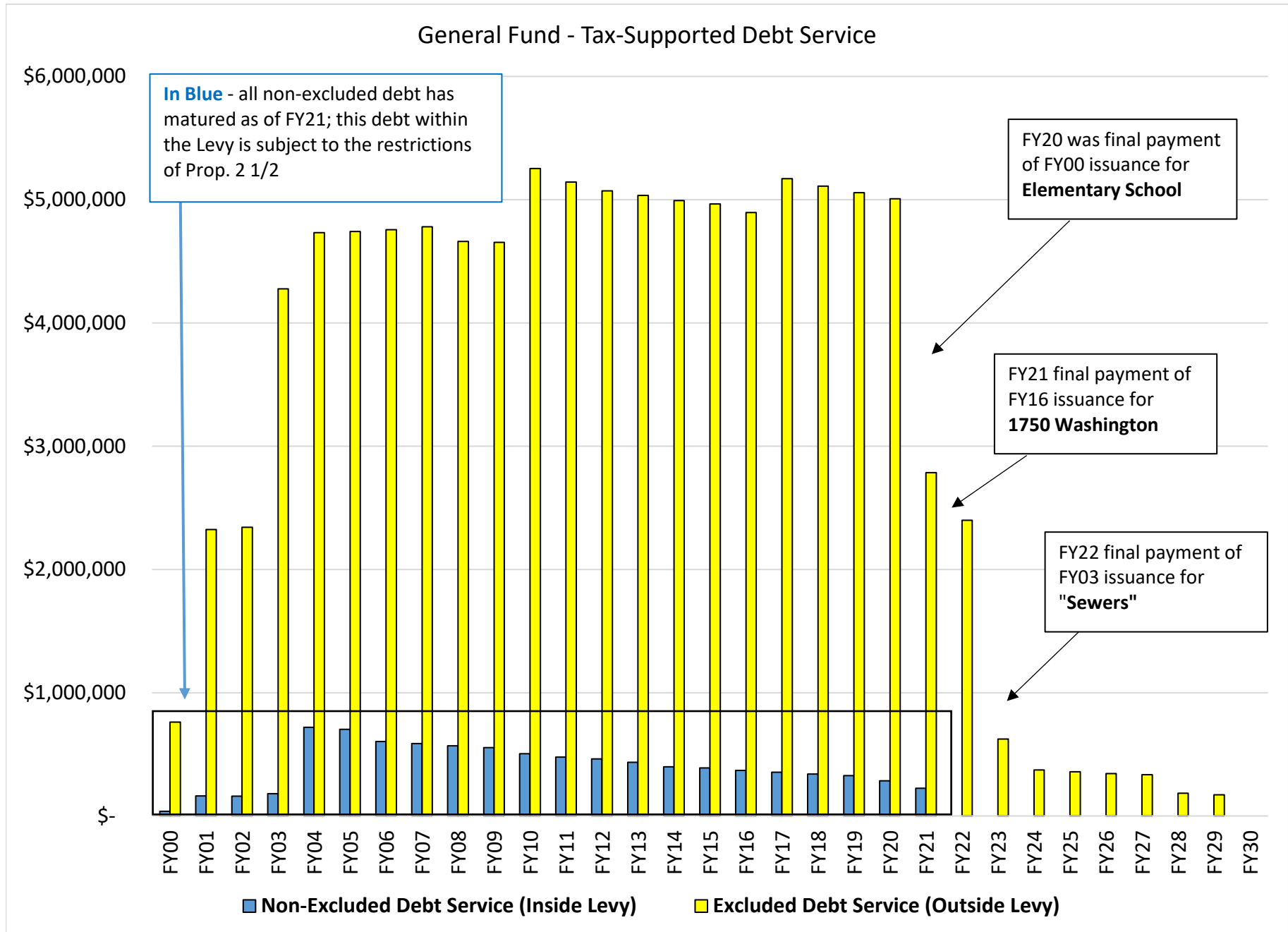
FY2020 & FY2021 Approved Capital Spending (Pay-as-you-Go)

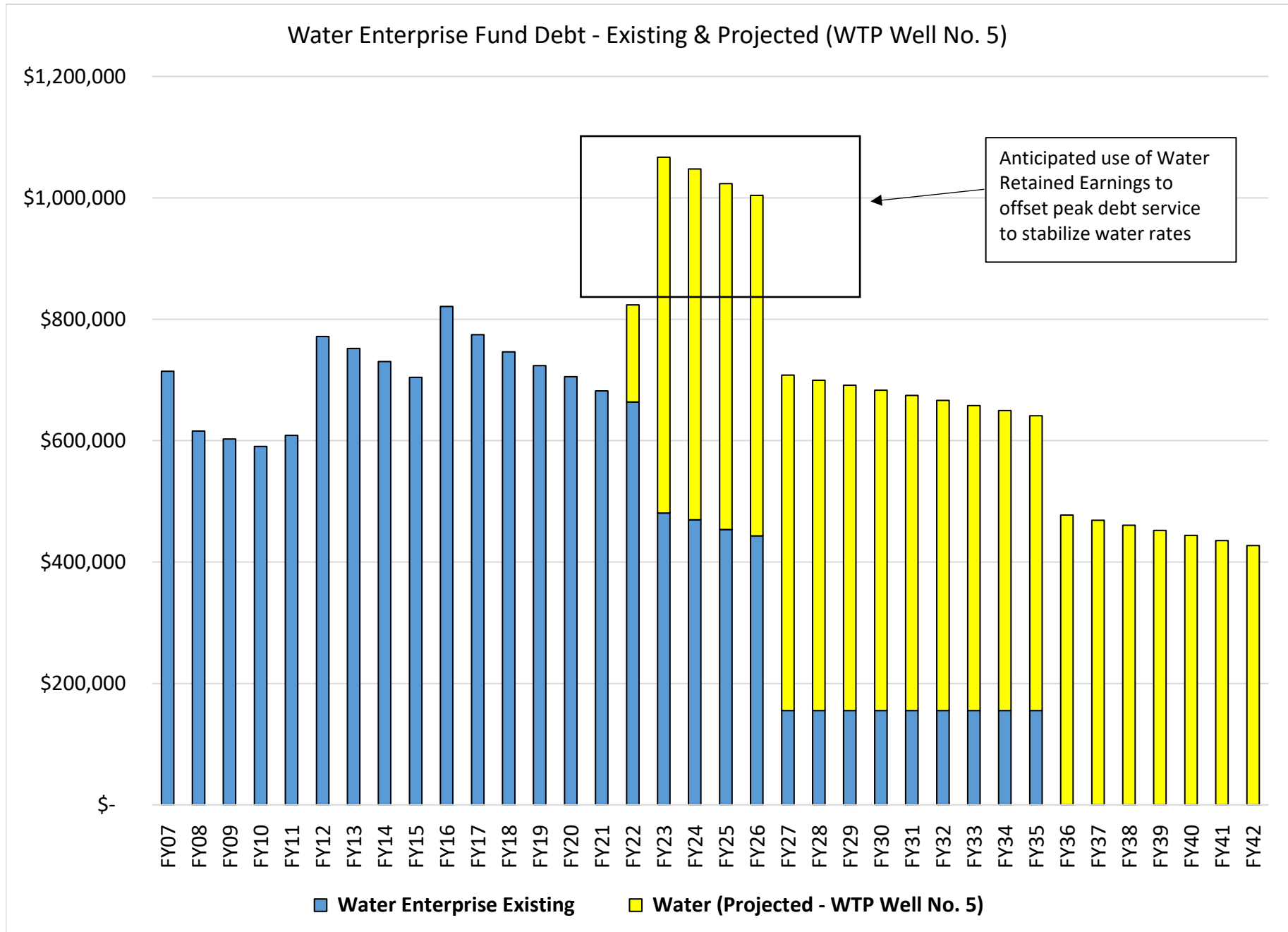
TABLE 1

Request Authorization	Department	Location or Field of Operations	Description	Funding Source	FY2020		FY2020 Total	FY2021		FY2021 Total
					ATM May-19	STM Oct-19		ATM Jul-20	STM Dec-20	
SB	DPW (Water)	Vehicles	Pick-Up Trucks (Equipped) (2)	Water RE	\$ -	\$ 117,796	\$ 117,796	\$ -	\$ -	\$ -
SB	DPW (Water)	Equipment	Generator	Water RE	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -
SB	DPW (Water)	Infrastructure	Water Main Replacement (Winter St.)	Infra. Fee	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000	\$ 2,800,000
SB	DPW (Water)	Facilities	WTP (Well No. 5) Design	Water RE	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ -	\$ -
SB	DPW (Water)	Facilities	WTP (Well No. 5) Supplemental	Free Cash	\$ -	\$ -	\$ -	\$ -	\$ 850,000	\$ 850,000
					\$ 600,000	\$ 317,796	\$ 917,796	\$ -	\$ 3,650,000	\$ 3,650,000

## Debt Service - Town of Holliston (Updated February 2021)

Department	Original Issue	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal - Non-Excluded Debt Service</b>		<b>\$ 326,786</b>	<b>\$ 284,586</b>	<b>\$ 225,036</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal - Excluded Debt Service</b>		<b>\$ 5,056,732</b>	<b>\$ 5,007,770</b>	<b>\$ 2,785,517</b>	<b>\$ 2,398,638</b>	<b>\$ 624,630</b>	<b>\$ 373,650</b>	<b>\$ 358,650</b>	<b>\$ 343,650</b>	<b>\$ 333,650</b>	<b>\$ 183,400</b>	<b>\$ 171,600</b>	<b>\$ -</b>
<b>Total TAX SUPPORTED DEBT SERVICE</b>		<b>\$ 5,383,518</b>	<b>\$ 5,292,356</b>	<b>\$ 3,010,553</b>	<b>\$ 2,398,638</b>	<b>\$ 624,630</b>	<b>\$ 373,650</b>	<b>\$ 358,650</b>	<b>\$ 343,650</b>	<b>\$ 333,650</b>	<b>\$ 183,400</b>	<b>\$ 171,600</b>	<b>\$ -</b>
Water Enterprise Existing	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
Water (Projected - WTP Well No. 5)	Proj.	\$ -	\$ -	\$ -	\$ 160,000	\$ 586,250	\$ 577,875	\$ 569,500	\$ 561,125	\$ 552,750	\$ 544,375	\$ 536,000	\$ 527,625
<b>Total WATER ENT. SUPPORTED DEBT SERVICE</b>		<b>\$ 723,424</b>	<b>\$ 705,325</b>	<b>\$ 682,101</b>	<b>\$ 823,752</b>	<b>\$ 1,066,854</b>	<b>\$ 1,047,457</b>	<b>\$ 1,023,210</b>	<b>\$ 1,004,113</b>	<b>\$ 707,917</b>	<b>\$ 699,573</b>	<b>\$ 691,228</b>	<b>\$ 682,884</b>
<b>Total Holliston Debt Service</b>		<b>\$ 6,106,942</b>	<b>\$ 5,997,681</b>	<b>\$ 3,692,654</b>	<b>\$ 3,222,390</b>	<b>\$ 1,691,484</b>	<b>\$ 1,421,107</b>	<b>\$ 1,381,860</b>	<b>\$ 1,347,763</b>	<b>\$ 1,041,567</b>	<b>\$ 882,973</b>	<b>\$ 862,828</b>	<b>\$ 682,884</b>





**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
<b>FY2021 - Grant Supported Capital Projects / Planning</b>					<b>\$ 591,185</b>

**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
<b>FY2020 - Grant Supported Capital Projects / Planning</b>					<b>\$ 218,029</b>

**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
<b>FY2019 - Grant Supported Capital Projects / Planning</b>					<b>\$ 349,827</b>

Town of Holliston 5-Year CIP (FY22-26)

#	Capital Project Requests	Proj. Funding Source	FY2020 Approved	FY2021 Approved	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	5-Year Total
<b>Misc. Select Board</b>										
	BSC-1 Blair Square Enhancements - Planning & Design	Op. Budget			\$ 45,000					\$ 45,000
1	BSC-2 Blair Square Enhancements - Construction	CPC			\$ 275,000					\$ 275,000
	CL-1 Vault Filing Systems for Building Dept. & T/C	CapEx	\$ 26,400							\$ -
	SW-REC-1 Trash and Recycling Carts	CapEx	\$ 302,500					\$ 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			\$ 118,500	\$ 500,000				\$ 618,500
<b>Subtotal - Misc. Select Board</b>			<b>\$ 328,900</b>	<b>\$ 54,900</b>	<b>\$ 163,500</b>	<b>\$ 775,000</b>	<b>\$ -</b>	<b>\$ 347,875</b>	<b>\$ -</b>	<b>\$ 1,286,375</b>
<b>Facilities (Town-wide)</b>										
	FAC-1 Facilities Mgr. Vehicle (Chevy Equinox LS)	CapEx		\$ 20,100						\$ -
	FAC-IT-1 Security Cameras - Municipal Buildings	CapEx			\$ 75,000					\$ 75,000
	FAC-IT-2 Town Hall Doors - Electronic Access	CapEx			\$ 25,000					\$ 25,000
	FAC-1750-1 1750 Washington - Safety Railings	CapEx		\$ 18,600						\$ -
	FAC-1750-2 1750 Washington - HVAC "Package" Systems	CapEx			\$ 33,500	\$ -	\$ -	\$ 4,460	\$ 7,340	\$ 45,300
	FAC-1750-3 1750 Front Entrance Way	CapEx			\$ 42,000					\$ 42,000
	FAC-TH Town Hall Doors (Supplemental to \$30k)	CapEx	\$ 23,000							\$ -
	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	CapEx			\$ 9,000	\$ 11,650	\$ 11,650	\$ 11,650	\$ 11,650	\$ 55,600
	FAC-TH-8 Town Hall Emergency Generator	CapEx			\$ 30,000					\$ 30,000
	FAC-TH-7 Town Hall Roof Replacement	CapEx							\$ 200,000	\$ 200,000
	PINE-1 Pinecrest - Kitchen Upgrades	Revolv.			\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 45,000
	PINE-2 Pinecrest - HVAC Systems / Water Heater Replace.	Revolv.			\$ 11,710	\$ 28,310	\$ 11,710	\$ 11,710	\$ 11,710	\$ 75,150
	PINE-3 Pinecrest - Clubhouse Roof Replacement	Revolv.					\$ 40,000			\$ 40,000
	DPW-ST-2 Feasibility Study - New DPW Facility	Op. Budget			\$ 75,000					\$ 75,000
3	DPW-FAC-1 DPW Facility Upgrades or Replacement	Borrowing			\$ 1,500,000	\$ 15,000,000				\$ 16,500,000
	PD-FAC-3 Building Battery Back-Up System	CapEx			\$ 13,750					\$ 13,750
	FIRE-FAC-1 Central Fire - Rehabilitation	CapEx			\$ 50,000	\$ 150,000	\$ 100,000			\$ 300,000
	FIRE-FAC-2 Replace Heating System at CG Fire Station	CapEx				\$ 9,525	\$ 9,525	\$ 15,405	\$ 15,405	\$ 49,860
	FIRE-FAC-3 Replace HVAC System at CG Fire Station	CapEx								\$ -
	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					\$ 15,000
	LIB-FAC-7 Small Conference Room - Reconfiguration	CapEx								\$ -
	LIB-FAC-5 Library Elevator	CapEx			\$ 75,000					\$ 75,000
	LIB-FAC-8 Library HVAC Systems	CapEx					\$ 61,500			\$ 61,500
	LIB-FAC-6 Library Septic Replacement	CapEx						\$ 50,000		\$ 50,000
	COA-FAC-1 Senior Ctr. Interior - painting, ceiling tiles, carpet	Free Cash		\$ 40,000						\$ -
	COA-FAC-2 Senior Center Exterior - incl. garage roof	Op. Budget			\$ 3,000					\$ 3,000
	COA-FAC-3 Senior Center - Electric Panel	Op. Budget			\$ 10,000					\$ 10,000
	COA-FAC-4 Senior Center - HVAC System	CapEx			\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 32,400
	COA-FAC-5 Senior Center - Side Entry Ramp & Steps	CapEx			\$ 30,000					\$ 30,000
	FAC-2A WWTP Modernization - Design/Planning	CapEx			\$ 50,000					\$ 50,000
	FAC-2B WWTP Modernization - Upgrades or Rehab	CapEx			\$ 400,000					\$ 400,000
<b>Subtotal - Town-wide Facilities</b>			<b>\$ 23,000</b>	<b>\$ 628,700</b>	<b>\$ 418,960</b>	<b>\$ 2,254,585</b>	<b>\$ 15,149,985</b>	<b>\$ 161,825</b>	<b>\$ 313,205</b>	<b>\$ 18,298,560</b>

Town of Holliston 5-Year CIP (FY22-26)

#	Capital Project Requests	Proj. Funding Source	FY2020 Approved	FY2021 Approved	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	5-Year Total
<b>Information Technology</b>										
IT-1	Replacement of Town Desktop/Laptops	Op. Budget	\$ 39,270	\$ 39,270	\$ 39,270	\$ 40,055	\$ 40,857	\$ 41,674	\$ 42,507	\$ 204,363
IT-3	Town Phone System	CapEx			\$ 30,000					\$ 30,000
<b>Subtotal - Information Technology</b>			<b>\$ 39,270</b>	<b>\$ 39,270</b>	<b>\$ 69,270</b>	<b>\$ 40,055</b>	<b>\$ 40,857</b>	<b>\$ 41,674</b>	<b>\$ 42,507</b>	<b>\$ 234,363</b>
<b>Stormwater &amp; Dam Maintenance</b>										
DAM-1	Dam - Inspections, Repairs, Ownership	Free Cash	\$ 45,000			\$ 47,500		\$ 50,000		\$ 97,500
DAM-2	Lake Winthrop Dam	CapEx								\$ -
DAM-3	Factory Pond Dam	CapEx								\$ -
DAM-4	Houghton Pond Dam	CapEx								\$ -
DAM-5	Weston Pond Dam	CapEx								\$ -
DPW-STW-1	Stormwater Management - Engineering (MS4)	Free Cash	\$ 59,950	\$ 92,300		\$ 60,000		\$ 60,000		\$ 120,000
DPW-STM-2	Culvert Maintenance & Repair	CapEx			\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 600,000
<b>Subtotal - Stormwater &amp; Dam Maintenance</b>			<b>\$ 104,950</b>	<b>\$ 92,300</b>	<b>\$ -</b>	<b>\$ 257,500</b>	<b>\$ 150,000</b>	<b>\$ 260,000</b>	<b>\$ 150,000</b>	<b>\$ 817,500</b>
<b>DPW (Tax Supported) - Fleet Schedule</b>										
DPW-FL-4	2008 Chevy Silverado (S3)	CapEx	\$ 275,710							\$ -
DPW-FL-6	2008 Trackless Mower (S24)	CapEx		\$ 55,000						\$ -
DPW-FL-1	2009 Allianz Sweeper (S23)	CapEx		\$ 166,125	\$ 243,285					\$ 243,285
DPW-G-3	2010 Chevy Rack body (G3)	CapEx			\$ 55,000					\$ 55,000
DPW-FL-2	1999 J.D. 250 Skid Steer (S17)	CapEx				\$ 81,000				\$ 81,000
DPW-FL-3	2000 I.R. DD14 Roller (S28)	CapEx				\$ 22,000				\$ 22,000
DPW-G-2	2010 Chevy Chassis Cab (G2)	CapEx				\$ 50,000				\$ 50,000
DPW-Lift	Truck Lift	CapEx				\$ 30,000				\$ 30,000
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					\$ 98,000			\$ 98,000
DPW-FL-9	2007 International Dump (S12)	CapEx					\$ 150,000			\$ 150,000
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							\$ 160,000	\$ 160,000
<b>Subtotal - DPW (Tax Supported) - Fleet Schedule</b>			<b>\$ 275,710</b>	<b>\$ 221,125</b>	<b>\$ 298,285</b>	<b>\$ 306,000</b>	<b>\$ 368,000</b>	<b>\$ 250,000</b>	<b>\$ 210,000</b>	<b>\$ 1,432,285</b>
<b>DPW (Tax-Supported) Capital Projects</b>										
DPW 20	Road Maintenance (GF)	Op. Budget	\$ 353,000	\$ 353,000	\$ 353,000	\$ 358,295	\$ 363,669	\$ 369,124	\$ 374,661	\$ 1,818,750
DPW 20-90	Road Maintenance (Ch. 90)	Ch. 90	\$ 511,502	\$ 510,535	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 2,550,000
DPW 21	Roadway/Drainage/Sidewalk (Mudville)	CapEx		\$ 418,000						\$ -
DPW-IT-1	Radio Replacement - UHF Frequency	CapEx			\$ 47,590					\$ 47,590
DPW-ST-1	Sidewalk Study	Free Cash		\$ 40,000						\$ -
DPW-ST-2	Complete Streets - Tier III	Grant								\$ -
DPW-ST-3	Sidewalk Connectivity Projects	CapEx				\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000
<b>Subtotal - DPW (Tax Supported) - Capital Projects</b>			<b>\$ 864,502</b>	<b>\$ 1,321,535</b>	<b>\$ 910,590</b>	<b>\$ 1,368,295</b>	<b>\$ 1,373,669</b>	<b>\$ 1,379,124</b>	<b>\$ 1,384,661</b>	<b>\$ 6,416,340</b>
<b>Traffic/Public Safety &amp; Enhancements (incl. TAC)</b>										
TAC-1	Public Safety Signs & Equipment	CapEx		\$ 52,500	\$ 24,987	\$ 52,500		\$ 52,500		\$ 129,987
PS-IT-3	Traffic Signal Preemption Equipment	CapEx	\$ 99,900							\$ -
PS-2	Public Safety Radio Interoperability - Supplemental	CapEx		\$ 283,020						\$ -
PS-3	Public Safety Cameras on Traffic Signals - Washington St	CapEx			\$ 91,620					\$ 91,620
<b>Subtotal - Traffic/Public Safety (incl. TAC)</b>			<b>\$ 99,900</b>	<b>\$ 335,520</b>	<b>\$ 116,607</b>	<b>\$ 52,500</b>	<b>\$ -</b>	<b>\$ 52,500</b>	<b>\$ -</b>	<b>\$ 221,607</b>

Town of Holliston 5-Year CIP (FY22-26)

#	Capital Project Requests	Proj. Funding Source	FY2020 Approved	FY2021 Approved	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	5-Year Total
<b>Police Department</b>										\$ -
PD-FL-1	Police Vehicles - Fully Equipped	CapEx	\$ 145,000	\$ 151,525	\$ 160,617	\$ 165,435	\$ 170,398	\$ 175,510	\$ 180,775	\$ 852,735
PD-FL-3	Police Motorcycle	CapEx	\$ 34,000						\$ 36,210	\$ 36,210
PD-IT-3	Install Electronic Key Door System at PD	CapEx			\$ 54,000					\$ 54,000
PD-IT-4	Replace Telephone System	CapEx			\$ 11,600					\$ 11,600
PD-EQ-1	Taser ECWs (21) - Fully Equipped	CapEx				\$ 40,000				\$ 40,000
PD-EQ-2	Bullet Proof Vests	CapEx				\$ 11,130	\$ 11,130			\$ 22,260
PD-EQ-3	Replace Service Weapons	CapEx				\$ 10,000				\$ 10,000
PD-IT-2	Hybrid Digital Recorder System w/ Cameras	CapEx				\$ 26,250				\$ 26,250
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					\$ 10,000
PD-IT-10	License Plate Reader	CapEx								\$ 10,000
PD-IT-11	E-Citation Printers (11)	CapEx					\$ 16,500			\$ 16,500
<b>Subtotal - Police Department</b>			<b>\$ 179,000</b>	<b>\$ 151,525</b>	<b>\$ 236,217</b>	<b>\$ 252,815</b>	<b>\$ 303,028</b>	<b>\$ 192,510</b>	<b>\$ 235,955</b>	<b>\$ 1,220,524</b>
<b>Fire &amp; Ambulance Services</b>										
FIRE-FL-1	Replace Engine 1	CapEx	\$ 440,000							\$ -
FIRE-FL-3	Replace Chief's Vehicle	CapEx	\$ 50,000					\$ 55,000		\$ 55,000
AMB-FL-1	Replace A-3 Ambulance	CapEx			\$ 285,000					\$ 285,000
FIRE-FL-2	Replace Tanker 2	CapEx				\$ 300,000				\$ 300,000
FIRE-FL-4	Replace Forest Fire 1	CapEx					\$ 100,000			\$ 100,000
AMB-FL-2	Replace 2010 Ambulance	CapEx						\$ 315,000		\$ 315,000
FIRE-FL-5	Replace Engine 4	CapEx							\$ 490,000	\$ 490,000
PS-IT-3	Modify Municipal Fire Alarm System	CapEx	\$ 25,000							\$ -
FIRE-IT-1	Replace Fire Pagers	CapEx	\$ 25,000	\$ 25,500						\$ -
FIRE-EQ-1	Replacement Air Packs and Bottles	CapEx		\$ 370,000						\$ -
FIRE-EQ-2	Replace Extrication Equipment	CapEx			\$ 20,000					\$ 20,000
FIRE-EQ-3	Replace Cascade System	CapEx			\$ 30,000					\$ 30,000
<b>Subtotal - Fire &amp; Ambulance</b>			<b>\$ 540,000</b>	<b>\$ 395,500</b>	<b>\$ 335,000</b>	<b>\$ 300,000</b>	<b>\$ 100,000</b>	<b>\$ 370,000</b>	<b>\$ 490,000</b>	<b>\$ 1,595,000</b>
<b>Parks &amp; Recreation</b>										
PR-EQ-1	Infield Grooming Machine	CapEx	\$ 20,000						\$ 23,000	\$ 23,000
PR-BCH-1	Lake Winthrop Beach Erosion	CPC	\$ 40,000							\$ -
PR	Stoddard Park Drainage	CPC		\$ 9,999						\$ 50,000
PR-1A	Replace Bathrooms at Goodwill Park - Plan	CapEx			\$ 50,000	\$ -				\$ 500,000
PR-1B	Replace Bathrooms at Goodwill Park - Construction	CPC			\$ -	\$ 500,000				\$ 10,000
PR-3	Clear and Pave Patoma Parking Area	Revolv.			\$ 10,000	\$ -				\$ 80,000
PR-4	Replace Playground equipment at Pleasure Pt	CapEx			\$ -	\$ 80,000				\$ 10,000
PR-5	Renovate/Remove Bathroom at Pleasure Pt	Revolv.			\$ 10,000	\$ -				\$ 30,000
PR-6	Create Paved Parking Area at Pleasure Point	Revolv.			\$ -	\$ 30,000				\$ 150,000
PR-8	Replace Stoddard Field bathroom building	CPC			\$ -	\$ 150,000				\$ 80,000
PR-9	Resurface/Replace Mission Springs Bball Courts	CapEx			\$ 80,000	\$ -				\$ 20,000
PR-10	Create and build space for Community Dog Park	CapEx			\$ -	\$ 20,000				\$ 95,000
PR-11	Pickleball Courts	CPC			\$ 95,000	\$ -				
<b>Subtotal - Parks &amp; Recreation</b>			<b>\$ 60,000</b>	<b>\$ 9,999</b>	<b>\$ 245,000</b>	<b>\$ 780,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,000</b>	<b>\$ 1,048,000</b>

Town of Holliston 5-Year CIP (FY22-26)

#	Capital Project Requests	Proj. Funding Source	FY2020 Approved	FY2021 Approved	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	5-Year Total
<b>Holliston Public Schools</b>										
School-CU-3	Curriculum Materials	CapEx	\$ 410,675		\$ 395,000					\$ 395,000
School-FL-1	Wheelchair Bus/Van	CapEx	\$ 55,000							\$ -
School-RF-1	Miller Roof (Jul '20)	CapEx		\$ 123,000						\$ -
School-RF-2	Rooftop Unit Set Aside (District)	CapEx			\$ 500,000					\$ 500,000
School-HS-1	Kamitian Field (July '20)	CapEx		\$ 500,000						\$ -
School-IT-3	Chromebooks	CapEx	\$ 223,859	\$ 234,280	\$ 245,994	\$ 258,294	\$ 271,208	\$ 284,769	\$ 299,007	\$ 1,359,272
School-IT-5	Classroom Technology	Op. Budget	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
School-IT-6	Update Technology Closets	Op. Budget	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
School-FAC-6	HS Field House Insulation - Green Communities	CapEx		\$ 90,000						\$ -
School-FAC-1	Replace Boiler(s) - Various	CapEx			\$ 55,000	\$ 125,000	\$ 100,000			\$ 280,000
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	Bleachers	CapEx	\$ 125,000							\$ -
School-IT-7	Networking Infrastructure	CapEx	\$ 32,583		\$ 26,400					\$ 26,400
School-IT-2	Replace Teacher Laptop Units	CapEx				\$ 90,000				\$ 90,000
School-IT-4	Replace Adams Sound System (Auditorium)	CapEx				\$ 100,000				\$ 100,000
7	School-MSBA-1 High School SOI - Feasibility / Design	BAN/MSBA								\$ -
	School-MSBA-2 High School SOI - Construction	Bond/MSBA								\$ -
<b>**Subtotal - Holliston Public Schools</b>			<b>\$ 1,057,117</b>	<b>\$ 1,157,280</b>	<b>\$ 1,037,394</b>	<b>\$ 1,178,294</b>	<b>\$ 1,181,208</b>	<b>\$ 744,769</b>	<b>\$ 509,007</b>	<b>\$ 4,650,672</b>
<b>TOTAL - TAX SUPPORTED CAPITAL - 5 YEAR PROJECTION</b>			<b>\$ 3,572,349</b>	<b>\$ 4,407,654</b>	<b>\$ 3,830,823</b>	<b>\$ 7,565,044</b>	<b>\$ 18,666,747</b>	<b>\$ 3,800,277</b>	<b>\$ 3,358,335</b>	<b>\$ 37,221,226</b>
<b>Water Enterprise Fund</b>										
Water-FL-1	Chevy Silverado (W-1)	Water RE	\$ 58,898					\$ 60,000		\$ 60,000
Water-FL-2	Chevy Silverado (W-2)	Water RE	\$ 58,898					\$ 60,000		\$ 60,000
Water-FL-7	Ford F350 (W7)	Water RE			\$ 60,000					\$ 60,000
Water-FL-6	Ford F350 (W6) dual axle	Water RE				\$ 75,000				\$ 75,000
Water-FL-4	Chevy Silverado (W-4)	Water RE							\$ 60,000	\$ 60,000
Water-EQ-1	Generator	Water RE	\$ 200,000							\$ -
DPW17-1	Build Water Filtration Plant (Design)	Water RE	\$ 600,000							\$ -
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	\$ 7,000,000
<b>TOTAL - WATER ENT. SUPPORTED CAPITAL - 5 YEAR PROJECTION</b>			<b>\$ 917,796</b>	<b>\$ 3,650,000</b>	<b>\$ 1,460,000</b>	<b>\$ 1,475,000</b>	<b>\$ 1,400,000</b>	<b>\$ 1,520,000</b>	<b>\$ 1,460,000</b>	<b>\$ 7,315,000</b>
<b>SUMMARY OF FUNDING SOURCES</b>										
		Proj. Funding Source	FY2020 Approved	FY2021 Approved	FY2022 Request	FY2023 Request	FY2024 Request	FY2025 Request	FY2026 Request	5-Year Total
Prelim. Figures - Awaiting Study Output	Summary of Studies available (pg. 36)	CapEx	\$ 2,313,627	\$ 2,657,650	\$ 2,497,843	\$ 3,843,884	\$ 2,521,511	\$ 2,498,769	\$ 2,200,457	\$ 13,562,463
		Free Cash	\$ 104,950	\$ 1,142,200	\$ -	\$ 107,500	\$ -	\$ 110,000	\$ -	\$ 217,500
		Op. Budget	\$ 602,270	\$ 602,270	\$ 687,270	\$ 611,350	\$ 614,526	\$ 620,798	\$ 627,168	\$ 3,161,113
		Ch. 90	\$ 511,502	\$ 510,535	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 2,550,000
		Revolv.	\$ -	\$ -	\$ 40,710	\$ 67,310	\$ 20,710	\$ 60,710	\$ 20,710	\$ 210,150
		CPC	\$ 40,000	\$ 344,999	\$ 95,000	\$ 925,000	\$ -	\$ -	\$ -	\$ 1,020,000
		Water RE	\$ 917,796	\$ -	\$ 60,000	\$ 75,000	\$ -	\$ 120,000	\$ 60,000	\$ 315,000
		Water Fee	\$ -	\$ 2,800,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 7,000,000
		BAN/Bond	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 15,000,000	\$ -	\$ -	\$ 16,500,000
			<b>\$ 4,490,145</b>	<b>\$ 8,057,654</b>	<b>\$ 5,290,823</b>	<b>\$ 9,040,044</b>	<b>\$ 20,066,747</b>	<b>\$ 5,320,277</b>	<b>\$ 4,818,335</b>	<b>\$ 44,536,226</b>
1	Blair Square Design/Engineering (auth. 5/21 ATM)									
2	9 Green Street - Design/Eng. ongoing by PARE Co. (auth. 12/20 STM)									
3	DPW Facility - Feasibility Study (auth. 5/21 ATM)									
4	Dams - Review ongoing by Lenard Eng. (auth. 10/19 STM)									
5	Culvert (MS4) Study ongoing by Comp. Envir. Corp. (auth. 12/20 STM)									
6	Sidewalk Connectivity Study ongoing by Stantec (auth. 12/20 STM)									
7	High School - SOI application to MSBA pending (step 1: feasibility)									
8	Water Modernization Study ongoing by Stantec (auth. 12/20 STM)									

## TOWN OF HOLLISTON FINANCIAL POLICIES

### I. INTRODUCTION

The following financial policies are established by the Town of Holliston through its Select Board and Finance Committee in order to set forth the broad framework for management of the Town's finances and to inform the annual budgeting process. The intent of these financial policies is that they serve as a guide for policy makers, administrators, department heads and advisors, recognizing that Town Meeting retains full right to appropriate funds and incur debt as it deems appropriate, subject to statutory constraints.

#### Definitions:

**Omnibus Budget:** The total operational expenditures of the town, including spending from the Water Enterprise Fund, for a given fiscal year.

**Capital Expenditure Fund:** An account created by a special act of the legislature allowing Holliston to set aside funds in reserve for capital expenditures.

**Capital Subcommittee:** The subcommittee of the Finance Committee authorized under Section 3 of Article XXXIII of the Town of Holliston General By-Laws (May 2019)

**Free Cash:** A fund certified annually by the Massachusetts Department of Revenue by deducting from surplus revenue all uncollected taxes for prior years.

**General Fund Expenditures:** The total operational expenditures of the town, **not** including spending from the Water Enterprise Fund, for a given fiscal year.

**OPEB Trust Fund:** This fund was created through special legislation in 2013 for the purpose of setting aside money to cover the future costs of other post-employment benefits for former Town employees.

**Reserve Fund:** This fund is established by the voters at the Annual Town Meeting and may be composed of (1) an appropriation not exceeding 5% of the tax levy of the preceding year; or (2) money transferred from the Overlay Reserve. Transfers from the Reserve Fund are within the exclusive control of the Finance Committee. The purpose of the Reserve Fund is to fund extraordinary and unforeseen items. It is not intended as a supplement to departmental budgets.

**Stabilization Fund:** A special account created originally to provide a reserve for capital expenditures but changed by State law many years ago to allow its use for any purpose.

**Water Enterprise Fund:** A special account that is comprised of water department revenue, realized from fees, and from which operating costs are paid. Use of these funds is limited to water capital projects and water system development.

## II. RESERVE FUND

**Policy:** Set aside a minimum of \$200,000 and not more than 1% of the Omnibus Budget each year to provide for extraordinary or unforeseen expenditures not anticipated before Town Meeting, and/or to allow immediate expenditures of funds in the event of an emergency.

**Practice:** The Reserve Fund is authorized by section 6 of Chapter 40 of the General Laws (see Appendix C) and has been utilized by the Town for more than seventy-five years. The unexpended balance, if any, at fiscal year's end is closed out to the General Fund and becomes part of the Free Cash calculation.

**Plan:** Maintain the existing Reserve Fund level.

**Progress:** The Reserve Fund was raised to \$315,000 in FY18 and is projected at that level through FY20.

## III. STABILIZATION FUND

**Policy:** Maintain a minimum balance equal to 8.1% of General Fund expenditures with a target goal of 10% and a maximum goal of reaching 15% of General Fund expenditures.

**Practice:** Stabilization Funds are authorized by section 5B of Chapter 40 of the General Laws. The Stabilization Fund provides financial flexibility in times of economic stress (rainy day fund) and has been utilized by the Town for more than fifty years. It should be used only for extreme events, such as natural disasters, emergency conditions, sudden economic stress or as a bridge for a short term financial event. A plan to replenish the fund, preferably within one year but not more than three years, should be developed when the fund is used. The minimum balance is set to enable the Town of Holliston to reach and maintain a "strong" budgetary flexibility rating from Standard & Poor's based on the Stabilization Fund alone, without reference to the variable and volatile Free Cash balances. The Town will endeavor to reach the target balance, so that the fund can be used without impacting the credit rating.

**Plan:** Build the Stabilization Fund through transfers from Free Cash and other available funds (unexpended special articles, "excess" revolving fund balances, available general funds, etc.) and appropriations of unanticipated and/or one time revenues.

**Progress:** The Stabilization Fund balance (\$6,275,580) was at 10.41% of FY19 General Fund expenditures (\$60,311,977) as of June 30, 2019.

## IV. CAPITAL OUTLAY

**Policy:** The "cash" Capital Outlay policy seeks to ensure that the Town of Holliston maintains, preserves and replaces the equipment, vehicles, technology, infrastructure and buildings needed to efficiently and effectively support the Town's programs and operations. Regularly scheduled updates and refreshes to capital assets are required to prevent larger costs or loss of services that could result from deferral or inadequate funding.

- The minimum or target annual “cash” capital outlay/expenditure should be set to 3-5% of the Omnibus Budget (or an amount derived from annual depreciation figure; or an amount derived from capital inventory replacement cost and lifespan analysis).
- The annual “cash” capital outlay/expenditure will be funded through a combination of budgeted capital, allocations from Free Cash, and allocations from the Capital Expenditure Fund (CEF).
- The minimum balance in the CEF should be maintained at not less than 2% of the Omnibus Budget.
- If the annual capital outlay amount is not needed for capital expenditures in a given year, the “excess” above the amount needed should be appropriated into the CEF.

**Practice:** A capital expenditure funded under the “cash” Capital Outlay policy will have a useful economic life of three or more years and cost more than \$10,000 and not exceed \$1 million. Bulk purchase of similar items such as technology and furniture should be aggregated and the total considered a capital item. Larger capital investments involving the replacement of Town buildings, major facilities and the construction of new facilities to expand or upgrade Town programs, or capital needs exceeding \$1 million will typically be funded through borrowing and/or overrides, or as recommended by the Capital Subcommittee and are addressed within the broader asset management spreadsheet. Smaller and routine annual asset maintenance is to be managed within the departmental operating budgets.

The CEF was created by Chapter 46 of the Acts of 1993 and exists to support the annual “Cash” Capital Outlay when budgeted capital and free cash allocated to capital are insufficient, and as a place to hold funds intended for capital investments. The CEF can be used to sustain the annual capital outlay, to offset debt service in times of economic stress, or to avoid borrowing for a capital acquisition. The balance of the CEF should never be below 2/3 of the minimum balance outside of exigent circumstances. If the fund drops below the recommended minimum balance, a plan to replenish the fund, preferably within one year but not more than three years, should be developed. Maintaining the stated minimum balance in the CEF contributes to a “strong” liquidity rating from Standard & Poor’s.

**Plan:** The town will work toward a goal of budgeting 3-5% of the Omnibus Budget (or an amount derived from the annual depreciation figure; or an amount derived from capital inventory replacement cost and lifespan analysis) for the purpose of maintaining, preserving and replacing “cash” capital assets. Gradually increase the annual capital set aside until it reaches 3-5% of the Omnibus Budget. Manage assets through the asset management spreadsheet maintained by the Capital Subcommittee.

**Progress:** The capital set-aside for budgeting purposes has been increased to \$1,300,000 in FY19 (2.15% of the Omnibus Budget) in FY19; the Capital Expenditure Fund balance of \$3,634,367 as of June 30, 2019, is 5.8% of the FY20 Omnibus Budget.

## V. FREE CASH

**Policy:** To be used to increase reserves, to fund capital or other one-time expenditures, to reduce debt, or to reduce the tax levy, and not to support or supplement the Omnibus Budget.

**Practice:** Eliminate reliance on Free Cash for operating revenue due to its variability and volatility. Annually transfer the balance of Free Cash, or a substantial portion thereof, to the Stabilization Fund, the Capital Expenditure Fund, or other one-time expenses, with the remainder of the balance, if any, going to reduction of the tax levy.

**Plan:** Continue the practice of not using Free Cash to support the Omnibus Budget.

**Progress:** In FY18 the amount of Free Cash used to support the Omnibus Budget was reduced to \$0 in line with the plan. Going forward, the Finance Committee will not recommend using Free Cash to support spending within the Omnibus Budget.

## VI. DEBT SERVICE

**Policy:** Debt should be reserved for the purchase of large, non-recurring capital items of \$1 million or more and which have a life of ten years or more, and the term of the debt should not exceed the life of the asset. The Town will endeavor to maintain a strong to very strong S&P rating in this category by keeping the General Fund debt service to expenditures ratio below 8% and by keeping the net direct debt to General Fund revenue ratio between 30% and 60%.

**Practice:** When considering the use of debt, the Town will take into account:

- The debt exclusion option – a temporary tax increase used to raise additional taxes to fund capital projects for which the community may borrow. The additional amount is added to the levy limit only during the life of the debt.
- The capital outlay expenditure exclusion option is a temporary tax increase used for the year in which the capital item is acquired.
- The annual fixed-cost that additional debt will add to the debt service portion of the Omnibus Budget. (Note that S&P considers total governmental fund debt service as a percentage of total governmental funds expenditure lower than 8% to be “very strong”.)
- The burden that additional debt will place on the Town's revenue position. (Note that S&P considers net direct debt as a percentage of total governmental funds revenues at between 30 to 60% to be “strong”.)

**Plan:** Minimize long term debt through more robust annual capital spending and through short term financing. Minimize the term of any bond issue so that at least two-thirds of outstanding debt will be paid off within 10 years.

**Progress:** The last bond rating assessment by S&P, based on FY16 results, found that total governmental fund debt service as a percentage of total governmental funds expenditures was 4.3% and the net direct debt as a percentage of total governmental funds revenues was 28.5% per S&P. According to S&P our overall net debt is low at .8% of market value which they view as a positive credit factor.

## VII. WATER ENTERPRISE FUND

**Policy:** The Water Enterprise Fund fully supports the annual operating and capital costs, including indirect costs related to the staffing, operation and maintenance of the system, and

including debt service, for the Town's water supply and distribution system; and maintain an unencumbered fund balance (retained earnings) of not less than 10% of the annual gross water revenues.

**Practice:** All receipts, revenues and funds, including interest derived from all activities of the enterprise, are deposited into the water enterprise fund. User fees are comprised of tiered rates for consumption based on metered use, a fixed rate meter service charge based upon the meter size, a fixed rate private fire service based on pipe size (sprinkler system), a fixed rate infrastructure fee and a fixed rate meter fee.

The target unencumbered fund balance (retained earnings) of the water enterprise fund should be maintained at a level that is not less than 10% of annual gross water revenues. By vote of the Select Board and Town Meeting the balance in the fund may fall below this minimum level to fund capital needs or to provide for payment for unanticipated (emergency) repairs to the water supply and distribution system. The unencumbered fund balance (retained earnings) should not be used to subsidize ongoing operations.

**Plan:** Develop a water rate structure and spending plan to cover all operating and capital costs; investigate and develop a plan for financing a new water treatment facility; develop and begin implementation of a plan to repair or replace the aging water main infrastructure.

**Progress:** The unencumbered balance (retained earnings) in the Fund was \$1,298,370, or 28.74%, of FY19 gross water revenues as of June 30, 2019.

#### **VIII. OPEB (Other Post-employment Benefits)**

**Policy:** Fully fund the OPEB obligation not later than 2040 by establishing a fixed expense in the annual budget of \$1.5 million or the Annual Required Contribution (ARC) as determined by the required biennial actuarial valuation in accordance with Governmental Accounting Standards Board (GASB) Statements Number 74 and 75 (see Appendix G).

**Practice:** Holliston's unfunded actuarial accrued liability (UAAL) was valued at \$36.2 million as of June 30, 2018. OPEB covers the Town's share of the current and anticipated future health and life insurance benefits costs for the Town's municipal and school employees who retire through the Middlesex Retirement or Massachusetts Teachers Retirement Systems (and firefighters) after having worked for a minimum of 20 hours a week for a minimum of 10 years. This liability is based on the following key assumptions in the actuarial valuation dated January 2019:

- 366 beneficiaries and 599 active participants
- A medical/drug cost trend of 5% per year
- A discount rate of 7%
- A maximum 30 year amortization period

**Plan:** Until FY23, contribute \$1.5 million per year to the OPEB Trust Fund to allow for acquisition of sufficient investment performance data. After FY23, the plan will be revisited every 2 years based on reporting from the OPEB Trust Board in order to reach full funding not

later than 2040; monitor OPEB Trust Fund investment performance; and monitor efforts at the state and local levels to contain costs.

**Progress:** An OPEB Trust Fund was established in 2014 (see Appendix F) and \$7,988,545 (principal) had been deposited into the Trust as of June 30, 2017. The OPEB Trust Fund Board has invested with the Commonwealth of Massachusetts' Pension Reserves Investment Management Board (PRIM). The FY20 appropriation for retiree health benefits plus the FY20 OPEB set-aside total approximately \$2.86 million, or 4.4% of the FY20 Omnibus Budget. Our OPEB balance as of June 30, 2019 is \$13,689,545.

## IX. RETIREMENT

**Policy:** Fund the Town's annual assessment from the Middlesex Retirement System (MRS) and make annual payments toward the Town's share of the System's unfunded liability.

**Practice:** The Town of Holliston has fully funded the annual assessment without fail for more than 50 years. Starting in FY15, the Town has designated the "credit" for early payment toward the Town's share of the System's unfunded liability. The MRS covers the pension benefits for the Town's 100 retired municipal and school non-teaching employees who have worked for the Town for a minimum of 20 hours a week for a minimum of 10 years. (Teachers are covered by the Massachusetts Teacher's Retirement System, which does not currently assess the Town for benefits. The Commonwealth's proportionate share of the net pension liability for the Town of Holliston as of June 30, 2018, is \$75.8 million.)

**Plan:** Apply the amount of the difference between paying the annual assessment in one installment and paying it in multiple installments to the Town's share of the System's unfunded liability.

**Progress:** In FY15 the Town began to make payments toward its share of the unfunded liability. As of June 30, 2019, the amount of \$204,570 was applied to our unfunded pension liability. The Town's share of the System's unfunded accrued actuarial liability as of January 1, 2018 was \$24.8 million. The FY19 appropriation for retiree health benefits plus the FY19 OPEB set-aside plus the FY19 MRS assessment totaled approximately \$4.99 million, or 8.25% of the FY19 Omnibus Budget. (Note that one Standard & Poor's benchmark is that the required annual pension payment plus the annual OPEB payment as a percentage of total governmental funds expenditures should be less than 10%.) The Town's liability is based on the following key assumptions in the actuarial valuation of the MRS dated January 1, 2018:

- 5,531 beneficiaries and 9,168 active participants (259 in Holliston)
- Appropriations increase 6.5% per year through 2024, increase at a lower rate thereafter
- An investment return rate of 8.38%
- Fully funded by 2035

## X. APPENDICES

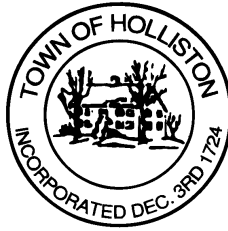
- A. U.S. Local Governments General Obligation Ratings: Methodology and Assumptions, Standard and Poor's Rating Services, September 2013

- B. Massachusetts General Laws Chapter 40, section 5B (Stabilization Funds)
- C. Massachusetts General Laws Chapter 40, section 6 (Reserve Funds)
- D. Massachusetts General Laws Chapter 44, section 10 (Debt Limits)
- E. Chapter 46 of the Acts of 1993 (Capital Expenditure Fund for Holliston)
- F. Chapter 189 of the Acts of 2013 (Other Post-Employment Benefits Trust Fund for Holliston)
- G. Other Postemployment Benefits: Plain-Language Summary of GASB Statements No. 74 and No. 75, Governmental Accounting Standards Board

Draft 9/15/14, Rev. 10/21/14, 11/10/14, 11/11/04, 11/25/14, 12/2/14, 9/11/2017, 9/3/2019

## TOWN OF HOLLISTON SUMMARY OF FINANCIAL POLICIES

Policy	Summary of Terms	Purpose
Reserve Fund	A minimum of \$200,000 and not more than 1% of the Omnibus Budget each year	To provide for extraordinary, unanticipated expenditures or immediate expenditure the event of an emergency.
Stabilization Fund	Maintain a minimum balance equal to 8.1% of General Fund expenditures; target is 10%, maximum is 15%	A "rainy day" fund to provide for financial flexibility in times of economic stress, emergency conditions.
Capital Outlay	<p>Seeks to ensure that the Town of Holliston maintains, preserves and replaces the equipment, vehicles, technology, infrastructure and buildings needed to efficiently and effectively support the Town's programs and operations by investing in regularly scheduled updates and refreshes to capital assets.</p> <ul style="list-style-type: none"> <li>• Annually target "cash" capital expenditures at 3-5% of omnibus</li> <li>• Minimum balance in the CEF of not less than 2% Omnibus Budget</li> <li>• Annually budget 3-5% of the Omnibus Budget for capital outlays</li> <li>• Economic life of 5+ years, cost between \$10,000 and \$1 million</li> </ul>	
Free Cash	To be used to increase reserves, to fund capital or other one-time expenditures, to reduce debt – or to reduce the tax levy, and not to support the Omnibus Budget.	
Debt	Debt should be reserved for the purchase of large, non-recurring capital items which have a life of ten years or more. The Town will endeavor to maintain a strong to very strong S&P rating in this category by keeping the General Fund Debt Service to Expenditures rating below 8%; keeping the Net Direct Debt to General Fund revenue ratio between 30 and 60%; and staging debt so that two-thirds of outstanding debt payable within 10 years.	
Water	The Water Enterprise Fund, water rate structure, and spending plan fully supports all direct and indirect annual operating and capital costs for the Town's water supply and distribution system. The Water Enterprise Fund will maintain an unencumbered balance (retained earnings) of not less than 10% of operating costs which can be used to offset seasonal volatility and/or as a "rainy day" fund for the Water Enterprise.	
OPEB	Fully fund the OPEB obligation by establishing a fixed expense in the annual budget of \$1.5 million or the Annual Required Contribution (ARC)	
Retirement	Fund the Town's annual assessment from the Middlesex Retirement System (MRS), and Town's annual share of the System's unfunded liability	



**TOWN OF HOLLISTON  
SELECT BOARD**

**703 Washington Street  
Holliston, MA 01746**

**508-429-0608**

**POLICY  
CAPITAL REQUESTS**

**BACKGROUND:** This policy is intended to codify existing practices for capital items requested at October Special Town Meeting or the May Annual Town Meeting.

**POLICY DESCRIPTION:** All boards, committees, commissions, and departments elected and appointed are to follow the procedures outlined below when there is a need for a capital appropriation at Town Meeting. Failure to follow these procedures will result in your request being stricken from the Town Meeting Warrant before publication.

1. At least two (2) months before a Town Meeting\* communicate your capital needs to the Town Administrator including bid results and/or price quotations as applicable;
2. At that time, the Town Administrator shall share the list of capital needs with the Select Board and Capital Improvement Committee, a sub-committee of the Finance Committee;
3. The Town Administrator will recommend to the Select Board a list of capital needs at least Forty-Five days before the start of Town Meeting;
4. The Town Administrator may schedule a meeting with the Select Board for the purpose of reviewing a department's capital needs at the discretion of the Select Board, the Town Administrator and the department manager;
5. The Select Board, at least one (1) month before the start of Town Meeting, if not before, will vote on the Town Administrator's recommendation and refer the vote of the Board to the Finance Committee;
6. The Finance Committee will meet and make their recommendations at least two (2)\* weeks, if not before, the start of Town Meeting.

\*With deference to the School Committee Budget Development Calendar

*REVISED APPROVAL: August 31, 2020*

*ORIGINAL APPROVAL: May 20, 2019*



## Holliston, Massachusetts; General Obligation

**Primary Credit Analyst:**

Krystal Tena, New York + 1 (212) 438-1628; krystal.tena@spglobal.com

**Secondary Contact:**

Anthony Polanco, Boston + 1 (617) 530 8234; anthony.polanco@spglobal.com

### Table Of Contents

Rationale

Outlook

Related Research

# Holliston, Massachusetts; General Obligation

Credit Profile		
US\$2.515 mil GO rfdg bnds (unltd tax) ser 2020 dtd 02/28/2020 due 05/15/2029		
<i>Long Term Rating</i>	AA+/Stable	New Rating
Holliston GO		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Holliston GO (MBIA) (National)		
<i>Unenhanced Rating</i>	AA+(SPUR)/Stable	Affirmed
Many issues are enhanced by bond insurance.		

## Rationale

S&P Global Ratings assigned its 'AA+' rating to the Town of Holliston, Mass.' series 2020 general obligation (GO) refunding bonds and affirmed its 'AA+' rating on the town's previously issued GO debt. The outlook on all ratings is stable.

### Security and use of proceeds

The town's full-faith-and-credit pledge secures the GO debt. We understand that officials intend to use series 2020 bond proceeds to refund 2009 GO police station bonds, for estimated present-value savings of approximately \$320,000.

The town's GO bonds outstanding are limited-tax obligations of Holliston, secured by the town's full-faith-and-credit pledge, subject to Proposition 2 1/2 limitations. Despite limitations imposed by the commonwealth's levy-limit law, we do not make a rating distinction between the limited- and unlimited-tax GO pledges because of the town's operating flexibility under the levy limit. We rate the limited-tax-GO debt on par with our view of Holliston's general creditworthiness because the ad valorem tax is not derived from a measurably narrower property tax base and there are no resource fungibility limitations, supporting our view of its overall ability and willingness to pay debt service.

### Credit overview

Supporting the 'AA+' rating are Holliston's strong wealth and income indicators, as it is located 25 miles from the robust employment center of Boston. Assessed values within the town have increased steadily over the past several years, by a cumulative 12% between 2016 and 2020, totaling \$2.5 billion in 2020. The town has historically posted positive year-end results, which continued in fiscal year 2019. The town's budgetary flexibility has improved in recent years, and we expect it to remain at current levels for the foreseeable future. Finally, the town's debt and contingent liability profile is a credit strength, as it plans to maintain low overall net debt and is committed to funding its pension and other post-employment benefits (OPEB) liabilities.

The rating also reflects our opinion of the town's:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);

- Strong management, with good financial policies and practices under our Financial Management Assessment methodology;
- Strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level in fiscal 2019;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2019 of 15% of operating expenditures;
- Very strong liquidity, with total government available cash at 41.1% of total governmental fund expenditures and 6.1x governmental debt service, and access to external liquidity we consider strong;
- Very strong debt and contingent liability profile, with debt service carrying charges at 6.7% of expenditures and net direct debt that is 1.4% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 93.5% of debt scheduled to be retired in 10 years; and
- Strong institutional framework score.

### **Very strong economy**

We consider Holliston's economy very strong. The town, with an estimated population of 14,406, is located in Middlesex County in the Boston-Cambridge-Newton, MA-NH MSA, which we consider broad and diverse. The town has a projected per capita effective buying income of 189% of the national level and per capita market value of \$184,769. Overall, the town's market value grew by 4.7% over the past year, to \$2.7 billion in 2020. The county unemployment rate was 2.7% in 2018.

Holliston is primarily a residential community, approximately 25 miles southwest of Boston. As it is located in proximity to Routes 128 and 495, residents also benefit from access to the employment base in the greater Boston metropolitan area. Local employers are involved in manufacturing and chemical research. Leading taxpayers include a mix of manufacturing and utilities companies, including Eversource (formerly Nstar Electric & Gas), SIA Assets, and EIP Holliston Corp.

The town has demonstrated stable and modest growth in its commercial and residential development. Holliston is home to two cannabis growing facilities, with two more currently in the approval process, whose operations currently contribute more than \$260,000 to the town's revenues, according to town officials; one facility in the permitting process is expected to be an 800,000 square-foot distribution facility expected to add approximately \$12 million in assessed value. Holliston has also been the recipient of a green communities grant, which has enabled it to make energy improvements to town infrastructure, such as weatherization to buildings and the addition of two electric vehicles to its fleet. The town recently established a new economic development committee within the board of selectmen to promote community businesses, which includes engaging the local cable channel to publicize local businesses.

We expect Holliston's residents will continue to benefit from access to nearby employment centers. Consequently, we expect the town's economy will remain very strong throughout the two-year outlook period.

### **Strong management**

We view the town's management as strong, with good financial policies and practices under our FMA methodology, indicating financial practices exist in most areas.

Holliston uses historical trend analysis for revenue and expenditure assumptions, and it monitors budgetary performance monthly with budget-to-actual reports shared with the finance committee. Holliston maintains a five-year capital improvement plan and a five-year budget projection, both of which it updates annually. The town has an investment policy that restricts investments to obligations guaranteed by the federal government, money market accounts, and certificates of deposit; the selectboard receives monthly reports on holdings and earnings. The town's debt management policy limits debt service to 8% of general fund expenditures and net direct debt to 30%-60% of revenues. The town also has a formal policy of maintaining at least 8.1% of expenditures in a stabilization fund.

### **Strong budgetary performance**

Holliston's budgetary performance is strong, in our opinion. The town had operating surpluses of 2.1% of expenditures in the general fund and of 2.4% across all governmental funds in fiscal 2019. General fund operating results have been stable over the past three years, with results of 3.9% in 2018 and 2.3% in 2017.

For analytical consistency, we adjusted for recurring transfers out of the general fund to the capital projects fund and other project funds. For fiscal 2019, Holliston ended with positive operating results, with a general fund surplus of \$1.5 million and a \$1.9 million total governmental fund surplus, or 2.4% of operating expenditures. Management attributes these results to increases in property taxes, investment income, and overall conservative budgeting.

For fiscal 2020, Holliston reports it is tracking in alignment with budgeted projections, and expects to generate another positive operating result. We believe Holliston maintains a stable and predictable revenue base, as property taxes make up 67% of total general fund revenues, and property tax collection has averaged 99% over the past five years.

Management is in the process of developing its fiscal 2021 budget, and does not currently expect any budgetary pressure for that fiscal year. As it remains focused on conservative budgeting, we expect that over the short term Holliston will produce at least break-even results, resulting in continued strong budgetary performance.

### **Very strong budgetary flexibility**

Holliston's budgetary flexibility is very strong, in our view, with an available fund balance in fiscal 2019 of 15% of operating expenditures, or \$11.2 million.

The town's available reserves increased from \$8.5 million in fiscal 2018. Holliston currently maintains a formal reserve policy that sets a minimum stabilization fund balance level of 8.1%, with a target maximum of 15% of expenditures, to which it has historically adhered and sustained; we do not expect the town to increase reserves beyond their formal policy limit in the next two to three years. With no expectation of large or sustained drawdowns of reserves, and given our expectation of continued strong budgetary performance, we believe the town's flexibility will stay at least strong over the next two years.

### **Very strong liquidity**

In our opinion, Holliston's liquidity is very strong, with total government available cash at 41.1% of total governmental fund expenditures and 6.1x governmental debt service in 2019. In our view, the town has strong access to external liquidity, if necessary.

We believe the town's strong access to external liquidity is supported by its regular GO bond and bond anticipation note issuances. Commonwealth laws do not allow municipalities to issue variable-rate debt. In addition, the town has

no direct-purchase debt or repurchase agreements, nor does it have any contingent liquidity risks from financial instruments with payment provisions that change on the occurrence of certain events.

Town investments are subject to state guidelines, and Holliston invests its cash in low-risk assets, including U.S. treasury notes, mutual funds, and the state retiree benefit trust fund. For these reasons, the town's available cash position remains strong and stable, and we expect its liquidity profile will remain very strong over the next two years.

### **Very strong debt and contingent liability profile**

In our view, Holliston's debt and contingent liability profile is very strong. Total governmental fund debt service is 6.7% of total governmental fund expenditures and net direct debt is 1.4% of total governmental fund revenue. Overall net debt is low as a percent of market value, and approximately 93.5% of the direct debt is scheduled to be repaid within 10 years; in our view, these are positive credit factors.

Total direct debt is \$13.3 million, \$4.2 million of which is self-supporting enterprise debt. We understand the town has about \$8 million in new money debt plans within the next two fiscal years that will be fully self-supported by water rates, and thus do not believe this additional debt issuance will have a material impact on Holliston's debt burden. Given the expectation of no additional debt plans, combined with a currently strong debt profile, we expect debt service to remain manageable and do not expect our view of the debt profile to change in the next several years.

Holliston's combined required pension and actual OPEB contributions totaled 6.7% of total governmental fund expenditures in 2019. Of that amount, 2.8% represented required contributions to pension obligations and 4.0% represented OPEB payments, which include prefunding an OPEB trust fund. The town made 102% of its annual required pension contribution in 2019.

Pension and OPEB highlights include:

- Despite the low funded ratio of the pension system, we do not view retirement liabilities as an immediate credit pressure, because of the town's low fixed costs and financial planning.
- While the use of an actuarially determined contribution (ADC) is a positive factor, we believe some of the assumptions used to build the pension ADC reflect what we view as slightly weak assumptions and methodologies, increasing the risk of unexpected contribution escalations.
- The town funds its OPEB liability on a pay-as-you-go basis, while also prefunding this liability via an OPEB trust fund.

As of June 30, 2019, the town participates in the following plan:

- Middlesex County Retirement System: 46.4% funded, with a \$27.4 million proportionate share of the net pension liability.

We consider the retirement system's funded ratio as weak, in addition to our view that the assumed discount rate of 7.50% is somewhat risky and could lead to contribution volatility should actual performance not meet these assumptions. We note the system fell short of our static funding metric and did not meet the minimum funding progress calculation in the most recent year. Should the town's required pension contributions consume a larger percentage of its budget over time, we could view it as a large pension pressure. However, in fiscal 2019, Holliston

paid \$2.2 million toward its pension liability, exceeding its annual required contribution amount and accounting for 2.8% of total governmental fund expenditures, which we consider low. As such, we do not expect required pension contributions to be a near term budgetary pressure for the town.

Notably, in addition to funding OPEB on a pay-as-you-go basis, Holliston established an OPEB trust fund in 2015, which increased by \$2.2 million in fiscal 2019, in part because of an annual contribution amount of \$1.5 million, to a total of \$13.7 million. As a result, the town's OPEB liability is about 36% funded, with a \$24.4 million net liability. Given the town's commitment to funding its pension and OPEB liability, in combination with management's fixed costs, we do not expect to change our view of their debt and pension/OPEB liability within the outlook period.

### **Strong institutional framework**

The institutional framework score for Massachusetts municipalities is strong.

## **Outlook**

The stable outlook reflects our view of Holliston's overall strong financial practices and policies, which contribute to generally strong and predictable budgetary performance, and support its strong budgetary flexibility and liquidity profiles over the outlook period. At the same time, we expect that Holliston will maintain a stable debt profile, supported by low overall net debt over the next two years. Therefore, we do not expect to change the rating over the two-year outlook period.

### **Upside scenario**

All factors remaining equal, should the town demonstrate an increased and sustained fund balance, in combination with improvement in economic indicators to levels comparable with those of higher-rated peers, we could raise the rating.

### **Downside scenario**

If Holliston demonstrates consistent negative financial performance, to the extent of deteriorating its reserves to levels we consider adequate, we could lower the rating.

## **Related Research**

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Criteria Guidance: Assessing U.S. Public Finance Pension And Other Postemployment Obligations For GO Debt, Local Government GO Ratings, And State Ratings, Oct. 7, 2019
- 2019 Update Of Institutional Framework For U.S. Local Governments

## Town of Holliston Capital Planning, Design & Engineering Studies and Reporting (FY22)

June 1, 2021

### ***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. Below are the studies that have been approved and are in various stages of implementation:

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

Authorized: May 2021 ATM

RFP Due: June 24, 2021

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. It is assumed that the funding of the construction project will be requested from the CPF, though the CPC has not approved anything at this time.

#### **2. 9 Green Street – Design & Engineering (BOS-FAC-1A)**

Authorized: December 2020 STM

Consultant: PARE Corp. was engaged for demolition, stormwater plan, and site plan design.

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 has created the demolition plan and the Town will next pursue Public Hearing(s) regarding the future use of the site and any capital costs associated with that use.

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

Authorized: May 2021 ATM

RFP Due: June 25, 2021

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.

**4. Dam Inspections & Planning (DAM-1)**

Authorized: October 2019 STM

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

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 is to finalize the long-term capital plan for these four dams based on their conditions and the Town's interests.

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

Authorized: December 2020 STM

Consultant: *Comprehensive Environmental Corporation* was engaged to review and report on the condition of the Town's culverts; the last study by the same consultant resulted in a condition report of outfalls of the stormwater system.

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. 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.

Explanation: The consultant will review the condition of all sidewalks in Town and determine areas of the Town's sidewalk network that could be optimized through efforts to increase connectivity. The consultant will make sure that recommendations are prioritized in a manner that takes into account the grant opportunities that the Town has already pursued through Complete Streets, Safe Routes to School, etc.

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

Authorized: June 2021 (School Committee & Select Board, separate votes)

Estimated Date of Response: December 2021

Explanation: The Town has submitted a SOI to the MSBA for the past three years. Submitting the SOI in FY22 would represent 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).

#### **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.

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 million per year. In FY21, the Town appropriated \$2.8 million to replace over 2 miles of water mains on Winter Street. The Town is looking for Stantec to produce a rehabilitation/replacement schedule for water mains in Town. Additionally, the study will include 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.


#### **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

## FAC-IT-2

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN				<i>If existing asset is being replaced</i>					
<b>Project Title:</b>	Rooftop Packaged HVAC Systems	<b>Department:</b>	Facilities	<b>Yr. Acquired</b>	<b>Est. Value</b>	<b>Disposition</b>			
<b>Department Contact:</b>	James Keast	<b>Division/Location:</b>	1750 Washington Street		\$ -	\$ -			
<b>Description, Justification and Life Expectancy:</b> -End of Life 3 Rooftop HVAC Package Units \$10,000 each: Life expectancy 15-20 years. Currently 18 years old. One unit has failed (broken heat exchanger) -Recommend that all three units be replaced at once since a crane is needed to remove and install the units. -Recommend replacement units manufactured by Trane that have a 20 year life expectancy. -Project cost \$30,000  -Recommend that the existing stand-alone thermostats be replaced with wifi enabled building environmental controls for HVAC units. -Project cost \$3,400  -New Package units will be more energy efficient, especially with new electronic environmental controls, resulting in lower operating costs.				<b>Image/Map Attached:</b> 		Yes/No			
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>									
<b>RECOMMENDED FINANCING PLAN</b>		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering									\$ -
2. Land, ROW, Site Improvements									\$ -
3. Construction									\$ -
4. Equipment				\$ 33,500					\$ 33,500
5. Other									\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ 33,500	\$ -	\$ -	\$ -	\$ -	\$ 33,500
6. Est. Annual Maint./Repair									\$ -
<b>Town Administrator Use Only</b>									
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

FAC-1750-2

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>			
Project Title:	Front ADA Ramp Replacement	Department:	Facilities			Yr. Acquired	Est. Value	Disposition	
Department Contact:	James Keast	Division/Location:	1750 Washington Street				\$ -	\$ -	
<b>Description, Justification and Life Expectancy:</b> <p>The ADA ramp and landing at the front entrance of 1750 Washington Street is structurally made of wood and composite decking. The structure and decking have deteriorated from age and winter de icing treatments. The metal joist hangers have begun to rust and will eventually fail. The decking on the front landing is loose and the understructure has rotted to the point when the decking screws can not secure into anything solid.</p> <p>This Capital request is to remove the ramp and landing area, rebuilt the entire structure in wood and incorporate the fronts side entrance landing. The life expectancy is 15 yrs.</p> <p>Another option is to remove the wooden ramp and landing area and rebuilt the entire area in concrete. This will provide a maintenance free ADA access area that will last much longer.</p>						<b>Image/Map Attached:</b> 		Yes/No	
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>  									
RECOMMENDED FINANCING PLAN		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering									\$ -
2. Land, ROW, Site Improvements									\$ -
3. Construction					\$ 42,000				\$ 42,000
4. Equipment									\$ -
5. Other									\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ 42,000
6. Est. Annual Maint./Repair									\$ -
<b><u>Town Administrator Use Only</u></b>									
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other					<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		

FAC-1750-3

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN					<i>If existing asset is being replaced</i>				
Project Title:	Town Hall HVAC Systems	Department:	Facilities		Yr. Acquired	Est. Value	Disposition		
Department Contact:	James Keast	Division/Location:	Town Hall - 703 Washington Street			\$ -	\$ -		
<b>Description, Justification and Life Expectancy:</b> -End of Life 2 Fan Coil Units (Grand Hall) \$35,200: Life expectancy 15 years. Currently 39 years old. Recommend replacement when fails. -End of Life 5 Fan Coil Units \$20,600: Life expectancy 15 years. Currently 15 years old. Recommend replacement when fails. -End of Life 4 Condensers \$17,000: Life expectancy 15 years. Currently 15 years old. Recommend replacement when fails. -End of Life 2 Condensers (Grand Hall) \$75,600: Life expectancy 15 years. Currently 39 years old. Recommend replacement when fails. -End of Life 2 Split System \$18,000: Life expectancy 15 years. Currently 15 years old. Recommend replacement when fails. Total \$166,400 <b>Notes:</b> - Split system for vault has failed and needs replacement, \$9,000, as shown in FY 2022. - Of the \$166,400 for HVAC replacement, \$110,800 is for the two large 20 ton AC Units in the Grand Hall. These units are technically at EOL but are rarely used and will likely continue to function beyond FY26. - Remaining \$46,600 (\$166,400 - \$9,000 - \$110,800) can be spread equally over FY22 - FY26 as HVAC units will fail during this time frame. - These are EOL calculations from Dude Software and physical Condition Assessment. Units can operate past their EOL.					<b>Image/Map Attached:</b> <div style="height: 150px; border: 1px solid black;"></div>		Yes/No		
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b> <div style="height: 80px; border: 1px solid black;"></div>									
<b>RECOMMENDED FINANCING PLAN</b>		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering									\$ -
2. Land, ROW, Site Improvements									\$ -
3. Construction									\$ -
4. Equipment				\$ 9,000	\$ 11,650	\$ 11,650	\$ 11,650	\$ 11,650	\$ 55,600
5. Other									\$ -
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 11,650</b>	<b>\$ 11,650</b>	<b>\$ 11,650</b>	<b>\$ 11,650</b>	<b>\$ 55,600</b>
6. Est. Annual Maint./Repair									\$ -
<b><u>Town Administrator Use Only</u></b>									
APPROVED _____ DENIED _____ DEFERRED to FY _____ <b>Notes:</b> <div style="height: 50px; border: 1px solid black;"></div>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

FAC-TH-6

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>		
<b>Project Title:</b>	Town Hall Roof Replacement	<b>Department:</b>	Facilities			<b>Yr. Acquired</b>	<b>Est. Value</b>	<b>Disposition</b>
<b>Department Contact:</b>	James Keast	<b>Division/Location:</b>	Town Hall - 703 Washington Street				\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> <u>FY2026</u> The Town Hall roof was replaced in 2003. With a life expectancy of 20 to 25 years replacement should be considered in 2026. Roof is in good condition at the moment.						<b>Image/Map Attached:</b> <div style="height: 150px; border: 1px solid black;"></div>		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b> <div style="height: 80px; border: 1px solid black;"></div>								
RECOMMENDED FINANCING PLAN	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering								\$ -
2. Land, ROW, Site Improvements								\$ -
3. Construction							\$ 200,000	\$ 200,000
4. Equipment								\$ -
5. Other								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
6. Est. Annual Maint./Repair								\$ -
<b>Town Administrator Use Only</b>								
APPROVED _____ DENIED _____ DEFERRED to FY _____ <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		

FAC-TH-7

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>			
<b>Project Title:</b>	Town Hall Emergency Generator	<b>Department:</b>	Facilities			<b>Yr. Acquired</b>	<b>Est. Value</b>	<b>Disposition</b>	
<b>Department Contact:</b>	James Keast	<b>Division/Location:</b>	Town Hall - 703 Washington Street				\$ -	\$ -	
<b>Description, Justification and Life Expectancy:</b> <u>FY2023</u> -The current 7 kW generator was installed in 1998 and was purchased secondhand. The expected life is 25 years and the unit is 25 years old. The current generator only powers IT systems and the Health Department refrigerator and some lights. It is not sized to run most of the building and most importantly does not run the heating systems. It is recommended to replace the generator with a 30kW unit to power all critical systems including heat which is needed to prevent freezing of water pipes. All of the building lighting will run as well. Air Conditioning is not considered a critical system. Recommend replacement during the FY23 to FY26 time frame. Allocated in FY23 but can be postponed depending on financial situation. However, having no provisions to heat the building during a power failure is a potential significant property damage risk.						<b>Image/Map Attached:</b> <div style="height: 150px; border: 1px solid black;"></div>		Yes/No	
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b> <div style="height: 80px; border: 1px solid black;"></div>									
RECOMMENDED FINANCING PLAN		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering									\$ -
2. Land, ROW, Site Improvements									\$ -
3. Construction									\$ -
4. Equipment					\$ 30,000				\$ 30,000
5. Other									\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
6. Est. Annual Maint./Repair									\$ -
Town Administrator Use Only									
APPROVED _____ DENIED _____ DEFERRED to FY _____ <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

FAC-TH-8

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>																																																																																
Project Title:	Pinecrest Kitchen Equipment Replacement	Department:	Facilities			Yr. Acquired	Est. Value	Disposition																																																																														
Department Contact:	James Keast	Division/Location:	Pinecrest - 212 Prentice Street				\$ -	\$ -																																																																														
<b>Description, Justification and Life Expectancy:</b> <u>FY2022-FY2026</u> -Several pieces of equipment are approaching End of Life; Walk-in Cooler, Range, Dishwasher, Griddle, Warmer, Exhaust Hood, Slicer, Freezer and Oven. \$45,000. Recommend replacement as each unit fails. Note that the walk-in-cooler has been an issue for the past few years with several service calls. We may consider replacement when next issue arises. \$19,600 of the \$45,000.  Note: - As it is hard to predict the exact date of failure for these types of items, replacement costs are spread equally over FY22 - FY26. - These are EOL calculations from Dude Software and physical Condition Assessment. Units can operate past their EOL. <b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>						<b>Image/Map Attached:</b> <div style="height: 150px; border: 1px solid black;"></div>		Yes/No																																																																														
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="width:25%;">RECOMMENDED FINANCING PLAN</th> <th rowspan="2" style="width:10%;">Total Prior Year Expenditures</th> <th rowspan="2" style="width:10%;">Current Year Expenditure</th> <th colspan="6" style="text-align: center;">Estimated Expenditures by Fiscal Year</th> </tr> <tr> <th style="width:10%;">FY 2022</th> <th style="width:10%;">FY 2023</th> <th style="width:10%;">FY 2024</th> <th style="width:10%;">FY 2025</th> <th style="width:10%;">FY 2026</th> <th style="width:10%;">5-Year Total FY22-26</th> </tr> </thead> <tbody> <tr> <td>1. Planning, Design, Engineering</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>\$ -</td> </tr> <tr> <td>2. Land, ROW, Site Improvements</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>\$ -</td> </tr> <tr> <td>3. Construction</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>\$ -</td> </tr> <tr> <td>4. Equipment</td> <td></td> <td></td> <td style="text-align: right;">\$ 9,000</td> <td style="text-align: right;">\$ 9,000</td> <td style="text-align: right;">\$ 9,000</td> <td style="text-align: right;">\$ 9,000</td> <td style="text-align: right;">\$ 9,000</td> <td style="text-align: right;">\$ 45,000</td> </tr> <tr> <td>5. Other</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>\$ -</td> </tr> <tr> <td style="text-align: right;"><b>TOTAL</b></td> <td style="text-align: right;"><b>\$ -</b></td> <td style="text-align: right;"><b>\$ -</b></td> <td style="text-align: right;"><b>\$ 9,000</b></td> <td style="text-align: right;"><b>\$ 9,000</b></td> <td style="text-align: right;"><b>\$ 9,000</b></td> <td style="text-align: right;"><b>\$ 9,000</b></td> <td style="text-align: right;"><b>\$ 9,000</b></td> <td style="text-align: right;"><b>\$ 45,000</b></td> </tr> <tr> <td>6. Est. Annual Maint./Repair</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>\$ -</td> </tr> </tbody> </table>									RECOMMENDED FINANCING PLAN	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year						FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26	1. Planning, Design, Engineering								\$ -	2. Land, ROW, Site Improvements								\$ -	3. Construction								\$ -	4. Equipment			\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 45,000	5. Other								\$ -	<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 45,000</b>	6. Est. Annual Maint./Repair								\$ -
RECOMMENDED FINANCING PLAN	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year																																																																																			
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26																																																																														
1. Planning, Design, Engineering								\$ -																																																																														
2. Land, ROW, Site Improvements								\$ -																																																																														
3. Construction								\$ -																																																																														
4. Equipment			\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 45,000																																																																														
5. Other								\$ -																																																																														
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 45,000</b>																																																																														
6. Est. Annual Maint./Repair								\$ -																																																																														
<b><u>Town Administrator Use Only</u></b>																																																																																						
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level																																																																																

PINE-1

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>				
<b>Project Title:</b>		Pinecrest HVAC Systems/Water Heater Repla		<b>Department:</b>		Facilities		<b>Yr. Acquired</b>	<b>Est. Value</b>	<b>Disposition</b>
<b>Department Contact:</b>		James Keast		<b>Division/Location:</b>		Pinecrest 212 Prentice Street			\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> <u>FY2023-FY2026</u> -End of Life 1 Air Handling Unit \$20,000 each: Life expectancy 20 years. Currently 19 years old. Recommend replacement when fails. -End of Life 4 Fan Coil Units \$17,600: Life expectancy 15 years. Currently 19 years old. Recommend replacement when fails. -End of Life 3 Condensers \$13,850: Life expectancy 15 years. Currently 19 years old. Recommend replacement when fails. -End of Life 3 Roof Top Exhaust Fans \$7,100: Life expectancy 15 years. Currently 19 years old. Recommend replacement when fails. Total \$58,550 <u>FY2024</u> -End of Life Commercial Grade Water Heater \$16,600: Life expectancy 20 years. Currently 19 years old. Recommend replacement in FY23.  Note: - \$58,550 can be spread equally over FY22 - FY26 as HVAC units will fail during this time frame.								<b>Image/Map Attached:</b>		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>										
<b>RECOMMENDED FINANCING PLAN</b>		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					5-Year Total FY22-26	
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026		
1. Planning, Design, Engineering										\$ -
2. Land, ROW, Site Improvements										\$ -
3. Construction										\$ -
4. Equipment				\$ 11,710	\$ 28,310	\$ 11,710	\$ 11,710	\$ 11,710		\$ 75,150
5. Other										\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ 11,710	\$ 28,310	\$ 11,710	\$ 11,710	\$ 11,710		\$ 75,150
6. Est. Annual Maint./Repair										\$ -
<b>Town Administrator Use Only</b>										
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other					<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

PINE-2

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>		
Project Title:	Pinecrest Clubhouse Roof Replacement	Department:	Facilities			Yr. Acquired	Est. Value	Disposition
Department Contact:	James Keast	Division/Location:	Pinecrest - 212 Prentice Street				\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> <u>FY2025</u> -The triple-tab asphalt roof on the Pinecrest Club House is 19 years old with a 25 year life expectancy. Roof is already showing signs of wear and will require replacement at the 25 year point.						<b>Image/Map Attached:</b> <div style="height: 150px; border: 1px solid black;"></div>		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b> <div style="height: 80px; border: 1px solid black;"></div>								
RECOMMENDED FINANCING PLAN	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering								\$ -
2. Land, ROW, Site Improvements								\$ -
3. Construction						\$ 40,000		\$ 40,000
4. Equipment								\$ -
5. Other								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
6. Est. Annual Maint./Repair								\$ -
<b><u>Town Administrator Use Only</u></b>								
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		

PINE-3

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>			
Project Title:	Exterior Building and Ground Restoration	Department:	Facilities			Yr. Acquired	Est. Value	Disposition	
Department Contact:	James Keast	Division/Location:	Fire Station 59 Central Street				\$ -	\$ -	
<b>Description, Justification and Life Expectancy:</b> - Stucco exterior of Central Fire Station is in need of repair and restoration. Stucco is failing and will continue to degrade exponentially due to freeze thaw seasonal cycles. Repair to "brown and finish" coats are needed. Est \$150,000 - Concrete driveway and front entry walk needs to be removed and replaced due to extensive wear deterioration. \$100,000 - Several exterior doors and windows need replacement due to significant rusting, deterioration and age. \$50,000  Note: - Recommend staggered replacement during the FY23 to FY26 time frame.						<b>Image/Map Attached:</b> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>		Yes/No	
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b> <div style="border: 1px solid black; height: 80px; width: 100%;"></div>									
<b>RECOMMENDED FINANCING PLAN</b>		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering									\$ -
2. Land, ROW, Site Improvements									\$ -
3. Construction				\$ 50,000	\$ 150,000	\$ 100,000			\$ 300,000
4. Equipment									\$ -
5. Other									\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ 50,000	\$ 150,000	\$ 100,000	\$ -	\$ -	\$ 300,000
6. Est. Annual Maint./Repair									\$ -
<b><u>Town Administrator Use Only</u></b>									
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

FIRE-FAC-1

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>				
<b>Project Title:</b>		HVAC Systems Replacement		<b>Department:</b>		Facilities		<b>Yr. Acquired</b>	<b>Est. Value</b>	<b>Disposition</b>
<b>Department Contact:</b>		James Keast		<b>Division/Location:</b>		Fire Station 59 Central Street			\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> -Approaching End of Life 3 Fan Coil Units \$11,400: Life expectancy 15 years. Currently 13 years old. Recommend replacement when fails. -Approaching End of Life 3 Condensers \$12,000: Life expectancy 15 years. Currently 13 years old. Recommend replacement when fails. -Approaching End of Life 7 Unit Heater \$14,700: Life expectancy 15 years. Currently 13 years old. Recommend replacement when fails. Total: \$38,100  -Approaching End of Life 8 Exhaust Fans \$29,400: Life expectancy 25 years. Currently 21 years old. Recommend replacement when fails.  Note: - \$38,100 can be spread equally over FY23 - FY26 as HVAC units will fail during this time frame. - \$29,400 can be spread equally over over 5 years (\$5,880) starting in FY25. - These are EOL calculations from Dude Software and physical Condition Assessment. Units can operate past their EOL.								<b>Image/Map Attached:</b>  <div style="border: 1px solid black; height: 150px; width: 100%;"></div>		
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>  <div style="border: 1px solid black; height: 80px; width: 100%;"></div>										
RECOMMENDED FINANCING PLAN		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year						
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26	
1. Planning, Design, Engineering									\$ -	
2. Land, ROW, Site Improvements									\$ -	
3. Construction									\$ -	
4. Equipment					\$ 9,525	\$ 9,525	\$ 15,405	\$ 15,405	\$ 49,860	
5. Other									\$ -	
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ 9,525	\$ 9,525	\$ 15,405	\$ 15,405	\$ 49,860	
6. Est. Annual Maint./Repair									\$ -	
Town Administrator Use Only										
<div style="display: flex; justify-content: space-between;"> <span>APPROVED</span> <span>DEFERRED to FY _____</span> </div> <b>Notes:</b>  <div style="border: 1px solid black; height: 80px; width: 100%;"></div>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other					<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

FIRE-FAC-3

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>		
Project Title:	Elevator Replacement	Department:	Facilities			Yr. Acquired	Est. Value	Disposition
Department Contact:	James Keast	Division/Location:	Library - 752 Washington Street				\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> <u>FY2023</u> -End of Life Elevator \$70,000: Life expectancy 30 years. Currently over 30 years old. Recommend replacement/further analysis by expert. -End of Life Elevator Control \$5,000: Life expectancy 20 years. Currently over 30 years old. Recommend replacement/further analysis by expert.  Note: These are EOL calculations from Dude Software and physical Condition Assessment. Units can operate past their EOL.						<b>Image/Map Attached:</b>		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>  								
<b>RECOMMENDED FINANCING PLAN</b>	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering								\$ -
2. Land, ROW, Site Improvements								\$ -
3. Construction								\$ -
4. Equipment				\$ 75,000				\$ 75,000
5. Other								\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>
6. Est. Annual Maint./Repair								\$ -
<b><u>Town Administrator Use Only</u></b>								
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		

LIB-FAC-5

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>		
<b>Project Title:</b>	Library Septic Replacement	<b>Department:</b>	Facilities			<b>Yr. Acquired</b>	<b>Est. Value</b>	<b>Disposition</b>
<b>Department Contact:</b>	James Keast	<b>Division/Location:</b>	Library - 752 Washington Street				\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> <u>FY2023</u> The Library septic system is over 30 years old and was likely installed in 1985 when the addition was added to the back of the library. It is an effluent pumping system and the pumps and controls were replaced in 2007. The septic tank is pumped annually. It is expected to last until 2026 when the system will be 40 years old and will likely need to be replaced at that time.						<b>Image/Map Attached:</b> <div style="height: 150px; border: 1px solid black;"></div>		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b> <div style="height: 80px; border: 1px solid black;"></div>								
RECOMMENDED FINANCING PLAN	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering								\$ -
2. Land, ROW, Site Improvements								\$ -
3. Construction							\$ 50,000	\$ 50,000
4. Equipment								\$ -
5. Other								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
6. Est. Annual Maint./Repair								\$ -
<b><u>Town Administrator Use Only</u></b>								
APPROVED _____ DENIED _____ DEFERRED to FY _____ <u>Notes:</u>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		

LIB-FAC-6

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						If existing asset is being replaced				
Project Title:		HVAC Systems Replacement		Department:		Facilities		Yr. Acquired	Est. Value	Disposition
Department Contact:		James Keast		Division/Location:		Library - 752 Washington Street			\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> <u>FY2025</u> -End of Life Air Handling Unit \$51,000: Life expectancy 30 years. Currently well over 30 years old. Recommend replacement. -End of Life Return Air Fan/Blower \$10,500: Life expectancy 30 years. Currently well over 30 years old. Recommend replacement. -End of Life Unit Heater \$2,100: Life expectancy 20 years. Currently 18 years old. Recommend replacement when fails.  <b>Note:</b> - The air handling unit and return air unit are functioning but are extremely old, likely installed in the early 70's. The heating function has failed (building relying on heat from radiators) and hydraulic damper controls have failed. The unit uses a significant amount of electricity to operate due to its inefficiency. (Currently running most of the time due to Covid) Used FY25 as placeholder but replacement can take place anytime. - These are EOL calculations from Dude Software and physical Condition Assessment. Units can operate past their EOL.								<b>Image/Map Attached:</b>		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>  										
<b>RECOMMENDED FINANCING PLAN</b>		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year						
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26	
1. Planning, Design, Engineering									\$ -	
2. Land, ROW, Site Improvements									\$ -	
3. Construction									\$ -	
4. Equipment							\$ 61,500		\$ 61,500	
5. Other									\$ -	
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,500	\$ -	\$ 61,500	
6. Est. Annual Maint./Repair									\$ -	
<b>Town Administrator Use Only</b>										
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other					<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

LIB-FAC-8

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						If existing asset is being replaced				
Project Title:		COA HVAC Systems		Department:		Facilities		Yr. Acquired	Est. Value	Disposition
Department Contact:		James Keast		Division/Location:		Senior Center - 150 Goulding Street		\$	-	\$ -
<b>Description, Justification and Life Expectancy:</b> -End of Life 4 Fan Coil Units \$20,000: Life expectancy 15 years. Currently 15 years old. Recommend replacement when fails. -End of Life 2 Condensers \$12,400: Life expectancy 15 years. Currently 15 years old. Recommend replacement when fails.  Note: -\$32,400 can be spread equally over FY23 - FY26 as HVAC units will fail during this time frame. -These are EOL calculations from Dude Software and physical Condition Assessment. Units can operate past their EOL.								Image/Map Attached:		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>  										
RECOMMENDED FINANCING PLAN		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					5-Year Total FY22-26	
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026		
1. Planning, Design, Engineering									\$ -	
2. Land, ROW, Site Improvements									\$ -	
3. Construction									\$ -	
4. Equipment					\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 32,400	
5. Other									\$ -	
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 32,400	
6. Est. Annual Maint./Repair									\$ -	
Town Administrator Use Only										
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other					<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

COA-FAC-4

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>		
<b>Project Title:</b>	COA Electric Panel	<b>Department:</b>	Facilities			<b>Yr. Acquired</b>	<b>Est. Value</b>	<b>Disposition</b>
<b>Department Contact:</b>	James Keast	<b>Division/Location:</b>	Senior Center - 150 Goulding Street				\$ -	\$ -
<b>Description, Justification and Life Expectancy:</b> <u>FY2022</u> -End of Life main electric panel \$10,000: Life expectancy 30 years. Currently 45 years old. Recommend replacement as this is a safety issue.  Note: These are EOL calculations from Dude Software and physical Condition Assessment. Units can operate past their EOL.						<b>Image/Map Attached:</b>		Yes/No
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>								
<b>RECOMMENDED FINANCING PLAN</b>		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year				
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
1. Planning, Design, Engineering								\$ -
2. Land, ROW, Site Improvements								\$ -
3. Construction								\$ -
4. Equipment				\$ 10,000				\$ 10,000
5. Other								\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
6. Est. Annual Maint./Repair								\$ -
<b><u>Town Administrator Use Only</u></b>								
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		

COA-FAC-3

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>			
Project Title:	COA Side Entry Ramp and Steps	Department:	Facilities			Yr. Acquired	Est. Value	Disposition	
Department Contact:	James Keast	Division/Location:	Senior Center - 150 Goulding Street				\$ -	\$ -	
<b>Description, Justification and Life Expectancy:</b> <u>FY2023</u> -Wooden side entrance ADA ramp and step replacement \$30,000: Life expectancy 15 years. Currently 15 years old. Ramp and stairs are showing signs of wear and will to pose a safety concern if not addressed. Recommend replacement.						<b>Image/Map Attached:</b>		Yes/No	
<b>Impact on Future Operating Budgets, and/or Impact on other Departments:</b>									
<b>RECOMMENDED FINANCING PLAN</b>		Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Year Total FY22-26
1. Planning, Design, Engineering									\$ -
2. Land, ROW, Site Improvements									\$ -
3. Construction					\$ 30,000				\$ 30,000
4. Equipment									\$ -
5. Other									\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
6. Est. Annual Maint./Repair									\$ -
<b><u>Town Administrator Use Only</u></b>									
APPROVED _____ DENIED _____ DEFERRED to FY _____  <u>Notes:</u>		<b>Funding Sources:</b> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<b>Priority Category (1-6):</b> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level			

COA-FAC-5

## DPW HIGHWAY DIVISION - FLEET SCHEDULE

## VEHICLES AND EQUIPMENT

SCHEDULED FOR REPLACEMENT.

					FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
			FRONTLINE	USEFUL									
VEH#	YEAR	DESCRIPTION	BACKUP	LIFE EXP.									
S-1	2017	Chevy Silverado	FL	10 yrs.									
S-2	2018	Chevy Silverado	FL	10 yrs.									
S-3	2008	Chevy Silverado	FL	10 yrs.			55,000						
S-4	2017	Chevy Dump Truck	FL	10 yrs.									
S-5	2020	Chevy Dump Truck	FL	10 yrs.									
S-6	2014	Chevy Dump Truck	FL	10 yrs.						50,000			
S-7	2002	Intl. bucket truck	FL	10 yrs.									
S-8	2014	International Dump	FL	15 yrs.									130,000
S-9	2013	Chevy Dump Truck	FL	10 yrs.					50,000				
S-10	2020	International Dump	FL	15 yrs.									
S-11	2019	International Dump	FL	15 yrs.									
S-12	2007	International Dump	FL	15 yrs.				150,000					
S-13	2001	Sterling Basin truck	FL	15 yrs.					200,000				
S-14	2013	International Dump	FL	15 yrs.									130,000
S-15	2015	International Dump	FL	15 yrs.									
S-16	2015	Trackless Mower	FL	15 yrs.									
S-17	1999	J.D.250 Skid Steer	FL	15 yrs.		81,000							
S-18	2007	J.D. 544J Loader	FL	15 yrs.						160,000			
S-19	2017	JD Loader	FL	15 yrs.									
S-20	2019	Intl. Dump truck	FL	15 yrs.									
S-21	2014	Cat Backhoe	FL	15 yrs.									120,000
S-22	2011	Prinoth sidewalk plow	FL	10 yrs.			130,000						
S-23	2009	Allianz Sweeper	FL	10 yrs.	150,000								
S-24	2008	Trackless Mower w/ a	FL	10 yrs.			166,125						
S-25	2012	CAT Excavator	FL	10 yrs.				50,000					

## DPW HIGHWAY DIVISION - FLEET SCHEDULE

## VEHICLES AND EQUIPMENT

## SCHEDULED FOR REPLACEMENT.

					FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
VEH#	YEAR	DESCRIPTION	BACKUP	LIFE EXP.									
S-26	1997	Compact Roller 175V	FL	15 yrs.			25,000						
S-28	2000	I.R. DD14 Roller	FL	15 yrs.		22,000							
S-29	2000	Tenco Blower	FL	15 yrs.			98,000						
S-30	2016	Morbark chipper	FL	15 yrs.									
S-31	2017	Compressor	FL	15 yrs.									
	2004	Atlas Compressor	FL	15 yrs.				15,000					
S-32	1997	Stone Mixer	FL										
S-33	2017	5 Ton Trailer	FL	15 yrs.									
G-1	2017	Chevy pickup 4X4	FL	10 yrs.									40,000
G-2	2010	Chevy Chassis Cab	FL	10 yrs.		50,000							
G-3	2010	Chevy Rack body	FL	10 yrs.		50,000							
G-6	2001	JD Tractor 5420	FL	15 yrs.				55,000					
G-4	1992	JD 2155	FL	15 yrs.			35,000						
G-7	1999	Giant Leaf Vac	FL	15 yrs.									
		Truck Lift	FL			30,000							