



TOWN OF WAYLAND

FIVE – YEAR DRAFT CAPITAL IMPROVEMENT PLAN

FY2022-FY2026

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Section I

Introduction

The Town of Wayland's Capital Improvement Plan (CIP) should serve as a multi-year tool to plan, coordinate and fiscally manage the maintenance of and improvements to capital assets. Capital expenditures cover feasibility, design, and construction or implementation, of maintenance and improvements to facilities, infrastructure, vehicles, and equipment. Capital facilities include buildings and grounds, fields, trails, parks, and other recreational and open spaces. Capital infrastructure includes public works infrastructure, comprising roads, sidewalks, streetlights, bridges, etc., as well as information technology infrastructure. Finally, capital assets include vehicles and equipment over a certain threshold amount. Planning the timing of capital projects ensures that the most needed projects are addressed first and that the costs are reviewed to minimize annual impacts on taxation. While the Capital Improvement Plan is a five-year plan, it should be reviewed and updated annually as the condition of assets and the Town's needs and priorities may change.

The Draft CIP for FY2022-2026 will continue to highlight certain challenges to be met with significant capital investment needed in existing facilities and also in potential new facilities. Balancing requests for large capital investments while maintaining the ordinary investment in capital projects will require careful fiscal planning and discipline.

Capital Planning Process

The Town Administrator and Finance Director began the CIP process by evaluating all available financing sources to support future capital spending. Last year, we proposed a capital financing plan for use by the Town as the Town's Five-Year CIP is reviewed and updated annually. The funding plan was based on a review of historical expenditure levels for each of the funding sources available for funding of capital expenditures. The two financing goals for the Town's Draft CIP preparation were to smooth out the amount allocated by funding source and to make an initial determination of the funding goals for each funding source based upon the use of the funds. The goal and result of the financing plan was predictable capital budgets and predictable effects on tax rates.

In October 2020 all Department Managers, Board and Committees were asked to submit a Five-Year Capital Improvement Plan and a detailed project form for each FY2022 request. The Town Administrator and Finance Director met with each department and reviewed their respective requests.

The Draft Five-Year CIP for FY2022-2026 was developed based on projected available revenue, review of capital project requests, and the anticipated financial impact on the Town's levy. A total of \$55M in capital requests were received from Town and School Departments, and a total of \$18.4M were received from the Water and Sewer Departments. The Draft Five-Year CIP recommendation totals \$40.7M for Town and School Departments and \$7.1M for Water and Sewer. The CIP is an organic document and should evolve to reflect updated information on projects including project costs and new Town priorities.

Definition of Capital Project

A Capital Project can be a large or small project which can be non-recurring or recurring. A Capital Project must have a minimum useful life of 3 years and a unit purchase cost of \$25,000 or more. A Capital Project includes construction, vehicles, equipment, infrastructure, and the feasibility studies.

Definition of Capital Budget

A capital budget, unlike an operating budget, may be spent over more than one fiscal year. This allows for flexibility in supporting multiple year expenditures and expenditures for large projects that could not be completed within one year.

Section II

Available Funding Sources

The following are potential funding sources to support capital projects.

Cash Capital

Cash Capital is raised from taxation. As such, Cash Capital is ideal for recurring capital expenses. Cash Capital should not vary annually.

Free Cash

Free Cash consists of surplus or unexpected revenue and unspent authorized operating or capital expenses. Free Cash becomes part of the General Fund balance. It is a funding source that is certified annually by the Massachusetts Department of Revenue. Free Cash may vary annually.

Debt within the Levy

Debt within the Levy is debt that is authorized as part of the operating budget. Generally, debt within the levy supports larger capital projects that were not considered for excluded debt.

Excluded Debt

Excluded Debt is debt that the voters have approved at a town election for a specific project and a certain estimated cost. Debt service related to Excluded Debt is not included in the Proposition 2 ½ Levy Limit calculation.

Recreation Stabilization Fund

A stabilization fund created for recreation related capital projects. Stabilization funds can support cash or debt expenditures. They require a majority vote of Town Meeting to add funds and a 2/3 vote of Town Meeting to authorize expenditures.

Revolving and Special Revenue Funds

The Town has various revolving and special revenue funds including the Cemetery Fund, Recreation Revolving, Ambulance Fund and other funds where revenue generated from specific operations is segregated from the General Fund. Revolving funds and special revenue funds can only support capital projects related specifically to their revenue generating operations.

Enterprise Funds

The Town operates both the Water Enterprise Fund and the Wastewater Enterprise Fund. Both funds support capital expenditures through rate setting.

Community Preservation Act Funds

The Town has adopted the Community Preservation Act (CPA), M.G.L. chapter 44B. The CPA provides for a local option surcharge with a State fund match. The match has been declining over the year. CPA funds support expenditures related to affordable housing, historic preservation, and open space or recreation. Annually, at least 10% of the collected CPA funds must be set aside for each of the three allowable categories of expenses. The balance may be spent for any allowable expense. CPA projects may be paid by cash or debt.

Section III

Current Capital Projects / Debt Service

Open Town / School Capital Projects- There are a total of 50 open capital appropriations for Town projects with a total balance of \$9.6M and a total of 29 open capital appropriations for School-related projects with a balance of \$6.7M. Not included in these totals are authorized but unissued approved projects.

<i>School Capital</i>	Balance
Facilities	\$6,346,235
Info Tech	\$215,000
School	\$134,769
Total	\$6,696,004

<i>Town Capital</i>	Balance
Conservation	\$176,283
DPW	\$3,543,960
Facilities	\$3,842,029
Fire	\$729,510
Info Tech	\$286,529
Police	\$427,000
Recreation	\$3,510
TA Office	\$595,540
Total	\$9,604,360

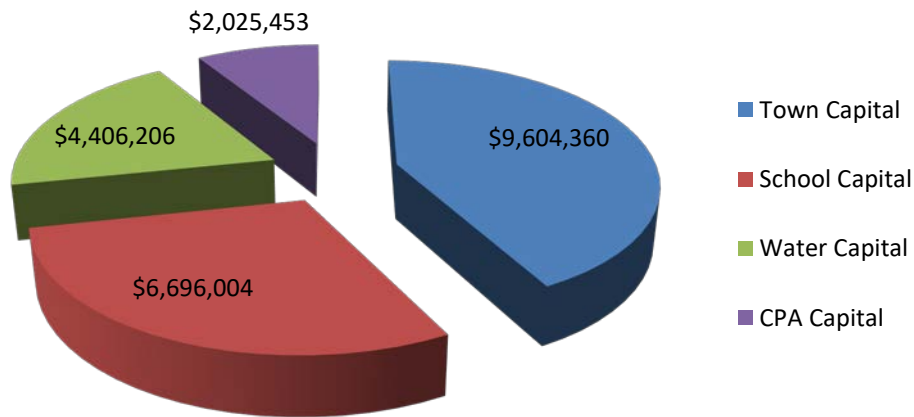
<i>Water Enterprise</i>	Balance
Water Capital	\$4,406,206
Total	\$4,406,206

Open Enterprise Capital Projects –Water Enterprise Fund has a total of 12 open projects with a total balance of \$4.5M. The Wastewater Enterprise Fund does not have any open capital projects.

Open Community Preservation Act Projects – The CPA Fund currently has as of October 31, 2020 a total of 26 open projects. The aggregate total committed to these projects is \$2.0M. The total balance of the fund is \$3.6M. Each year Town Meeting appropriates set aside funds for Historic, Open Space and Housing reserves.

<i>CPA Capital</i>	Balance
Admin	\$35,348
Historic	\$893,768
Housing	\$73,443
Open Space	\$741,032
Recreation	\$257,611
Total	\$2,001,203

Total Open Capital Appropriations



While the Town has improved its process to close appropriations for completed capital projects. A number of completed projects remain to close out. Closing capital projects is an administrative task that requires review of all contracts, creating and signing of final balancing amendments, verifying payment of all invoices and receipt of all warranties. Funding appropriated for closed out projects can then be reappropriated or returned to the General Fund for reappropriation depending on whether it is a debt or cash appropriation, and the financial plan for the CIP.

The Draft Five-Year CIP includes funding sources for proposed capital. Some of the funding sources may be changed based upon the continuing work to close out projects.

WATER FUND CAPITAL PROJECTS		
		BALANCE
DPW	FY 16 WATER METER REPLACEMENT	\$193,529
DPW	FY 17 PUMP STATION UPGRADE	\$219,151
DPW	FY 17 WATER MAIN REPLACEMENT	\$114,920
DPW	FY 17 WATER METERS	\$200,000
DPW	FY 17 WATER TANK CLEANING	\$81,755
DPW	FY 18 WATER MAIN	\$231,089
DPW	FY 18 WATER TANK STUDY	\$25,682
DPW	FY 18 PILOT STUDY	\$88,578
DPW	FY 19 WATER METER REPLACEMENT	\$520,000
DPW	FY 19 PLC UPGRADES	\$65,063
DPW	FY 19 WATER MAINS- CLEAN WATER TST	\$649,246
DPW	FY 20 REEVES HILL TANK	\$336,588
DPW	FY 20 REEVES HILL BOOSTER STAT	\$258,104
DPW	FY 20 MWRA CONNECTION STUDY	\$50,000
DPW	FY 20 AUTOMATED WATER METERS	\$1,297,500
DPW	FY 21 GATE VALVE TRAILER	\$75,000

Certain Water Enterprise Fund projects were funded with multiple appropriations over a number of years. These multiple appropriations result in a list that looks longer than the actual number of pending projects. For example, the automated meter water project has 4 appropriations, water main replacement, which is an ongoing capital need has 2 appropriations.

TOWN CAPITAL PROJECTS		
		BALANCE
Conservation	DAM REPAIRS	\$82,244
Conservation	CONSERVATION ATM 2014	\$28,908
Conservation	FY 19 CONSERVATION TRACTOR	\$2,001
Conservation	FY 19 SNAKE RIVER DAM	\$33,130
Conservation	FY 17 SHED UPGRADE CONSERV	\$30,000
DPW	HGWY ROADWORK DESIGN (27/30)	\$19,417
DPW	PARKLAND / CHARLES ATM 2014	\$42,272
DPW	FY 19 ROAD CONSTRUCTION	\$200,860
DPW	FY 19 RT 20 SOUTH LAYDOWN	\$142,332
DPW	FY 19 CONCORD RD CULVERT	\$149,987
DPW	FY 20 ROAD CONSTRUCTION	\$500,000
DPW	FY 20 STONEBRIDGE ROAD DESIGN	\$53,366
DPW	FY 20 STORMWATER	\$221,485
DPW	FY 20 COMPACTOR	\$55,000
DPW	FY 20 BACKHOE P 55	\$8,150
DPW	FY 21 ROAD CONSTRUCTION	\$600,000
DPW	FY 21 STORMWATER	\$149,703
DPW	FY 21 DPW EQUIPMENT P-59	\$95,000
DPW	FY 21 DPW LT TRUCK P-50	\$65,000
DPW	FY 21 DPW LT TRUCK E-2	\$44,000
DPW	FY 17 CEMETERY EXPANSION	\$9,515
DPW	FY 18 TRANSFER ST ACCESS ROAD	\$162,873
DPW	POTTER / STONEBRIDGE ROAD BRIDGE	\$450,000
DPW	OLD SUDBURY ROAD DESIGN / CONSTRUCTION	\$325,000
DPW	HEAVY EQUIPMENT H-15	\$250,000
Facilities	STATION 2 REPAIR ATM 2014	\$1,679
Facilities	FY 16 STATION 2 SEPTIC AND PAVING	\$250
Facilities	FY 18 TOWN BUILDING MECH / ELECT	\$74,792
Facilities	FY 19 WINDOW AND DOOR DESG TB	\$65,000
Facilities	FY 19 TB INTERIOR RENOVATIONS	\$357,610
Facilities	FY 18 TOWN BUILDING HVAC	\$1,565,000
Facilities	FY 19 FIRE STATION #2	\$1,769,827
Facilities	FY 21 MOTOR VEHICLES	\$37,000
Facilities	FY 21 COVID 19 VENTILATION	\$115,000
Facilities	FY 16 STM ENERGY RESILIENCE	-\$147,837
Facilities	FY 17 SEWER BETTERMENT LIBRARY	\$3,708
Fire	FY 21 AMBULANCE POWER LOADER	\$29,510
Fire	FY 21 FIRE PUMPER	\$700,000
Info Tech	FY 19 MUNIS REVENUE MODULE	\$58,437
Info Tech	FY 20 PERMITTING SOFTWARE	\$92
Info Tech	FY 21 IT NETWORK REPLACEMENT	\$126,000
Info Tech	FY 21 IT PERMITTING SOFTWARE	\$70,000
Info Tech	FY 21 IT LIBRARY PHONES	\$32,000
Police	FY 21 PUBLIC SAFETY RADIOS	\$247,000
Police	FY 21 PUBLIC SAFETY SOFTWARE	\$135,000
Police	FY 21 REEVES HILL EQUIPMENT	\$45,000
Recreation	FY 18 SYNTHETIC FIELD LOKER	\$3,510
TA Office	FY 21 SURFACE WATER QUALITY	\$50,108
TA Office	FY 16 COA FEASIBILITY STUDY	\$75,432
TA Office	FY 19 COA STUDY	\$470,000

Projects that will be closed out that are still on the open appropriation list include the early appropriations for Fire Station 2 renovations. The preliminary site work has been completed. The deficit account for the Middle School Energy Resiliency project will also be closed out. The work was funded through a grant. The Town anticipates receiving the grant shortly. Various items of equipment are currently purchased but have not yet been received, such as the ambulance power loader, and various DPW trucks and equipment. Any balance in these appropriations will be closed out prior to Town Meeting.

SCHOOL CAPITAL PROJECTS		
		BALANCE
Facilities/ Eng	FY 21 HIGH SCHOOL WASTEWATER	\$140,000
Facilities/ Eng	FY 19 HIGH SCH WASTEWATER PLANT	\$285,000
Facilities	FY 18 HS DESIGN	\$6,805
Facilities	FY 17 HAPPY HOLLOW FLOOR TILE	\$8,057
Facilities	FY 17 LOKER TILE	\$38,917
Facilities	FY 17 LOKER DOOR AND WINDOW	\$16,720
Facilities	FY 18 MIDDLE SCHOOL TILE	\$6,878
Facilities	FY 18 HAPPY HOLLOW FS EQUIP	\$60,000
Facilities	FY 19 MIDDLE SCH PHONE	\$59,818
Facilities	FY 19 MIDDLE SCH NETWORK WIRING	\$42,696
Facilities	FY 19 LOKER SCH KITCHEN	\$295,000
Facilities	LOKER KITCHEN ATM 2014	-\$281,200
Facilities	FY 19 HIGH SCHOOL FIELD	\$109,063
Facilities	MIDDLE SCHOOL AIR COND ATM 2014	\$4,508
Facilities	FY 20 COMM CONTROLS / INTER SYST	\$182,996
Facilities	FY 20 HH FIRE ALARM CONTROL	\$40,250
Facilities	FY 20 LOKER CHAIR	\$36,800
Facilities	FY 20 LOKER ROOF AND INSULATION	\$126,480
Facilities	FY 20 WMS CARPET FLOOR / SLAB	\$13,960
Facilities	FY 20 HH ASBESTOS TILES	\$25,150
Facilities	FY 16 HAPPY HOLLOW ART / CAFÉ ROOM	\$95
Facilities	FY 16 LOKER TILE REPLACEMENT	\$38,243
Facilities	FY21 LOKER SCHOOL ROOF	\$4,700,000
Facilities	FY 21 LOKER / CLAYPIT FEASIBILITY	\$200,000
Facilities	FY 21 CLAYPIT AIR HANDLING UNIT	\$90,000
Facilities	FY 21 HAPPY HOLLOW COOLING UNIT	\$70,000
Facilities	FY 21 HIGH SCHOOL VOICE SYSTEM	\$30,000
Info Tech	FY 20 DW CORE NETWORK	\$215,000
School	FY 17 LOKER FURNITURE	\$4,919
School	FY 17 FOOD SERVICE EQUIPMENT	\$53,950
School	FY 20 CH FOOD SERV REFRIGERATOR	\$75,900
		\$6,696,004

For School projects, the Town Administrator and Finance Director recommend that the Town change the way in which projects are funded. School Buildings tend to require the same type of work. The Town's preference to date has been to fund each item of capital separately. This has led to delays with certain projects because of insufficient funding. Other delays result from the seasonal requirement that school projects occur during the summer. While the school and facilities department try to plan for summer programs and school projects, the use of buildings needs to be planned carefully. More general appropriations would result in greater efficiency for the facilities department. For example, the Town appropriates each school's flooring replacement separately. This shot-gun approach to funding results in a shot-gun approach to building upgrades. Pooling all funds for flooring would allow flexibility to complete projects more quickly by focusing on a single school. Another example is the kitchen

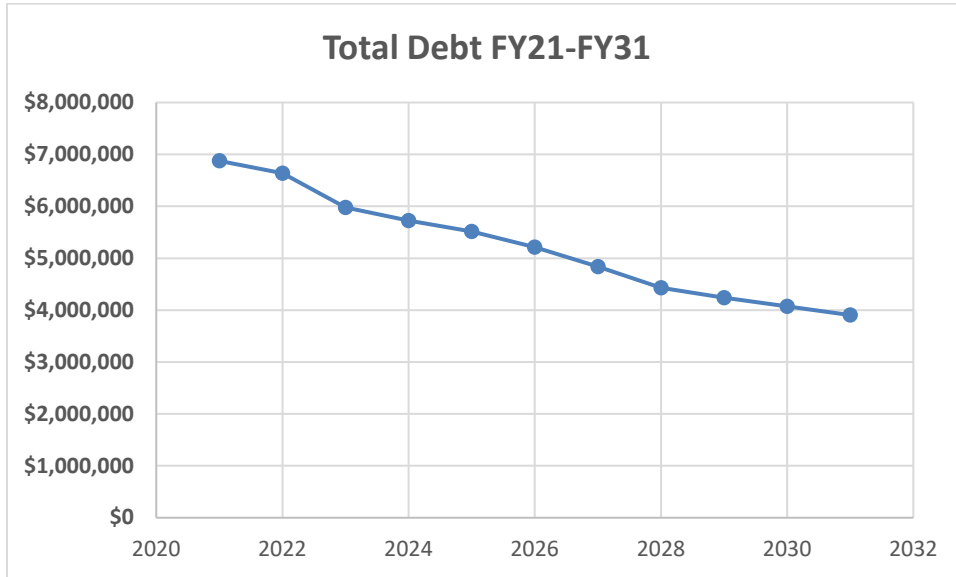
upgrades. Each elementary school received a separate appropriation, with each appropriation short of the amount needed to complete the work. By having a single appropriation, 2 of the 3 elementary schools and the middle school could have been completed much more quickly, with just a single request for additional funding to finish the last elementary school.

OPEN CPA CAPITAL PROJECTS		
ADMIN	CPA ADMIN	\$35,348
HISTORIC	FY18 WAYLAND DEPOT	\$29,348
HISTORIC	STONEBRIDGE PROJECT	\$423,953
HISTORIC	PILLAR CASTLEGATE	\$1,896
HISTORIC	ARCHED WINDOW COCH.APT	\$3,500
HISTORIC	FY 21 LIBRARY ADA	\$110,000
HISTORIC	FY 21 ACCESSIBILITY	\$315,660
HISTORIC	FY18 LIBRARY ROTUNDA	\$9,410
HOUSING	BOSTON POST RD	\$829
HOUSING	HIRE CONSULTANT FY20	\$6,978
HOUSING	ATHLETIC FIELD OXBOW	\$15,637
HOUSING	FY 21 HOUSING CONSULTANT	\$50,000
OPEN SPACE	HEARD FARM	\$24,250
OPEN SPACE	STONEBRIDGE ROAD ATM	\$29,272
OPEN SPACE	MAINSTONE FARMS ANNUAL	\$411,760
OPEN SPACE	RESTORE STONE'S BRIDGE	\$300,000
RECREATION	DUDLEY WOODS ATM 2018	\$2,500
RECREATION	CENTRAL RAILROAD TRA	\$1,455
RECREATION	OXBOW ROAD ATM 2015	\$800
RECREATION	DUDLEY WOODS FY2017	\$100
RECREATION	HIGH SCHOOL TENNIS	\$12,000
RECREATION	DUDLEY WOODS FY18	\$6,261
RECREATION	LOKER PARKING LOT AT	\$118,000
RECREATION	COW COMMON ATM 2019	\$2,295
RECREATION	DUDLEY POND BOAT RAMP	\$21,000
RECREATION	FY18 WESTON AQUEDUCT	\$93,200

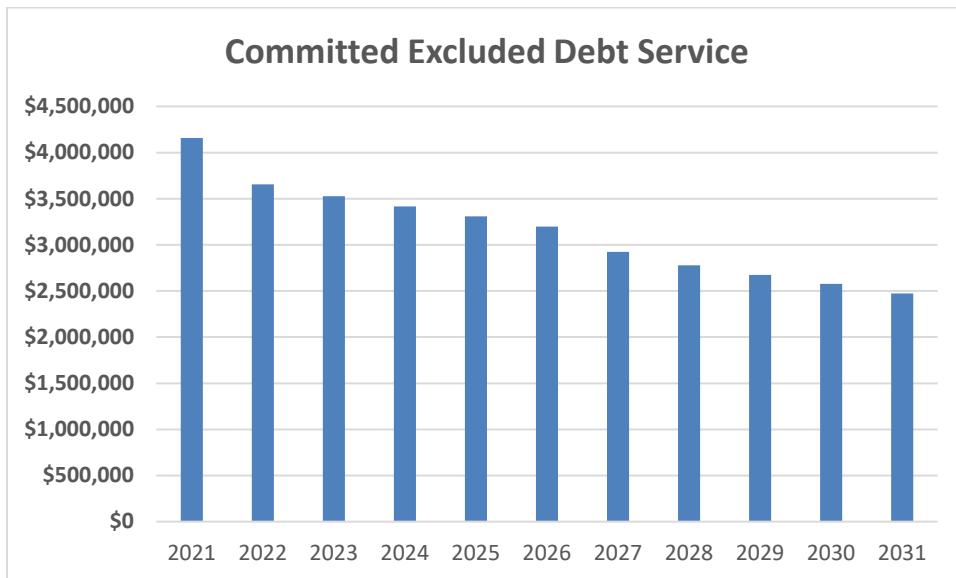
CPA funded projects also need to be reviewed and closed out as appropriate. The chair of the Community Preservation Committee has contacted all project funding recipients. A number of projects have been completed and will be closed prior to Town Meeting.

Debt Service

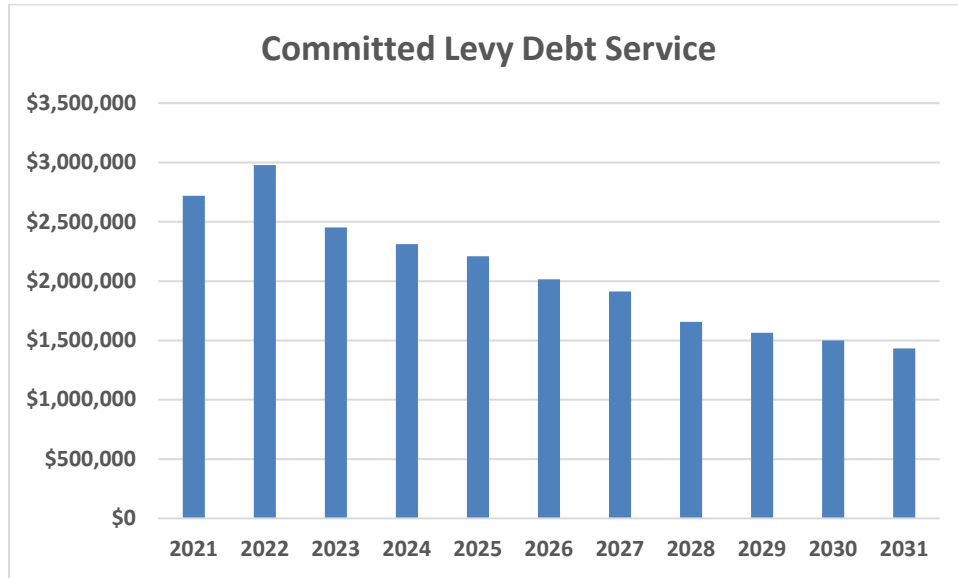
Total Debt Service- The combined total excluded and levy debt service payment for FY21- FY 31 is \$57.4M. The estimated total of currently Authorized and Unissued Debt is \$3.2M. The average annual decrease in total debt service is approximately is \$.297M.



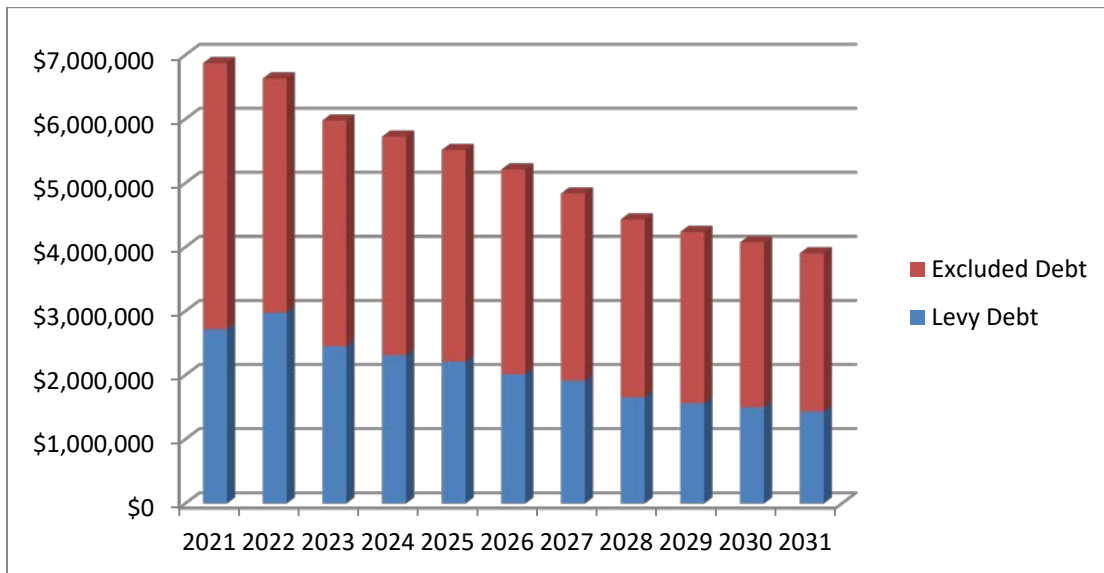
Excluded Debt Service- The Town has approved various capital projects such as the Wayland High School to be funded by excluded debt which was refunded in Fiscal 2020. The current total committed excluded debt service for FY21-FY31 is \$34.6.1M and the average annual reduction is approximately \$.187M per year.



Levy Debt Service - The town has approved various capital projects with taxation which is not excluded from Proposition 2 ½. The current total committed levy debt service for FY21-FY31 is \$22.7M and the average annual reduction is approximately \$.142M.



Graph illustrates Committed Levy / Committed Excluded – (FY21-FY31)



Authorized and Unissued Debt

The current balance of authorized but unissued debt as of December 7, 2020 is \$3.0M. The Finance Director and Town Administrator will review these unissued debt to determine whether the projects have been completed so that Town Meeting could rescind the debt authorizations.

- Loker School Door and Tile - \$.460M
- DPW Small Truck - \$.030M
- Middle School Network Wiring \$.152M
- Water PLC Upgrades- \$.284M
- Rivers Edge Asbestos Removal \$.790M
- Loker Elementary School Roof - \$1.3M

Section IV

Five Year Capital Improvement Plan Recommendation

Estimated Revenue Allocations per Year

The following are estimated revenue sources and spending ranges per fiscal year to support the Capital Improvement Plan.

Cash Capital – Pay as you go total based on operational budget.

Free Cash - Estimate based on projected revenue and appropriation surplus.

Debt –Excluded and Levy Debt are recommended separately.

Other Funds – such as revolving funds. Amount based on ability of funds to support payments.

Chapter 90 – State approved allotment for specific roadways.

CPA Fund – Subject to CPC approving capital requests and available funds.

Water Fund – Subject to maintaining positive fund balance.

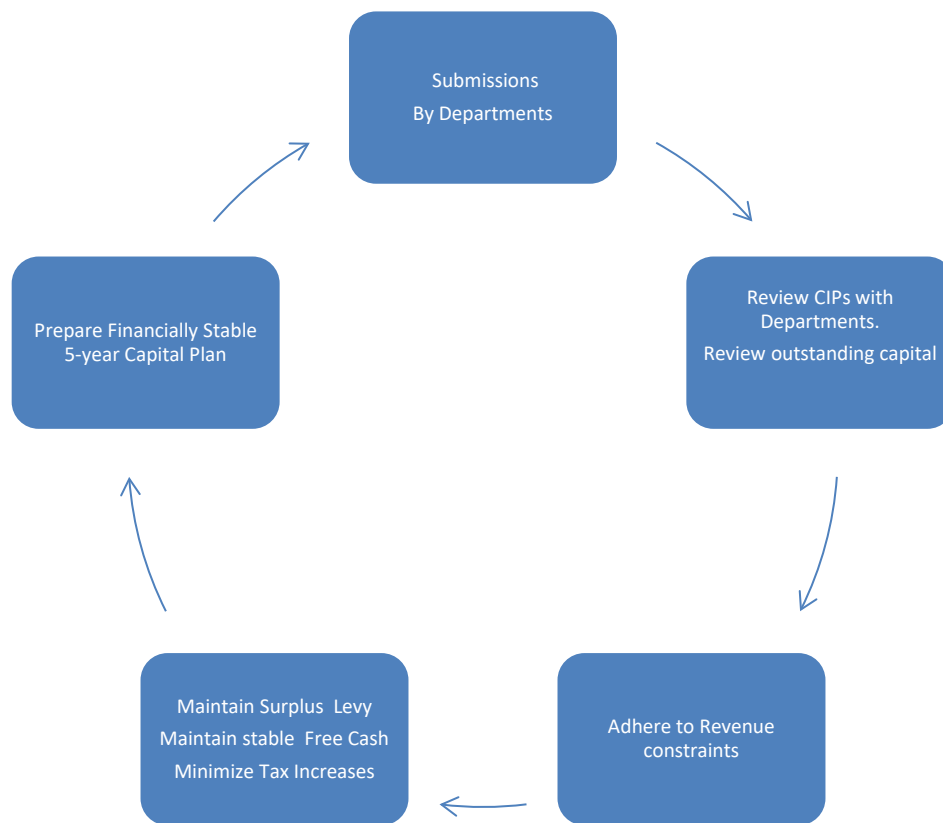
Wastewater Fund – Amount available in either revenue or reserves.

CIP Revenue Category	Annual Spending Estimate
Cash Capital	\$.600M - \$.800M
Free Cash	\$1.5M - \$2.0M
Debt	\$3.0M- \$5.0M
Ambulance Fund	\$.200M
Other Funds	\$.200M
Chapter 90	\$.900M
CPA Fund	\$.500M
Water Fund Revenue	\$.100M
Water Fund Reserve	\$.100M
Wastewater Revenue	\$.050M
Wastewater Reserve	\$.050M

Review of Capital Submissions

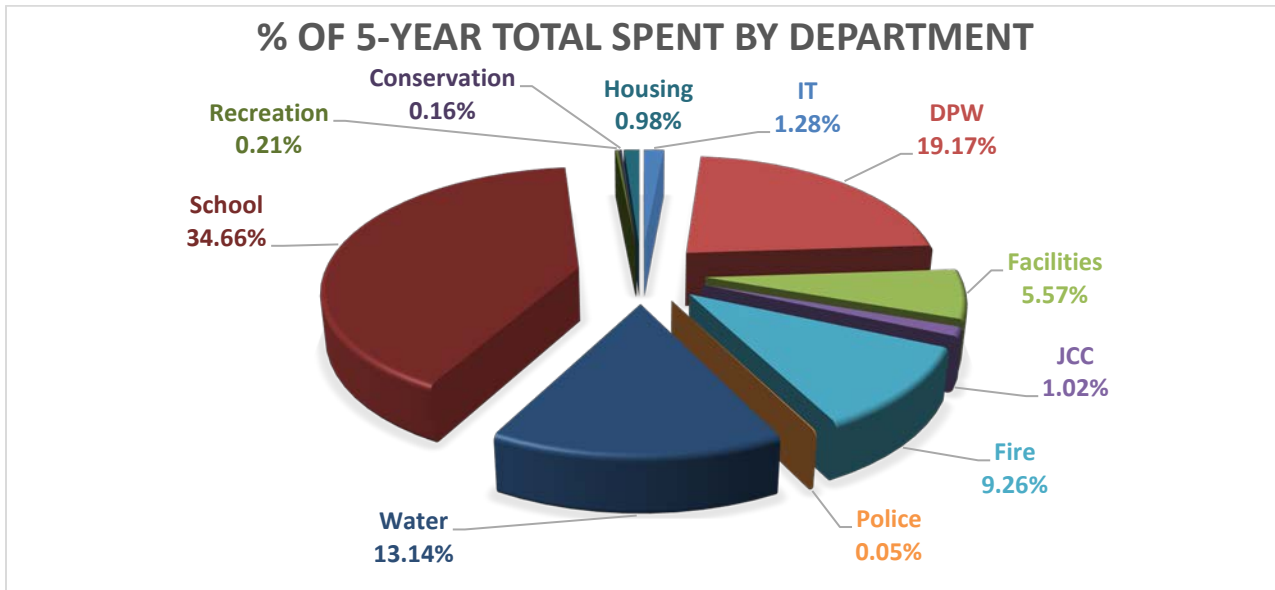
The process for the development of a comprehensive 5-year Capital Improvement Plan began in October 2020. The Board of Selectmen requested that the Town Administrator and Finance Director develop a 5-year sustainable financial plan to support capital improvements in the Town of Wayland. The process involved requesting all department, boards and committees to prepare and submit departmental CIP requests for FY22 through FY26. All CIP submissions were reviewed with the respective departments in an effort to better understand the requests and determine the need to support the request in the 5-year plan.

Upon completion of the CIP review a financial plan was developed that uses a consistent amount of annual capital revenue to stabilize the use of taxation, tax rate, debt obligations and free cash. The following is a depiction of the process.



Five Year Actual Revenue Budgets / Departmental Capital Appropriations

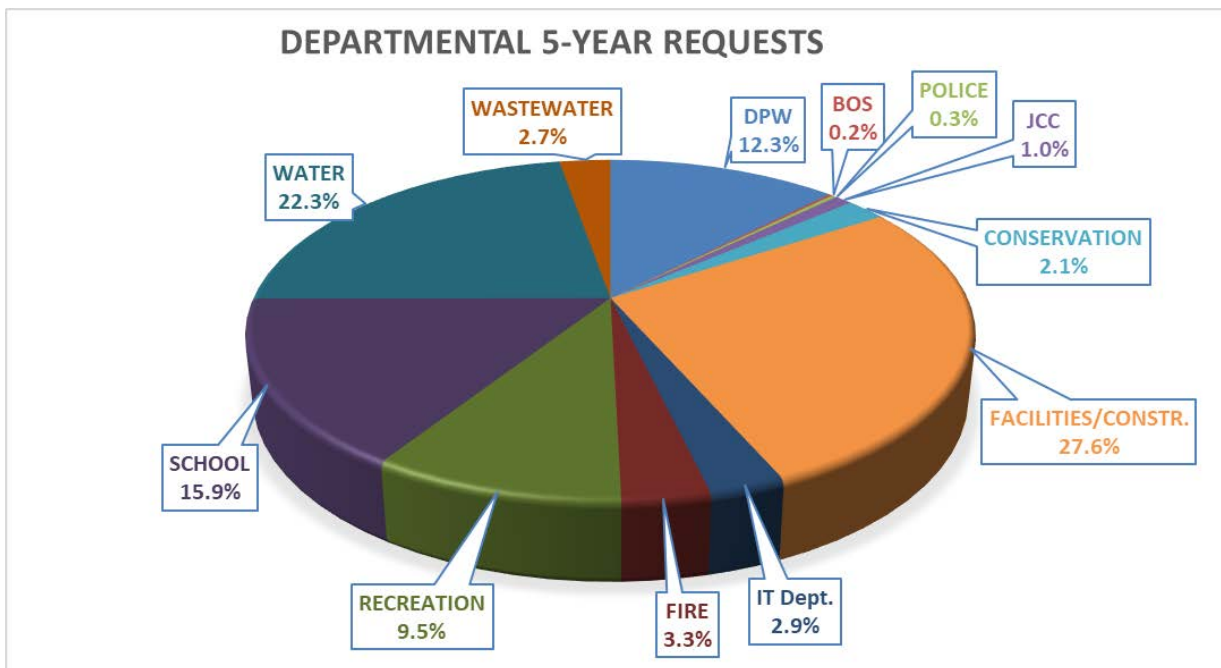
	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	5-Year Total	5-Year Avg.	% of Total
Revenue								
Non Exempt Debt	\$6,165,000	-	\$2,222,376	\$2,215,360	\$12,145,000	\$22,747,736	\$4,549,547	47.12%
Exempt Debt	\$0	\$7,075,000	\$3,375,000	-	-	\$10,450,000	\$2,090,000	21.65%
Cash Capital	\$250,000	\$580,000	\$600,000	\$347,128	\$305,000	\$2,082,128	\$416,426	4.31%
Free Cash	\$1,931,000	\$1,489,367	\$1,126,720	\$219,180	\$290,000	\$5,056,267	\$1,011,253	10.47%
Ambulance Fund	-	\$140,000	\$55,000	\$445,000	\$515,000	\$1,155,000	\$231,000	2.39%
Other Funds	-	-	-	\$120,000	\$148,000	\$268,000	\$53,600	0.56%
Surplus Capital	-	\$283,683	\$828,434	\$336,692	\$545,000	\$1,993,809	\$398,762	4.13%
Water	\$75,000	\$50,000	\$190,000	\$225,000	\$450,000	\$990,000	\$198,000	2.05%
Water Debt	-	\$620,000	-	\$700,000	\$2,211,000	\$3,531,000	\$706,200	7.31%
	\$8,421,000	\$10,238,050	\$8,397,530	\$4,608,360	\$16,609,000	\$48,273,940	\$9,654,788	
Department								
IT	\$228,000	\$40,000	\$230,000	-	\$120,000	\$618,000	\$123,600	1.28%
DPW	\$1,979,000	\$1,030,000	\$1,280,000	\$2,860,360	\$2,105,000	\$9,254,360	\$1,850,872	19.17%
Facilities	\$292,000	-	\$1,855,530	\$163,000	\$378,000	\$2,688,530	\$537,706	5.57%
JCC	\$427,000	\$64,000	-	-	-	\$491,000	\$98,200	1.02%
Fire	\$730,000	\$76,000	\$1,855,000	\$370,000	\$1,440,000	\$4,471,000	\$894,200	9.26%
Police	-	-	-	-	\$25,000	\$25,000	\$5,000	0.05%
Water	\$75,000	\$670,000	\$2,010,000	\$925,000	\$2,661,000	\$6,341,000	\$1,268,200	13.14%
School	\$4,690,000	\$8,358,050	\$1,121,000	\$290,000	\$2,275,000	\$16,734,050	\$3,346,810	34.66%
Recreation	-	-	-	-	\$100,000	\$100,000	\$20,000	0.21%
Conservation	-	-	\$46,000	-	\$30,000	\$76,000	\$15,200	0.16%
Housing	-	-	-	-	\$475,000	\$475,000	\$95,000	0.98%
CPA	-	-	-	-	\$7,000,000	\$7,000,000	\$1,400,000	14.50%
	\$8,421,000	\$10,238,050	\$8,397,530	\$4,608,360	\$16,609,000	\$48,273,940	\$9,654,788	



5-YEAR CIP submissions from all Departments and Enterprise Funds totaled \$73.4M

DEPARTMENTAL REQUESTS BY FISCAL YEAR						
Department	FY22	FY23	FY24	FY25	FY26	Dept. Total
DPW	\$1,405,000	\$2,107,000	\$2,460,000	\$1,305,000	\$1,737,000	\$9,014,000
BOS	\$127,600	-	-	-	-	\$127,600
POLICE	\$50,000	\$45,000	\$21,000	\$42,500	37,000.00	\$195,500
JCC	\$350,000	\$150,000	\$100,000	\$100,000	-	\$700,000
CONSERVATION	-	\$925,000	\$480,000	\$25,000	\$119,000	\$1,549,000
FACILITIES/CONSTR.	\$6,465,618	\$9,476,000	\$2,505,000	\$1,065,000	\$760,000	\$20,271,618
IT Dept.	\$605,000	\$622,000	\$425,000	\$180,000	\$280,000	\$2,112,000
FIRE	\$572,000	\$155,000	\$290,000	\$197,000	\$1,220,000	\$2,434,000
RECREATION	\$3,388,618	\$1,075,000	\$1,260,000	\$815,000	\$425,000	\$6,963,618
SCHOOL	\$5,180,101	\$1,988,550	\$1,737,000	\$2,311,500	\$416,392	\$11,633,543
Total	\$18,143,937	\$16,543,550	\$9,278,000	\$6,041,000	\$4,994,392	\$55,000,879
WATER	\$300,000	\$1,790,000	\$5,200,000	\$9,095,000	-	\$16,385,000
WASTEWATER	-	-	\$300,000	\$1,650,000	\$50,000	\$2,000,000
Total all:	\$18,443,937	\$18,333,550	\$14,778,000	\$16,786,000	\$5,044,392	\$73,385,879

CIP 5-Year submissions by department

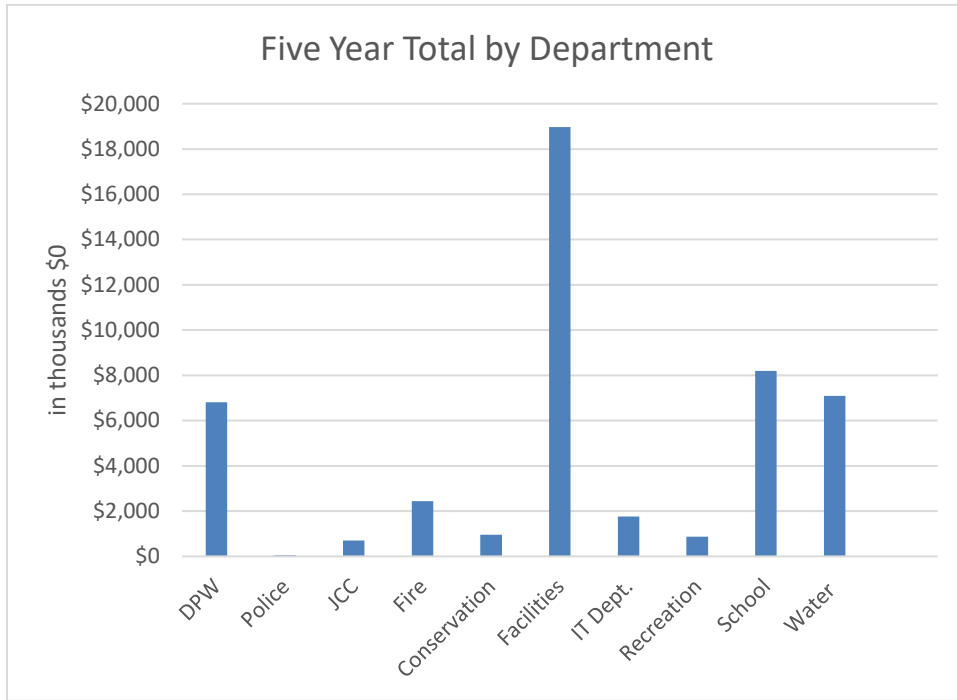


Fiscal 2022- 2026 Capital Improvement Plan

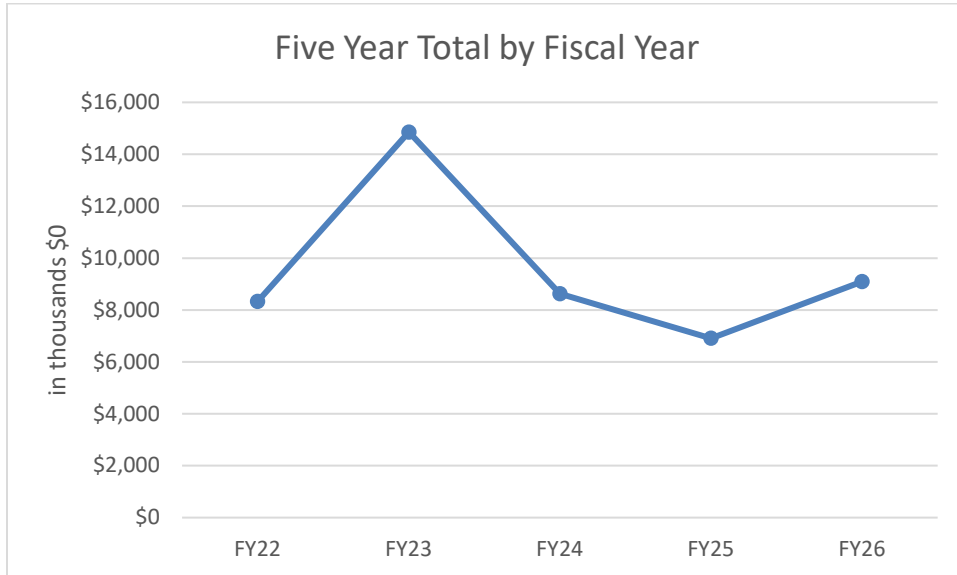
The 5-Year Recommended Capital Improvement Plan includes funding \$42.7.1M capital projects requests. The planning and design for projects recommended in FY22, FY23 and FY24 has either been completed or is on track to be completed prior to appropriation and can, therefore, be included in the plan. In the past, projects had been funded before the initial phases of planning and design had been completed, resulting in a long lag between appropriation by Town Meeting and project start. Projects in FY25 and FY26 are still in the planning stage and are currently included in the Five-Year CIP based on expectations of department needs and capacity to perform work. Relative priority of projects in the CIP may change depending upon changing priorities or unexpected events. The following tables and graph depicts the Five-Year recommended appropriation and financing plan. The total of Facilities, DPW and School account for approximately 40% of all General Governmental capital requests. Within this total are large capital requests related to the Station 2, Library improvements, Town Building improvements, New Council on Aging Facility, Municipal Pad acquisition , School Building Repairs and the Loker Recreation Field. A memorandum dated December 7 from the Town Administrator and Finance Director to the Board of Selectmen explains by department the capital project recommendations.

SUMMARY DEPARTMENTAL RECOMMENDATION BY FISCAL YEAR						
Department	FY22	FY23	FY24	FY25	FY26	Dept. Total
DPW	\$975,000	\$1,395,000	\$1,900,000	\$1,575,000	\$960,000	\$6,805,000
Police	\$50,000	-	-	-	-	\$50,000
JCC	\$350,000	\$150,000	\$100,000	\$100,000	-	\$700,000
Fire	\$572,000	\$155,000	\$220,000	\$267,000	\$1,220,000	\$2,434,000
Conservation	\$0	\$25,000	\$30,000	\$900,000	-	\$955,000
Facilities	\$4,110,618	\$8,216,000	\$3,270,000	\$3,065,000	\$310,000	\$18,971,618
IT Dept.	\$605,000	\$277,000	\$295,000	\$300,000	\$280,000	\$1,757,000
Recreation	\$75,000	\$200,000	\$200,000	\$200,000	\$200,000	\$875,000
School	\$1,297,400	\$2,650,250	\$2,613,600	\$499,400	\$1,127,892	\$8,188,542
	\$8,035,018	\$13,068,250	\$8,628,600	\$6,906,400	\$4,097,892	\$40,736,160
Water	\$300,000	\$1,790,000	-	-	\$5,000,000	\$7,090,000
Wastewater	-	-	-	-	\$0	\$0
	\$300,000	\$1,790,000	-	-	\$5,000,000	\$7,090,000
Totals	\$8,335,018	\$14,858,250	\$8,628,600	\$6,906,400	\$9,097,892	\$47,826,160

General Government recommendation totals \$40.7.5M and Enterprise Funds totals \$7.0m



Recommended Five Year Total Plan by Year



Fiscal 2022 Capital Improvement Plan Recommendation		
Project Description	Request	Funding
DPW		
Road Improvements	\$600,000	CC
Sidewalk Improvements- Study / Const,	\$50,000	FC
Equipment H-14	\$275,000	FC
Stormwater System/Management Improvements	\$50,000	FC
Police		
In-car Video Recording Equipment Replacement	\$50,000	FC
JCC Dept.		
Improvement to Public Safety Radio System	\$350,000	FC
Facilities		
PSB Exterior Painting/Sealing	\$135,000	FC
CON Conservation Truck Replacement	\$62,000	FC
LIB Upper and Lower Level Rehab	\$50,000	FC
REC Loker Recreation Field	\$3,288,618	ED
Additional Funding FS#2	\$575,000	LD
Information Technology		
Network and Wireless Elementary Schools	\$320,000	FC
Public Safety Records Management/CAD Software	\$285,000	FC
Fire		
Fire Vehicle - Car 2	\$67,000	AMB
Extrication Tools	\$65,000	AMB
Ambulance	\$345,000	LD
Breathing Air Compressor	\$95,000	AMB
Recreation		
Middle School / Old DPW Site-Study	\$25,000	FC
Middle School Back Fields - Design	\$50,000	FC
School Department		
CH Voice Lift System in All Classrooms.	\$65,000	FC
HH Voice Lift System in All Classrooms.	\$45,000	FC
LO Voice Lift System in All Classrooms.	\$45,000	FC
WHS Replace Voice Lift System in All Classrooms.	\$30,000	FC
WMS Voice Lift System in All Classrooms.	\$85,000	FC
WMS Corridor Repair: Carpet with Floor Tile	\$900,000	LD
CH Replacement of Fire Alarm Control Panel/Smoke Detection.	\$43,700	FC
LO Replacement of Fire Alarm Control Panel/Smoke Detection.	\$43,700	FC
LO Two Forms of Egress Doors to Outside for Rooms 20 and 21	\$40,000	FC
Water Fund		
Water Main-Design / Construction	\$100,000	WR
Vehicle W-9	\$200,000	WR
Total	\$8,335,018	

Capital Stabilization Fund

The Draft Five-Year Capital Improvement Plan recommends the establishment of a Capital Stabilization Fund. There are numerous benefits of a Capital Stabilization Fund including increasing total fund balance, funding through taxation, preserving funding for future capital appropriations, leveling the increases in tax rates and preserving the unused levy capacity. Continued discussion on this opportunity needs to take place. Below is an example of how a Capital Stabilization Fund could be used.

STABILIZATION FUND	5-Year Totals
Inflow s:- by tax	
FY 22	\$200,000
FY 23	\$200,000
FY 24	\$225,000
FY 25	\$225,000
FY 26	\$250,000
FY 27	\$250,000
FY 28	\$275,000
FY 29	\$275,000
FY 30	\$300,000
FY 31	\$300,000
Total	\$2,500,000
Outflow s	
Disaster Recovery as a Service	\$82,000
Replace dispatch concole PSB	\$150,000
LIB New Server	\$25,000
Equipment for a secondary PSAP	\$100,000
DPW Reseal and stripe parking areas	\$65,000
DPW Wash Bay Rehabilitation	\$100,000
Video Monitoring and Mgmt. System	\$280,000
Total	\$802,000
Ending Balance FY 26	\$298,000

Five Year Financial Impact

The following tables and graphs illustrate the financial impact of the recommended Capital Improvement Plan for FY 22 thru FY 26. These amounts are estimates as conditions and priorities may change from year to year.

Five Year Revenue Estimates

FIVE YEAR PROPOSED REVENUE BUDGET					
	FY2022	FY2023	FY2024	FY2025	FY2026
<u>Levy Taxation</u>	\$1,771,635	\$300,000	\$500,000	\$2,250,000	\$775,000
<u>Excluded Taxation</u>	\$3,288,618	\$9,561,300	\$4,976,000	\$2,000,000	-
<u>Total Debt</u>	<u>\$5,060,253</u>	<u>\$9,861,300</u>	<u>\$5,476,000</u>	<u>\$4,250,000</u>	<u>\$775,000</u>
<u>Cash Capital - Taxation</u>	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
<u>Free Cash</u>	\$2,099,400	\$2,019,950	\$2,007,600	\$1,424,400	\$1,797,892
<u>Stabilization</u>	-	\$232,000	\$125,000	\$165,000	\$280,000
<u>Ambulance Fund</u>	\$227,000	\$155,000	\$220,000	\$267,000	\$445,000
<u>Other Funds</u>	\$48,365	-	-	-	-
<u>CPA Fund</u>	\$0	\$200,000	\$200,000	\$200,000	\$200,000
<u>Water Fund</u>	\$300,000	\$1,790,000	-	-	\$5,000,000
<u>Wastewater Fund</u>					
Total Annual Funding	\$8,335,018	\$14,858,250	\$8,628,600	\$6,906,400	\$9,097,892

Five Year Revenue Budget	5-Year Total \$	5-Year Avg. \$
Debt	\$25,422,553	\$5,084,511
Cash Capital	\$3,000,000	\$600,000
Free Cash	\$9,349,242	\$1,869,848
Stabilization	\$802,000	\$160,400
Ambulance Fund	\$1,314,000	\$262,800
Other Funds	\$48,365	\$9,673
CPA Fund	\$800,000	\$160,000
Water Fund	\$7,090,000	\$1,418,000

Debt and Debt Service

The recommended Capital Improvement Plan includes funding with debt 13 capital project totalling h \$20.7M. The average 5-year funding of levy debt is \$.939M and the excluded debt is \$3.2M. The debt service related to these projects is included the Appendix. Debt Service as a percentage of the General Fund budget is expected to be below 10% for FY 22 thru FY 26. As conditions and priorities change

within the town, projects may be delayed, cost altered or cancelled. All debt service projections were estimated using a 4% borrowing rate. As projects get authorized and borrowed actual borrowing rates will change.

CAPITAL PROJECTS FUNDED BY DEBT		
Fiscal 2022		
Additional Funding Fire Station #2 Upgrade	Levy	\$526,635
Ambulance Vehicle	Levy	\$345,000
WMS Corridor Repair: Carpet with Floor Tile	Levy	\$900,000
Loker Recreation Land Improvements	Excluded	\$3,288,618
Total		\$5,060,253
Fiscal 2023		
High School Refurbishment-2	Levy	\$300,000
LIBRARY IMPROVEMENTS	Excluded/Levy	\$2,185,000
Elementary Building Renovation and/or Modular Classroom Units.	Excluded	\$1,000,000
COA New COA CC Facility Construction	Excluded	\$5,581,000
FY 23 School Building Repairs / Property	Excluded/Levy	\$795,300
Total		\$9,861,300
Fiscal 2024		
Rt. 20 South Landfill Cap Repurpose	Levy	\$500,000
FY 24 School Building Repairs	Excluded/Levy	\$2,001,000
TOWN BUILDING IMPROVEMENTS	Excluded/Levy	\$2,975,000
Total		\$5,476,000
Fiscal 2025		
PSB HVAC Upgrade	Levy	\$850,000
RT -20 South Landfill Cap Repurpose-Construction	Levy	\$500,000
Snake Brook Dam Rehabilitation	Levy	\$900,000
Municipal Parcel at Town Center Land Improvements	Excluded	\$2,000,000
Total		\$4,250,000
Fiscal 2026		
Fire Vehicle - Pumper	Levy	\$775,000
Total		\$775,000

Certain projects are proposed for excluded/levy debt funding. Depending on actual borrowing rates and decisions made regarding funding for the proposed Capital Stabilization Fund, projects will be funded within the levy to the greatest extent possible. Funding by excluded debt and within the levy should be reviewed annual with the goal of minimizing the tax burden on Wayland residents while maintaining the Town's assets.

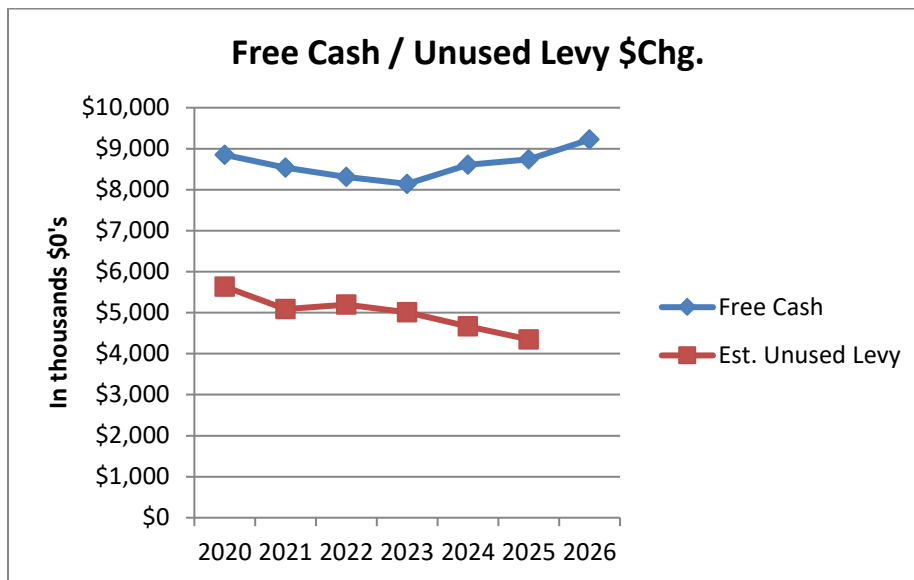
Estimated Total Town Tax Levy / Unused Levy

Category	Actual	Estimated Tax / Unused Levy				
	Fiscal	Fiscal	Fiscal	Fiscal	Fiscal	Fiscal
	2021	2022	2023	2024	2025	2026
Levy Limit	\$75,547	\$78,736	\$81,154	\$83,633	\$86,174	\$88,778
Excluded	\$4,150	\$3,657	\$3,895	\$4,708	\$4,878	\$4,857
Max Levy	\$79,697	\$82,393	\$85,049	\$88,341	\$91,052	\$93,635
Tax Levy	\$74,070	\$77,307	\$79,917	\$83,260	\$86,340	\$89,391
Unused Levy	\$5,627	\$5,086	\$5,132	\$5,081	\$4,712	\$4,244

Estimated Free Cash and Free Cash as % of Budget

Fiscal Year	Free Cash	% of Budget
2020	\$8,848	10.17%
2021	\$8,540	9.30%
2022	\$8,314	8.79%
2023	\$8,142	8.31%
2024	\$8,604	8.51%
2025	\$8,739	8.37%
2026	\$9,223	8.40%

Annual Free Cash and Unused Levy FY 22-FY 26



Estimated Five Year Forecast					
<i>Taxation and Statistics</i>	Fiscal	Fiscal	Fiscal	Fiscal	Fiscal
	2022	2023	2024	2025	2026
Operating Budget					
Total Town / School Budget	88,915,673	91,685,631	95,130,438	98,111,944	101,269,686
Y to Y \$ increase	2,766,548	2,769,958	3,444,807	2,981,506	3,157,742
% change	3.21%	3.12%	3.76%	3.13%	3.22%
Capital - Cash Capital	600,000	600,000	600,000	600,000	600,000
Capital - Free Cash	2,110,000	1,738,150	2,089,000	1,191,900	1,698,392
State Assessments	117,517	117,517	117,517	223,333	223,333
Cherry Sheet	19,547	19,547	19,547	17,500	17,500
Overlay	141,288	141,288	141,288	250,000	250,000
OBEB	500,000	500,000	500,000	500,000	500,000
Article - Surface Water	51,000	51,000	51,000	51,000	51,000
Total amount to be raised:- All	92,455,026	94,853,133	98,648,790	100,945,677	104,609,911
Taxation	77,306,746	79,917,137	83,260,190	86,339,695	89,391,082
Capital - Cash Capital	-	-	-	-	-
Free Cash-Capital	2,110,000	1,738,150	2,089,000	1,191,900	1,698,392
Transfer from other funds:	1,427,154	1,482,682	1,478,314	1,484,554	1,480,500
Local Receipts	5,202,000	5,306,040	5,412,161	5,520,404	5,630,812
State Aid	6,409,125	6,409,125	6,409,125	6,409,125	6,409,125
Total Revenue	92,455,025	94,853,133	98,648,790	100,945,677	104,609,911
General Fund Y to Y \$ increase	2,766,548	2,769,958	3,444,807	2,981,506	3,157,742
General Fund Y to Y % increase	3.21%	3.12%	3.76%	3.13%	3.22%
Total Y to Y \$ increase	3,545,549	2,398,108	3,795,657	2,296,887	3,664,234
Total Y to Y % increase	3.99%	2.59%	4.00%	2.33%	3.63%
Taxation	77,306,746	79,917,137	83,260,190	86,339,695	89,391,082
\$ increase to prior year	3,236,934	2,610,390	3,343,053	3,079,505	3,051,387
% increase to prior year	4.37%	3.38%	4.18%	3.70%	3.53%
Amount under levy limit	5,085,859	5,131,933	5,081,179	4,712,266	4,244,330
Estimated Tax Rate	19.14	19.59	20.21	20.75	21.27
Estimated \$ increase- (T plus S only)	2,766,548.50	2,769,957.72	3,444,807.06	2,981,505.93	3,157,742.10
Estimated % increase- (T plus S only)	3.21%	3.12%	3.76%	3.13%	3.22%
Debt Service as % of Budget	7.46%	7.15%	7.60%	7.49%	7.27%
Estimated Total Assessments	4,039,444,399	4,079,838,843	4,120,637,231	4,161,843,604	4,203,462,040
Estimated \$ increase	39,994,499	40,394,444	40,798,388	41,206,372	41,618,436
Estimated % increase	1.00%	1.00%	1.00%	1.00%	1.00%

APPENDIX

Table 1 Fiscal 2022 Detailed Capital Improvement Plan

Table 2 Fiscal 2023 Detailed Capital Improvement Plan

Table 3 Fiscal 2024 Detailed Capital Improvement Plan

Table 4 Fiscal 2025 Detailed Capital Improvement Plan

Table 5 Fiscal 2026 Detailed Capital Improvement Plan

Table 6 Capital Stabilization Fund