



# Capital Project Plan Fiscal 2025 – Fiscal 2029

**Town of Wayland**

**February 12, 2024**

# Specific Challenges FY25 through FY29

- Town Facilities
  - Town Building Improvements.
  - Need to develop 20-year capital plan for all Town / School Properties.
  - Completing open capital appropriations.
  - Having adequate staff to quantify costs and implement work schedules.
- Fields
  - Evaluating potential new grass fields.
  - Turf Field Moratorium will expire soon.
- School Facilities
  - Elementary schools feasibility / Possible new construction.
  - Need to determine next significant School Building Renovation or New Construction.

# Specific Challenges FY25 through FY29

- Water Supply
  - Potential MWRA Connection / water supply upgrades.
  - Water Departments is currently developing 10 year operating plan.
  - Funding for MWRA costs can be funded by MWRA loans, issuing bonds, water rates and General Fund Subsidies.

# Capital Revenue- Historical / Recommended

# CIP Development

## Capital Project Process

Preparation Process
Departmental Submissions
Review Submissions
Prioritize CIP's
Review Outstanding Capital
Adhere to Revenue Budget
Prepare Five Year Plan

## Capital Financing Process

Financial Indicators
Year to Year Budget \$ Increase
Year to Year Budget % Increase
Year to Year Tax \$ Increase
Levy vs Excluded Debt
Tax Rate
Unused Levy
Debt as % of Budget
Total Bonds Payable as % of Budget

# Estimated Omnibus Capital Revenue by Category

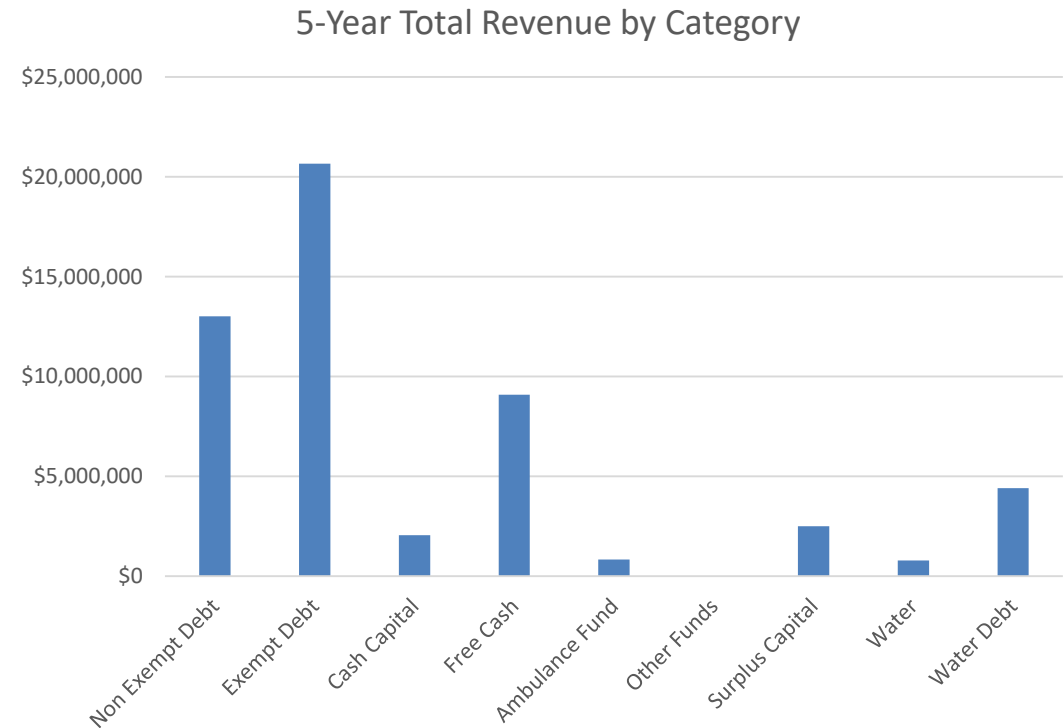
Capital Funding Revenue Budgets	
Funding Source Category	Annual Budget
Cash Capital	\$.600M-\$800M
Free Cash	\$1.5M-\$2.0M
Debt within Levy	\$3.050M
Prop 2 1/2 Excluded Debt	TBD
Ambulance Fund	\$.200M
Other Funds	\$.200M
Chapter 90	\$.500M
CPA Funds	\$.500M
Water Fund Revenue	\$.100M
Water Fund Reserve	\$.100M
Wastewater Revenue	\$.050M
Wastewater Reserve	\$.050M

# Historical CIP Revenue Budgets

## CIP Budget / FY-20-24 Avg.

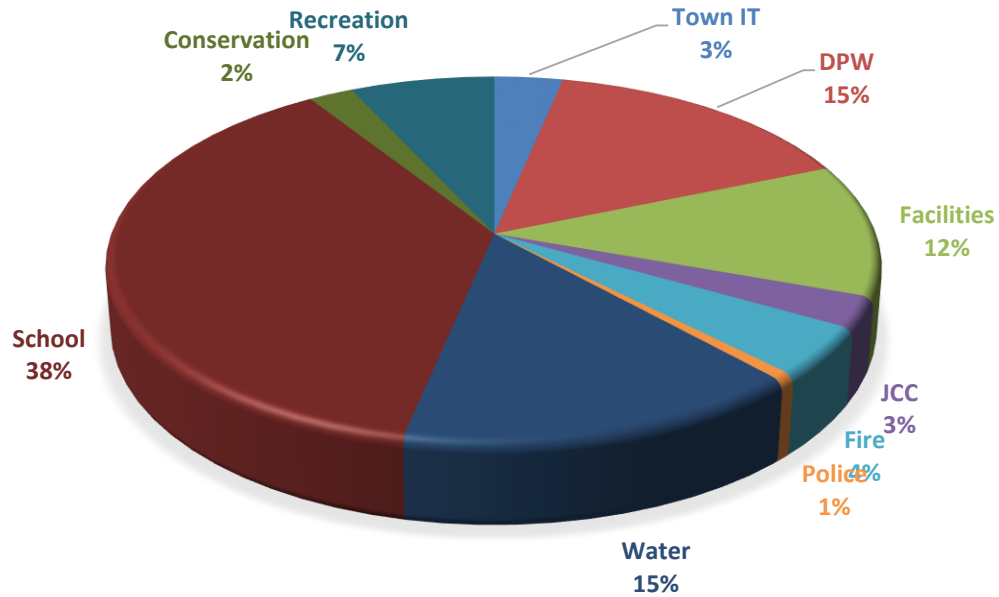
Five Year Avg.			
Annual Revenue - \$000	5-Year Avg.	% of Avg.	Annual Estimate
Total Debt	\$6,733	63.13%	\$5,000
Cash Capital	\$411	3.85%	\$600
Free Cash	\$1,816	17.03%	\$2,000
Ambulance Fund	\$167	1.57%	\$200
Other Funds	\$0	0.00%	\$0
Surplus Capital	\$498	4.67%	\$0
Water	\$158	1.48%	\$200
Water Debt	\$881	8.26%	\$500
<b>Totals</b>	<b>\$10,665</b>		<b>\$8,500</b>

## Historical 5-Year Revenue Categories

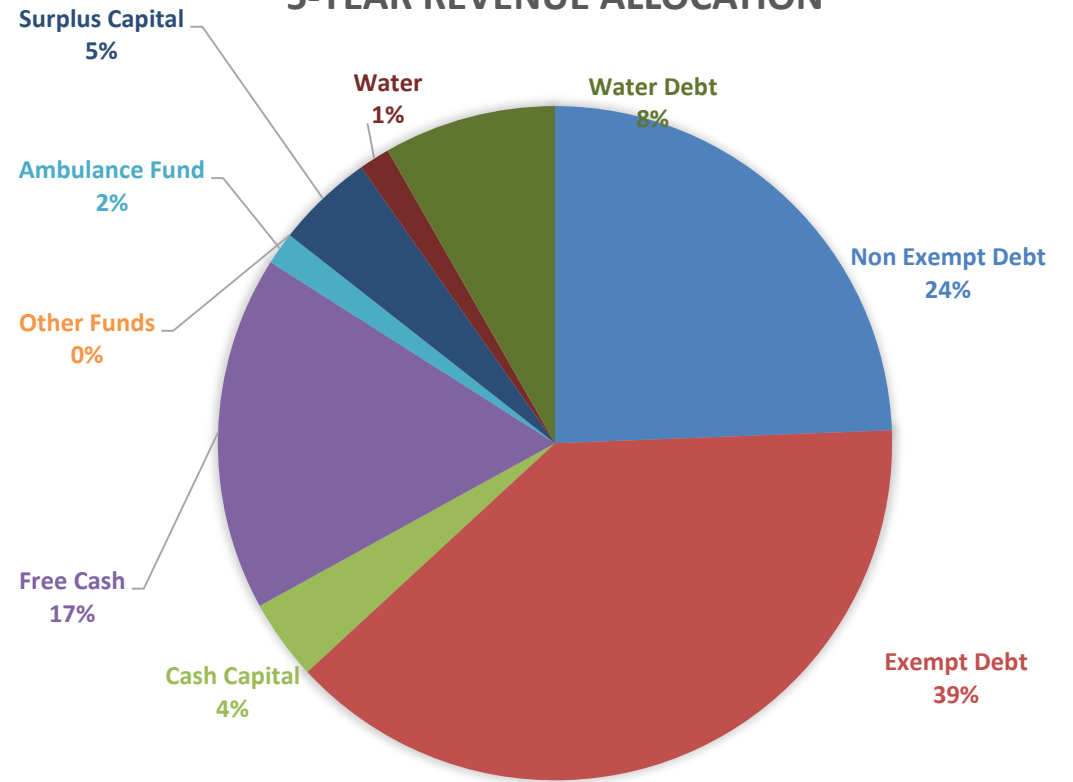


# 5- Year Trends

**% OF 5 YEAR SPENT BY DEPARTMENT**



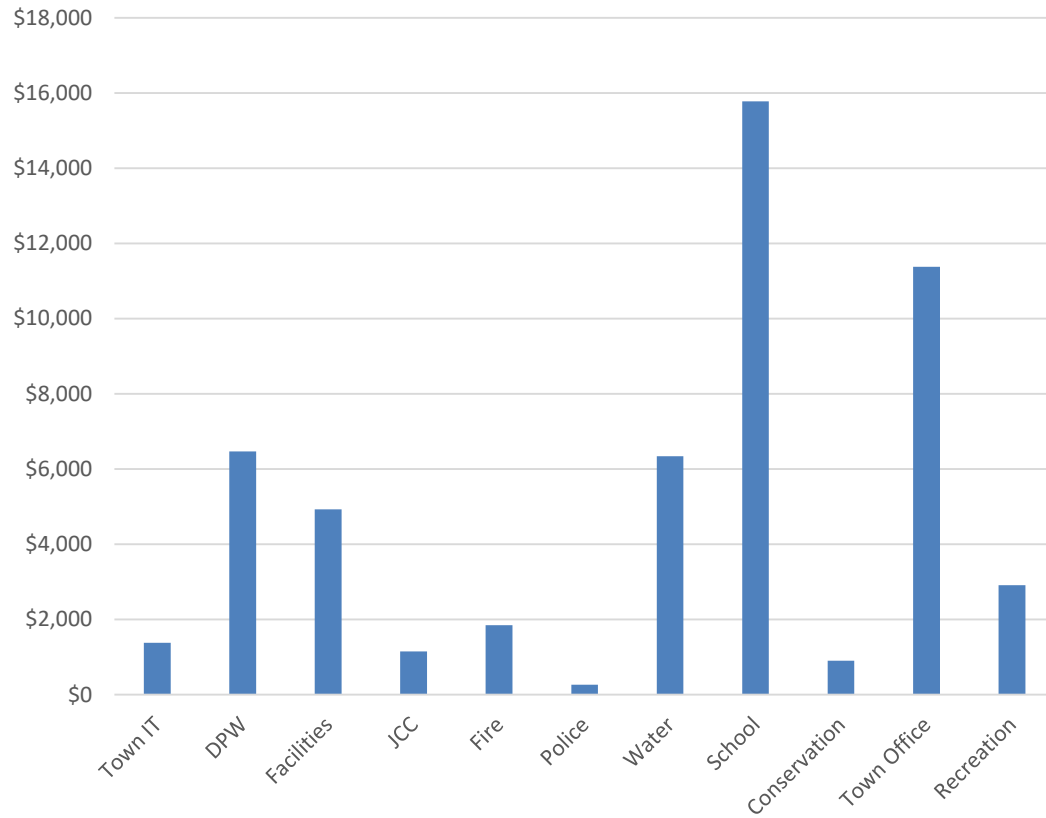
**5-YEAR REVENUE ALLOCATION**



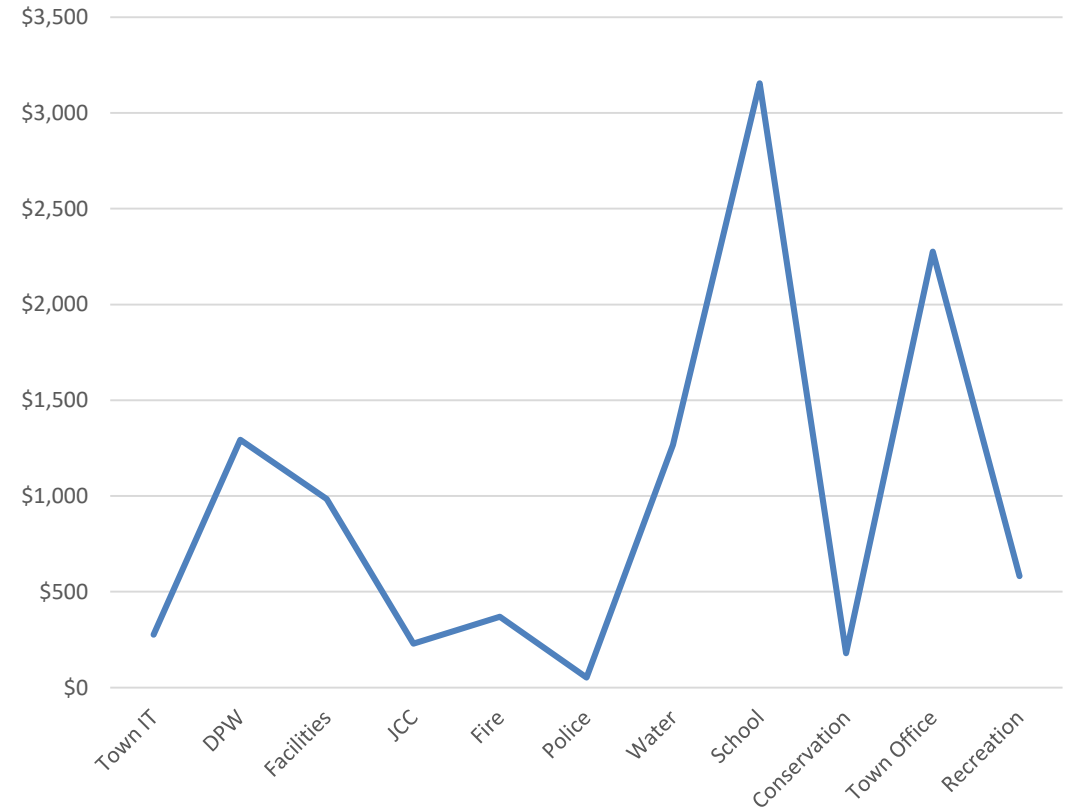


# Historical Departmental Budgets

Total Departmental Budgets FY 20-FY 24



Average 5-year Departmental Budgets



# Historical Capital Budgets by Revenue / Dept.

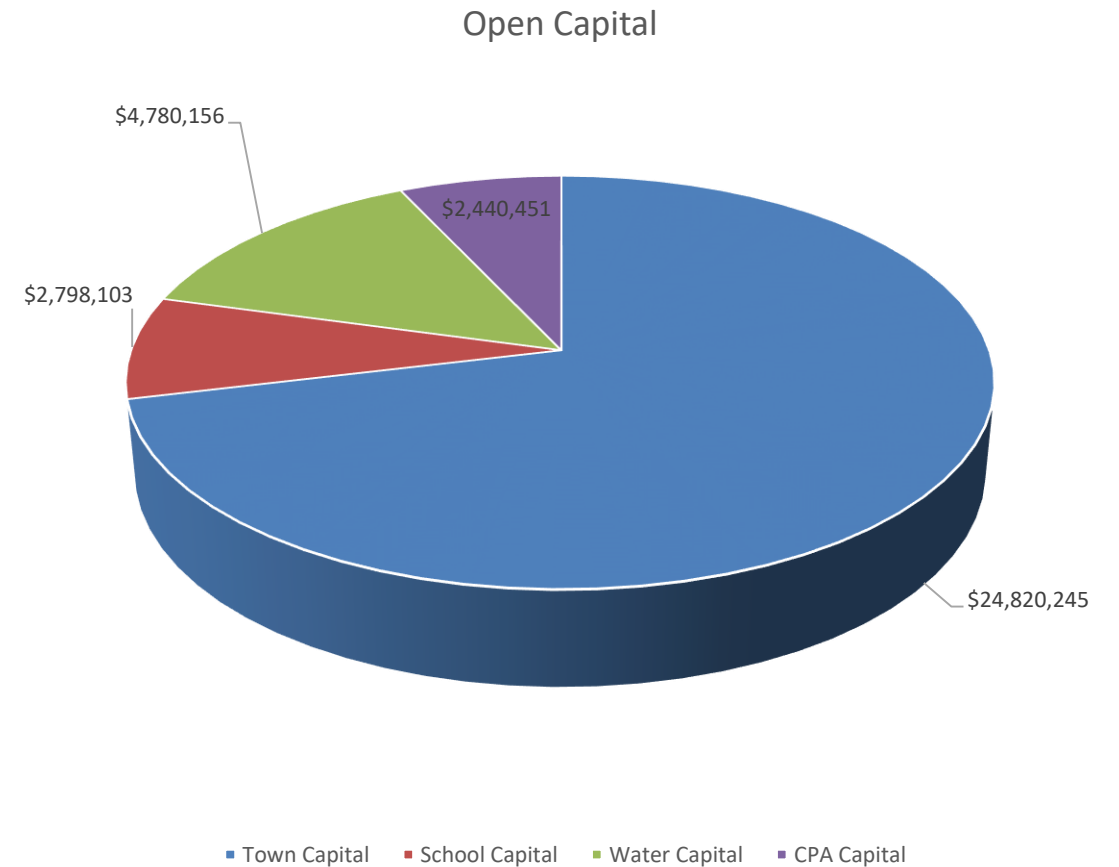
	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	5-Year Total	5-Year Avg.	% of Total
<b>Revenue</b>								
Non Exempt Debt	-	\$5,171,000	\$1,669,429	\$6,165,000	-	\$13,005,429	\$2,601,086	24.39%
Exempt Debt	-	\$13,610,840	-	-	\$7,050,000	\$20,660,840	\$4,132,168	38.75%
Cash Capital	-	\$625,000	\$600,000	\$250,000	\$580,000	\$2,055,000	\$411,000	3.85%
Free Cash	\$1,764,291	\$1,974,600	\$1,921,500	\$1,931,000	\$1,489,367	\$9,080,758	\$1,816,152	17.03%
Ambulance Fund	\$288,000	\$180,000	\$227,000	-	\$140,000	\$835,000	\$167,000	1.57%
Other Funds	-	-	-	-	-	\$0	\$0	0.00%
Surplus Capital	\$1,389,081	-	\$819,159	-	\$283,683	\$2,491,923	\$498,385	4.67%
Water	\$139,000	\$225,000	\$300,000	\$75,000	\$50,000	\$789,000	\$157,800	1.48%
Water Debt	\$1,876,000	\$1,040,000	\$870,412	-	\$620,000	\$4,406,412	\$881,282	8.26%
	\$5,456,372	\$22,826,440	\$6,407,500	\$8,421,000	\$10,213,050	\$53,324,362	\$10,664,872	
<b>Department</b>								
Town IT	\$105,000	\$400,000	605,000	\$228,000	\$40,000	\$1,378,000	\$275,600	2.58%
DPW	\$1,147,500	\$1,335,000	975,000	\$1,979,000	\$1,030,000	\$6,466,500	\$1,293,300	12.13%
Facilities	\$390,000	\$3,420,000	822,000	\$292,000	-	\$4,924,000	\$984,800	9.23%
JCC	-	\$305,000	350,000	\$427,000	\$64,000	\$1,146,000	\$229,200	2.15%
Fire	\$288,000	\$180,000	572,000	\$730,000	\$76,000	\$1,846,000	\$369,200	3.46%
Police	\$112,500	\$102,000	50,000	-	-	\$264,500	\$52,900	0.50%
Water	\$2,424,772	\$1,265,000	1,900,000	\$75,000	\$670,000	\$6,334,772	\$1,266,954	11.88%
School	\$688,600	\$931,000	1,133,500	\$4,690,000	\$8,333,050	\$15,776,150	\$3,155,230	29.59%
Conservation	-	\$900,000	-	-	-	\$900,000	\$180,000	1.69%
Town Office	-	\$11,377,600	-	-	-	\$11,377,600	\$2,275,520	21.34%
Recreation	\$300,000	\$2,610,840	-	-	-	\$2,910,840	\$582,168	5.46%
	\$5,456,372	\$22,826,440	6,407,500	\$8,421,000	\$10,213,050	\$53,324,362	\$10,664,872	

# Open Capital

November 2023

# Open Capital by Balance and Category

Open Capital		
Category	\$ Total	Number of Projects
Town Capital	\$24,820,245	80
School Capital	\$2,798,103	37
Water Capital	\$4,780,156	23
CPA Capital	\$2,440,451	27
<b>Total</b>	<b>\$34,838,955</b>	<b>167</b>



# Town Manager Capital Project Budget

FY - 25 thru FY - 29

# Capital Improvement Plan Financing Goals FY2024-FY2028

- Cash Capital Budget
  - Range = \$687,500-\$773,787 – Due to Levy constraints, no Cash Capital used.
- Debt Service
  - MWRA and possible school construction projects on the horizon.
  - Deferment of Capital Projects funded by debt.
  - Defer Funding of \$1,000,000 MSBA project to FY 26.
- Capital Stabilization Funding Options
  - Develop reoccurring revenue funding and implement draw down of funds.
  - Annually fund Capital Stabilization with \$500,000 by Tax.
- Planned Free Cash
  - \$1,500,000 - \$2,000,000 annually, Five Year average over revenue budget.
- Need to reduce open capital to a manageable and acceptable level.

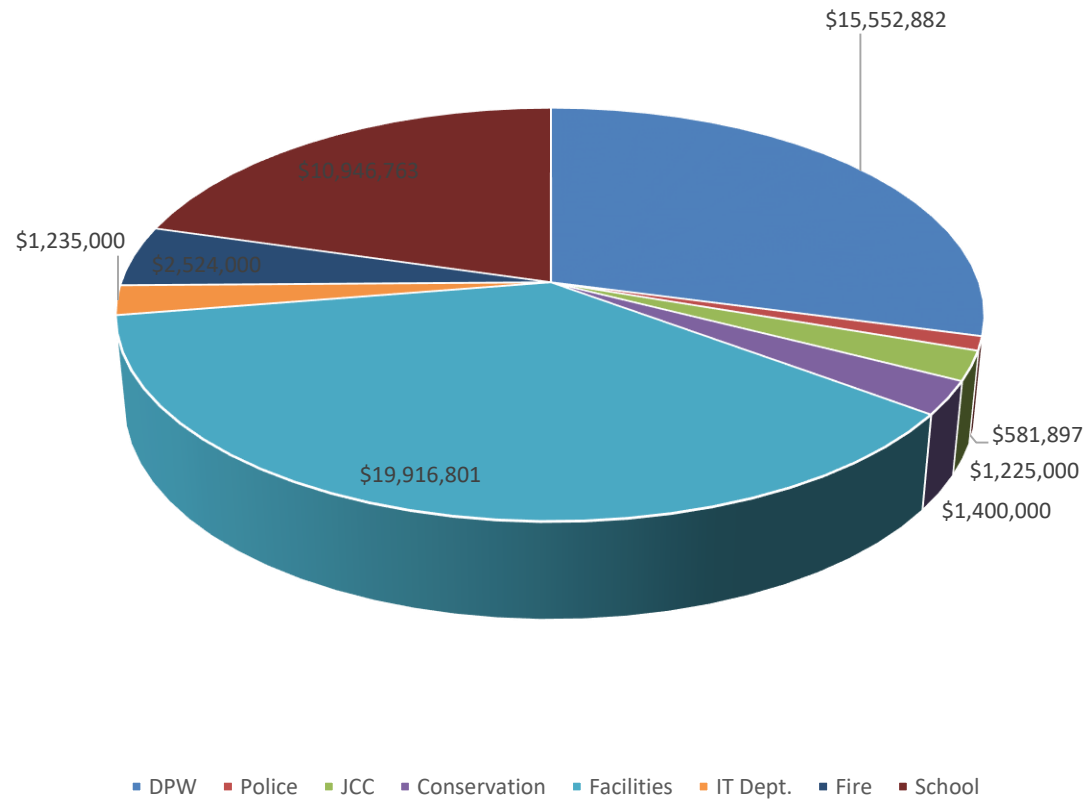
# Departmental Capital Requests FY25-FY29 Summary

Department	FY - 25	FY - 26	FY - 27	FY - 28	FY - 29	Total
DPW	\$3,246,250	\$4,389,369	\$4,311,250	\$1,998,787	\$1,607,226	\$15,552,882
Police	\$76,897	\$92,500	\$137,500	\$142,500	\$132,500	\$581,897
JCC	\$350,000	\$225,000	\$275,000	\$175,000	\$200,000	\$1,225,000
Conservation	\$0	\$1,400,000	\$0	\$0	\$0	\$1,400,000
Facilities	\$3,022,186	\$2,922,440	\$2,598,945	\$10,129,030	\$1,244,200	\$19,916,801
IT Dept.	\$210,000	\$280,000	\$225,000	\$180,000	\$340,000	\$1,235,000
Fire	\$279,000	\$1,040,000	\$605,000	\$205,000	\$395,000	\$2,524,000
School	\$1,203,300	\$1,790,900	\$2,463,392	\$2,792,671	\$2,696,500	\$10,946,763
Total Gen. Govt.	\$8,387,633	\$12,140,209	\$10,616,087	\$15,622,988	\$6,615,426	\$53,382,343
Water Fund	\$4,580,000	\$400,000	\$1,130,000	\$500,000	\$1,100,000	\$7,710,000
Total all	\$12,967,633	\$12,540,209	\$11,746,087	\$16,122,988	\$7,715,426	\$61,092,343

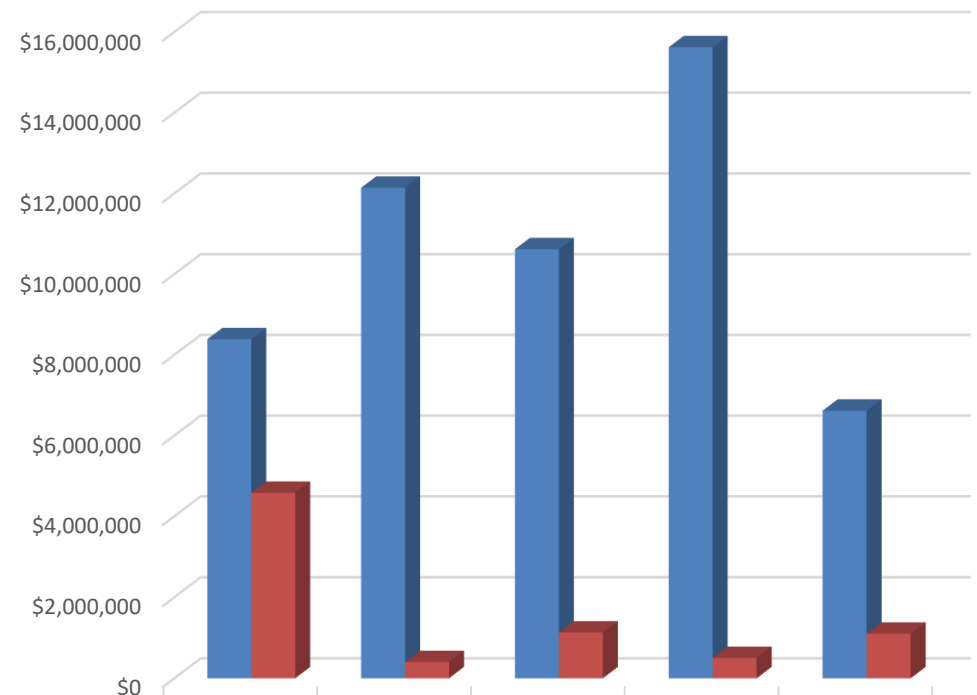
# Five Year Departmental Submissions

## \$60.1M

5-Year Totals by Department



5-Year Total All Departments



Total Gen. Govt.	\$8,387,633	\$12,140,209	\$10,616,087	\$15,622,988	\$6,615,426
Water Fund	\$4,580,000	\$400,000	\$1,130,000	\$500,000	\$1,100,000

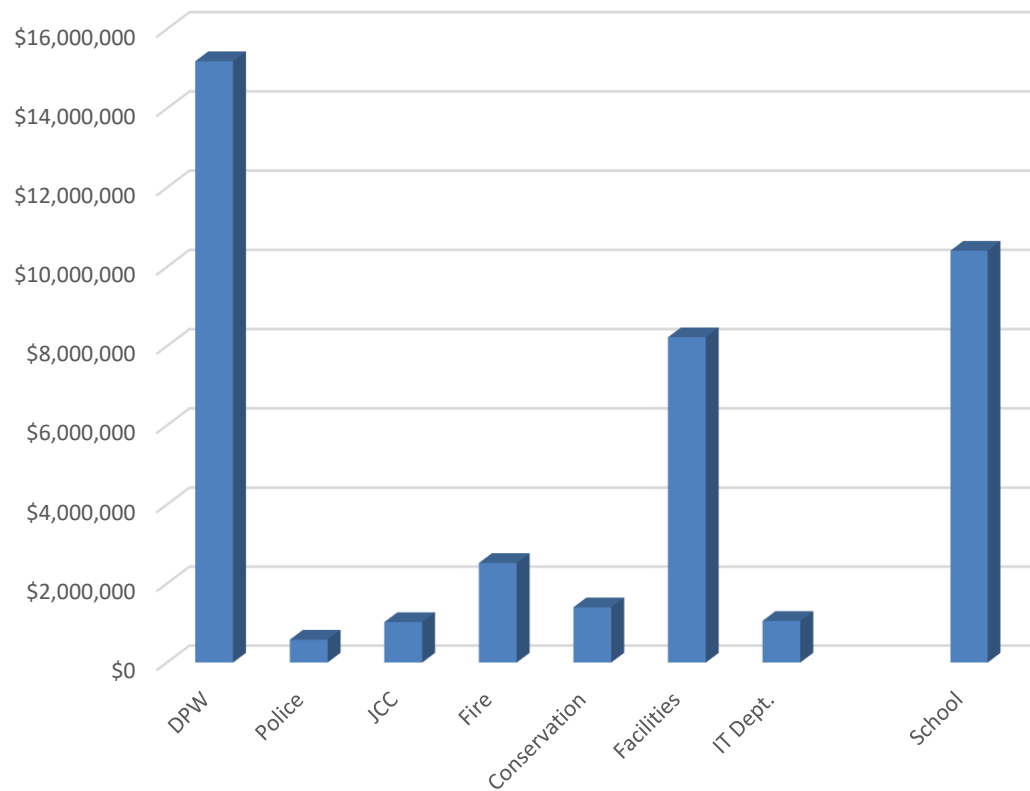


# Town Manager Capital Plan by Department

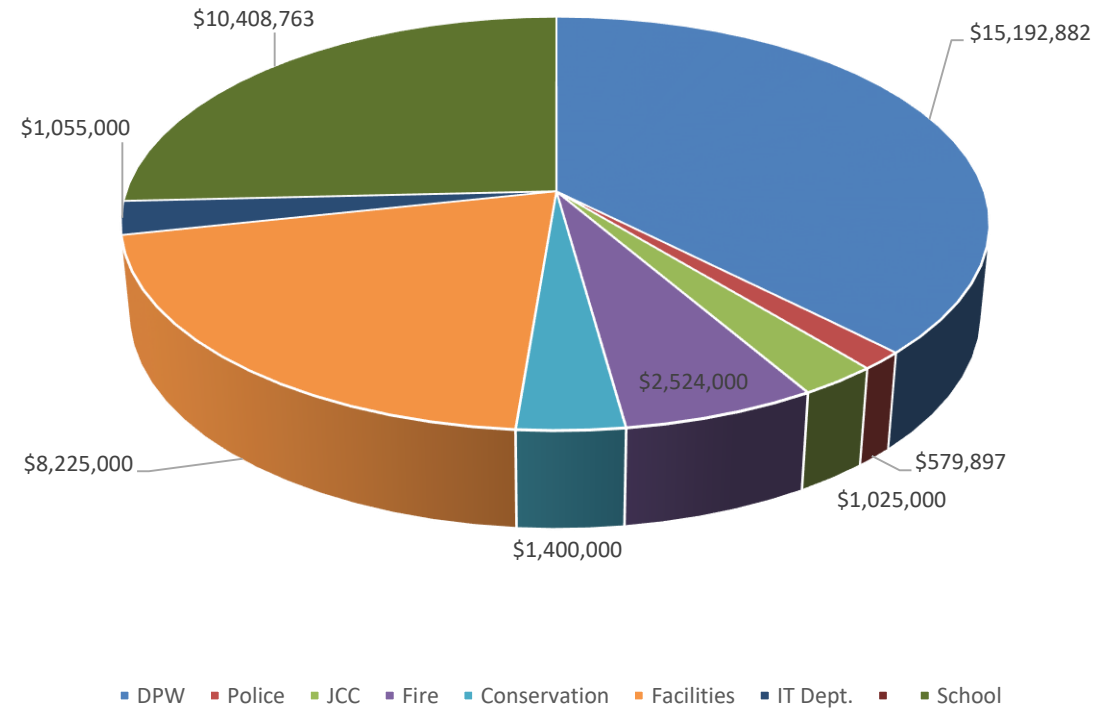
TOWN MANAGER OMNIBUS CAPITAL BUDGET						
Department	FY-25	FY-26	FY-27	FY-28	FY-29	Dept. Total
DPW	\$1,411,250	\$6,989,369	\$1,986,250	\$3,198,787	\$1,607,226	\$15,192,882
Police	\$74,897	\$160,000	\$135,000	\$110,000	\$100,000	\$579,897
JCC	\$350,000	\$225,000	\$275,000	\$175,000	\$0	\$1,025,000
Fire	\$279,000	\$1,040,000	\$605,000	\$205,000	\$395,000	\$2,524,000
Conservation	\$0	\$1,400,000	\$0	\$0	\$0	\$1,400,000
Facilities	\$530,000	\$2,870,000	\$1,060,000	\$3,140,000	\$625,000	\$8,225,000
IT Dept.	\$210,000	\$280,000	\$225,000	\$0	\$340,000	\$1,055,000
Recreation	\$0	\$0	\$0	\$0	\$0	\$0
School	\$963,300	\$1,798,900	\$2,217,392	\$2,792,671	\$2,696,500	\$10,468,763
	\$3,818,447	\$14,763,269	\$6,503,642	\$9,621,458	\$5,763,726	\$40,470,542
Water	\$4,580,000	\$400,000	\$1,130,000	\$500,000	\$1,100,000	\$7,710,000
Wastewater	\$0				\$0	\$0
	\$4,580,000	\$400,000	\$1,130,000	\$500,000	\$1,100,000	\$7,710,000
<b>Totals</b>	<b>\$8,398,447</b>	<b>\$15,163,269</b>	<b>\$7,633,642</b>	<b>\$10,121,458</b>	<b>\$6,863,726</b>	<b>\$48,180,542</b>

# Town Manager Capital Plan

In Plan FY25-FY29



5-Year Total by Department



# Capital Financing Plan

FIVE YEAR PROPOSED OMNIBUS CAPITAL REVENUE BUDGET						
	FY25	FY26	FY27	FY28	FY29	Totals
<b><u>Levy Taxation</u></b>	\$1,354,577	\$3,603,369	\$4,256,642	\$2,365,458	\$3,107,226	\$14,687,272
<b><u>Excluded Taxation</u></b>	\$0	\$7,410,000	\$0	\$4,800,000	\$0	\$12,210,000
<b><u>Total Debt</u></b>	<u>\$1,354,577</u>	<u>\$11,013,369</u>	<u>\$4,256,642</u>	<u>\$7,165,458</u>	<u>\$3,107,226</u>	<u>\$26,897,272</u>
<b><u>Cash Capital - Taxation</u></b>	\$0	\$0	\$0	\$0	\$0	\$0
<b><u>Free Cash</u></b>	\$2,109,661	\$2,209,900	\$2,142,000	\$2,251,000	\$2,261,500	\$10,974,061
<b><u>Ambulance Fund</u></b>	\$279,000	\$140,000	\$105,000	\$205,000	\$395,000	\$1,124,000
<b><u>Other Funds</u></b>	\$0	\$0	\$0	\$0	\$0	\$0
<b><u>Transfer Station</u></b>	\$0	\$0	\$0	\$0	\$0	\$0
<b><u>Capital Closeouts</u></b>	\$75,210	\$0	\$0	\$0	\$0	\$75,210
<b><u>Capital Stabilization</u></b>		\$1,400,000				\$1,400,000
<b><u>Water Fund</u></b>	\$4,580,000	\$400,000	\$1,130,000	\$500,000	\$1,100,000	\$7,710,000
<b><u>Wastewater Fund</u></b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Annual Funding</b>	<b>\$8,398,447</b>	<b>\$15,163,269</b>	<b>\$7,633,642</b>	<b>\$10,121,458</b>	<b>\$6,863,726</b>	<b>\$48,180,542</b>

# Summary of Capital Plan by Year

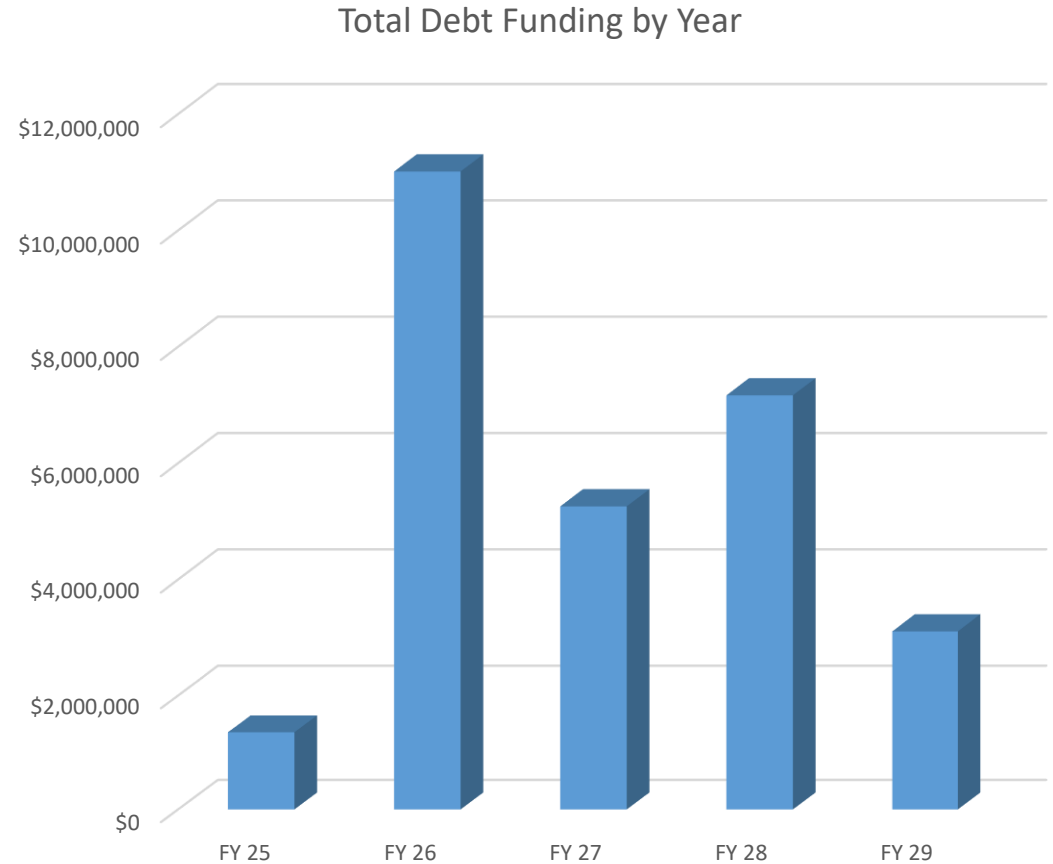
<b><u>FY 25</u></b>	
Capital Closeouts applied to funding	\$ .075M
Town Building Repairs - \$2.9M moved from FY 25 to FY 26 due to open capital. Reduced by \$1M.	\$2.9M
School Student Information System added to Plan	\$ .130M
<b><u>FY 26</u></b>	\$2.9M
Snake Brook Dam - Added to FY 26 due to uncertainty in obtaining grant funding- Cap. Stab. Funding	\$1.4M
High School Wastewater – Moved from FY 27 to FY 26, new cost \$5.5M , change to excluded debt.	\$5.5M
Facilities-Climate Initiatives – New request for \$11M in projects FY25-FY29 – Not in Plan	\$11M

# Summary of Capital Plan by Year

<b><u>FY 27</u></b>	
Moved Town Building Renovations and Parking Maintenance from FY 26 to FY 27	\$.210M
<b><u>FY 28</u></b>	
Town Building Roof to be funded by Excluded Debt	\$2.8M
Middle School HVAC to be funded by Excluded Debt	\$2.0M
Route 20 Rehabilitation Design added	\$.700M
Route 20 Landfill Cap Restoration added	\$.500M
<b><u>FY 29</u></b>	\$2.0M
Phase 3 High School Field added to FY 29- Requested – not in plan	\$2.0M

# Capital Funded by Debt

Capital Funded by Debt					
Year	Omnibus Levy Debt	Omnibus Excluded Debt	BY Article Levy	By Article Excluded	Totals
FY 25	\$1,354,577	\$0	0	\$0	\$1,354,577
FY 26	\$3,603,369	\$7,410,000	0	0	\$11,013,369
FY 27	\$4,256,642	\$0	\$1,000,000	0	\$5,256,642
FY 28	\$2,365,458	\$4,800,000	0	0	\$7,165,458
FY 29	\$3,107,226	0	0	0	\$3,107,226
Totals	\$14,687,272	\$12,210,000	\$1,000,000	\$0	\$27,897,272



# Questions