

Capital Planning Committee

Town of Longmeadow, Massachusetts

February 22, 2012

Select Board
Town of Longmeadow Massachusetts
20 Williams Street
Longmeadow, MA 01106

To the Honorable Select Board of the Town of Longmeadow, Massachusetts;

The Capital Planning Committee has completed its review of capital projects submitted for funding consideration for Fiscal Year 2012 (FY12). A list of the committee's recommendations is attached as Appendix A. This year as requested by the Town Manager the committee reviewed Section 2 and 3 projects for incorporation into their recommendations. Section 2 and 3 list projects for facilities and equipment and Sections 4,5, and 6, list projects for Roads, Water, and Sewer respectively.

Capital Stabilization Account funds available for appropriation recommendation by this committee totaled \$805,500. After considerable review the committee is recommending that \$1,100,839 be appropriated to fund the committee's FY2012 recommendations. Our committee has also considered the use of Water and Sewer Enterprise Funds to supplement the available funds, and where appropriate, other potential funding sources.

This report conveys our recommendations for funding those capital items that we deemed highest in priority, based on our evaluation of the town's needs and an assessment of the requests against three criteria: seriousness, urgency, and growth. Added consideration was given to completing projects that were previously funded under the committee's phased funding approach, as well as to projects identified by the Town Manager as priority projects. The committee's "seriousness", "urgency" and "growth" evaluation criteria are defined in Appendix C of this recommending letter. Should any of the requesting department heads feel that we misinterpreted their requests, we seek the opportunity to have the request clarified.

Should the Select Board adopt all of our recommendations, the town will be asked to appropriate \$1,100,839 from the Capital Stabilization Fund to finance the FY2012 program. Appendix A is a more detailed explanation of our decision on each request, and we ask that the Select Board carefully review this section of our report.

The Capital Planning Committee's recommendations are shown in Table 1a. This list is in priority order and can be used for program reductions if required.

Table 1b lists the remaining requests in priority order. Should additional funding become available, we recommend that the Town use this list to consider additional funding possibilities.

**Table 1a: Prioritized List of Project Requests for
which Funding is Recommended**

<u>No.</u> ⁽¹⁾	<u>Department</u>	<u>Project Description</u>	<u>Amount Requested</u>	<u>Funding Amount Recommended</u>	<u>From Capital Stabilization Fund</u>	<u>From Alternate Funding Source</u> ⁽²⁾
Fire/EMS	Fire - Safety - EMS	Fire Truck Payment	\$35,000	\$35,000	\$35,000	
Roads	DPW	Roadway and Drainage Improvements – Converse Rd. TIP Prep	(3)	\$250,000	\$250,000	
Roads	DPW	Removal of Hazardous Trees	(3)	\$25,000	\$25,000	
School-2	School	GBK Step Replacement	\$38,000	\$38,000	\$38,000	
School-3	School	WMS Flooring Replacement	\$21,000	\$21,000	\$21,000	
School-3	School	WMS Asbestos Abatement - Mastic	\$47,930	\$47,930	\$47,930	
Pools-1	Parks	Reynolds Pool Improvements Phase One	\$43,500	\$43,500	27,000	\$16,500 RSF
Pools-1	Parks	Reynolds Pool Improvements Phase Two	\$50,000	\$50,000	\$50,000	
School	School	WMS Resurface Parking Lot	\$90,000	\$90,000	\$90,000	
Parks-1	Parks	WMS Ath Field Well & Irrigation	\$118,605	\$118,605	\$59,305	\$59,305-Match Grant
Parks-2	Parks	Blinn Tennis Courts	\$180,000	\$60,000 Three Phase Project	\$60,000	
Facilities Other-3	DPW	Greenwood Electrical Upgrade Engineering	\$20,000	\$20,000	\$5,104	\$14,896 Bond Carryover
Facilities Other-3	DPW	Greenwood Electrical Upgrade	\$175,000	\$175,000	\$175,000	
DPW-7	DPW-	Utility Truck H-5	\$33,500	\$33,500	\$33,500	
School	School	WMS Exhaust Fan Replacement	\$25,000	\$25,000	\$25,000	
Facilities Other	DPW	Greenwood Window Replacement	\$240,000	\$120,000 Two Phase Project	\$120,000	
DPW-5	DPW-	GPS System	\$14,000	\$14,000	\$14,000	
Pools	Parks	Reynolds Pool ADA Improvements	\$25,000	\$25,000	\$25,000	

Total Recommended for Appropriation

Capital Stabilization Fund:

\$1,100,839

(1): FY2012-2016 Capital Request Program Book reference numbers

(2): Alternative funding sources are: SEF - Sewer Enterprise Fund; CPA - Community Preservation Act Fund; RSF - Recreation Stabilization Fund; SRF - School Rental Fund; LYBA - Longmeadow Youth Basketball Fund

(3) Funds were not recommended for these programs from Capital Appropriations, but the committee is strongly committed to the need for additional funding in these program areas. The Town must start augmenting our Chapter 90 funds now to aid in offsetting the need for bond issues in the future to meet the escalating and under funded needs of these programs.

Table 1b: Prioritized List of Remaining Capital Requests

<u>No.</u> ⁽¹⁾	<u>Department</u>	<u>Project Description</u>	<u>Amount Requested</u>
DPW-1	DPW- Equipment	Hgwy Dump Truck w Plow	\$165,000
DPW-2	DPW- Equipment	1 Ton Dump Truck Replacement	\$53,000
DPW-6	DPW- Equipment	W/S Service Van	\$25,000
School - 4	School	Williams School Window Replacement - Phase 2	\$86,000
School-1	School	Williams School Locker Replacement	\$55,000

(1): FY2012-2016 Capital Request Program Book reference numbers

The Committee requests that the Select Board take the following suggested improvements into consideration for the purpose of enhancing the community's long range-planning efforts:

The Capital Stabilization Fund:

The policy states that the Capital Stabilization Fund will be allocated 2% of general revenues, or about \$1,100,000 each year to meet the escalating Capital improvement needs of the community. For FY2012 the fund received \$585,000. Although \$220,500 of carry over funds was added to supplement this fund, the fact remains, that this fund is only being allocated a fraction over half of what the intended funds were to be. Carry over funds should not be used to offset next year's program; they should be used for the completion of additional work. Secondly, the existence of this much money in a carry over capacity should warrant careful review to determine exactly why these funds were not utilized as originally intended. The cumulative effect of a similar pattern of carry over funds for a five-year period would result in the community not obligating \$1,100,000 worth of Capital improvements. While not totally funding the Stabilization Fund makes more dollars available for operating expenses, it also delays needed project repairs and /or forces them to be funded by bonding which results in additional tax considerations. Delaying projects often increases funding requirements as a result of additional deterioration. If the funding limitation issues are not satisfactorily addressed, the condition of our community resources will continue to deteriorate at an unsustainable rate until they reach a state of "benign neglect".

Strategic or Long Range Planning:

The committee applauds the Town Manager and her staff for their combined contributions utilized in the formulation of this year's Capital Request program. Upon the committee's initial review the plan appears to be comprehensive and holistic of the Capital improvement needs of the community. Unfortunately when exposed to a more comprehensive review the following issues of concern were noted by the committee:

1. **Roads, Sidewalks, and Drainage** - We have a 96-mile road system that is not being maintained at a sustainable rate. In the 2009 Pioneer Valley Planning Commission study it clearly states "There is a lot of work to be done but unless the town designates more money to the roads other than the Chapter 90 funds which are Federal/State allocations, the backlog of work will continue on a yearly basis. Based on current projects, if allocations do not increase, the backlog of work will more than double to over \$27M." This backlog figure was due to occur by 2014. The community must address this critical program deficiency and institute corrective measures now if they are to avoid an avalanche of unanticipated road failures.

Public Works has a computerized pavement management system, which requires periodic data updates (condition assessment) to provide the Town with a clearer vision of the transportation system's future needs. For this system to be of any value to the community in long range planning it must have current resource condition data for analysts.

Sidewalks and drainage system are other areas in our infrastructure plans that require additional delineation. Until these underdetermined deficiencies are fully disclosed it will be impossible for the community to develop a realistic action plan for replacing these assets.

2. **Multi-year Planning** – A five-year plan can be ideal for short range planning, but it has significant drawbacks in long range planning. Five years does not provide adequate advance planning time for some of the more complex issues or larger expenditures. We recommend the Town initiate a twenty-year improvement plan on all major elements of the Town’s resources to comprehensively realize the impacts of the “Cost of Ownership”.

The Select Board should require all departments to provide a more comprehensive and longer-range view of deficiencies for resources under their perspective stewardship. A 20-year plan would allow financial decisions to be made more efficiently or effectively.

3. **Equipment Purchasing** - While the plan does have a spreadsheet showing the existing fleet and anticipated replacement schedule, there are no supporting documents to justify the size or quantity of vehicles/equipment in our fleet. The committee feels the community needs to develop a comprehensive fleet/equipment allocation plan to augment this program; a plan where actual transportation need is matched with the requirements of the community.

An equipment allocation plan would include similar items to what is shown:

1. Classify vehicles. — Trend towards use of NAFA classifications.
2. Classify tasks. — Classify areas and tasks of each department.
3. Associate vehicles with tasks. — Link vehicles to specific tasks.
4. Collect usage data. — Collect miles, hours, days, and trips for each vehicle.
5. Identify focus vehicles and tasks. — Use data to identify vehicles and tasks that need close attention.
6. Analyze focus vehicles and tasks. — Determine criticality versus usage for each focus vehicle.
7. Make a decision. — Rationalize the size and mix of the fleet.
8. Create Tables of Allocation. — Develop an authorized allocation of vehicles for each division to guide the next round of decision making.

Improving vehicle utilization is an inherently complex process for all involved. The results of such a study will provide the community with a functional and operationally driven fleet allocation plan. Often this review will result in savings of money for the community.

An ad-hoc type committee made up from a cross section of the community and augmented with staff from Town departments may be in the best position to develop this criteria and subsequent study.

4. **Hazardous Trees** – The Town has a substantial quantity of mature trees in areas under the jurisdiction of the Town. Many of these trees are to an “ordinary person standard” defective and needing removal. Based on the anticipated cost of this landscaping driven program it would easily qualify as a Capital project. Unfortunately, nothing is mentioned in this years plan to elevate this condition. The tort liability from hazardous trees is significant. Considering the obvious condition of many of the trees combined with not having an active removal program the committee is concerned that the Town could be in gross negligence in our legal system.
5. **Strategic Resource Maintenance Management Planning**– Ideally a community would have a comprehensive program for strategic facility management. A system where one could easily determine what the deferred needs were for any specific resource being managed. If you are not sure what you have, and you are not sure how you want it maintained, and you are not sure what

the current conditions of this resource is, then how could you ever hope to preserve it for the enjoyment of future generations?

With our current Capital Request program we have some projects that are more in a proposal stage. They lack a firm facility definition and accurate project cost estimates. The potential penalty for approving such projects is large overruns or shortfalls, with shortfalls resulting in fewer funds being available for other worthy projects.

A simplified matrix for a programmatic facility management approach would include:

1. Comprehensive inventory – a detailed listing of every resource in the community
2. Established condition standards – defines a condition where no work is required – Ideal Condition
3. Condition assessment – Actual condition of resource in comparison to ideal condition standard
4. Annual Work Program – Work required to return resources to ideal condition standard
5. Multi-Year Program (deferred maintenance) – Work which can't be completed on an annual basis and is deferred. This also becomes a source for the development of capital projects

In working through this process you may determine workforce capacity problems and identify areas where contractual service may be needed to more completely meet the timely needs of the community. In this type of programmatic environment you will know exactly what your crews will be doing next week as opposed to seeing what happens over the weekend. Your goal is to reduce your reactive behavior and increase programmatic activities.

The Capital Planning Committee would like to thank Town Manager Robin Crosbie and her department heads for their support during our review process. We also would like to thank School Superintendent Marie Doyle, her staff, and the School Committee for their support.

We look forward to meeting with the Select Board to review our recommendations. As you review this document prior to such a meeting, if you have any questions about our recommendations, please feel free to contact any of the members of the Capital Planning Committee.

Respectfully Submitted,

Capital Planning Committee

Richard Foster – Chairman
Stephen Metz
James Nurse
Timothy Dupuis
Curt Freedman
Richard Kmetz

Copies to: Ms. Robin Crosbie – Town Manager
Mr. Ned Steiger – Finance Committee

Attachments:

Appendix A: Details on projects recommended for funding
Appendix B: Details on projects not recommended for funding
Appendix C: Project Ranking Criteria

APPENDIX A
Capital Projects Recommended for Appropriation in FY 2012
(in priority order)

Project Fire/EMS -1 FY'12 Payment for fire truck: Requested \$35,000 /Recommended \$35,000

This recommendation is in keeping with the committee's program of funding fire engine replacements over time. This amount is based on an average 28-year life for the town's four fire engines, resulting in a replacement being required, on average, every seven years at a cost of \$245,000. Should the useful life or the equipment cost change in the future, the town should consider revising this amount.

The Capital Planning Committee recommends the Town appropriate \$35,000 from the Capital Stabilization Fund for the future purchase of a fire engine.

Roads Identified Town Road and Drainage Projects(Converse Rd. TIP Prep):
Recommended \$250,000 annually

This project was not identified for Capital Funding in the FY2012 program

The roads in the Town of Longmeadow are failing at a rate that surpasses the annual funding allocation. Unless additional funds are devoted toward this critical resource our road system will continue to deteriorate at an uncontrollable rate. Without progressive action now the community will soon be faced with driving on a failed road network or be facing unprecedented increases in bond issue to fund required repairs. Delaying road surface repairs results in an exponential increase in the funding requirements.

The capital planning committee recommends the Town appropriate the sum of \$250,000 from the Capital Stabilization Fund for this program annually. Initial funding should be used exclusively for preparing project for TIP submission and approval. Surplus funding should be applied to projects not eligible for TIP funding on an annual basis. The Capital Planning Committee should recommend projects for surplus funding approval.

Roads Hazardous Tree Management: Recommended \$25,000 annually
This work was not identified for Capital Funding in the FY2012 program

The Town of Longmeadow has an undetermined quantity of hazardous trees that should be removed before they fail. Not responding to this problem increases the tort liability for the community. Trees located in mature communities such as Longmeadow typically have reached their anticipated life cycle and will naturally start to deteriorate internally. Unfortunately this condition often goes unnoticed until you experience a catastrophic failure of the tree structure. Certified arborists are trained in identifying hazardous trees and recommending removal before these failures occur. The community needs to have an active identification and removal program for hazardous trees.

The capital planning committee recommends the Town appropriate the sum of \$25,000 from the Capital Stabilization Fund on an annual basis to fund this program. Unspent funds are to be returned to the Capital Stabilization Account.

Project School - 2 Glenbrook Step Replacement: Requested \$38,000 / Recommend \$38,000

The School Department has requested funds for the replacement of steps at the front of Glenbrook Middle School. These steps have been repaired in previous years but the condition of the steps has continued to deteriorate. The steps are a safety hazard and should be replaced to improve the safety condition of the site and limit liability to the Town.

The capital planning committee recommends the Town appropriate the sum of \$38,000 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project School – 3 Williams Middle School Asbestos Abate – Replace Flooring: Requested \$68,930 / Recommended \$68,930

The School Department has requested funds for the replacement of poorly installed tile flooring in eight classrooms and a corridor at Williams Middle School. The tile edges are lifting, and underlying mastic is seeping up through the tile joints. Tile replacement will require removal of the underlying mastic, which contains asbestos. The buckled tiles create a safety hazard and should be replaced, and mastic removal must be performed in accordance with asbestos abatement standards.

Because these two projects are complementary, the capital planning committee recommends they be combined and that the Town appropriates the sum of \$68,930 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project Pools - 1 Reynolds Pool Improvements Phase 1: Requested \$43,500 / Recommend: \$43,500

The Department of Public Works has requested funds to correct the re-circulation system deficiencies on the Reynolds pool. Chester Pools; the original pool installation firm has recommended a series of improvements to eliminate leaking pipe in the re-circulation system. The pool presently has leaks in the water return system, which will become more severe unless a new water collection system is installed. These repairs will conserve water and enhance the water quality.

The capital planning committee recommends the Town appropriate the sum of \$45,500 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project Pools Reynolds Pool Improvements Phase 2: Requested \$65,000 / Recommend \$50,000

This is a move up project from FY2015

The Department of Public Works has requested funds to correct main drain box and piping deficiencies on the Reynolds pool. Chester Pools, the original pool installation firm has recommended a series of improvements to designed to upgrade the drain boxes and new piping to the filter room.

Originally this project was scheduled in FY2015. The committee felt that since the repair firm is located in Indiana a savings should be achieved if both phases were completed at one time.

The committee would recommend that future repair estimates be solicited from local or regional firms. This would reduce the expenditures for per diem and subsistence while repairs are completed that will be paid to a firm out of state.

The capital planning committee recommends the Town appropriate the sum of \$50,000 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project School Resurfacing of Williams Middle School Parking Lot: Requested \$90,000 / Recommended \$90,000

This is a move up project from FY2013

The School Department has announced future plans for resurfacing of the Williams Middle School Parking area. This area is used as a loading and unloading area for school buses. The surface has become progressively uneven and buckled, and poses an ever-increasing safety hazard to students and school personnel.

For reasons of public safety and potential town liability, the capital planning committee recommends the timing of this project be advanced to FY 2012, and that the Town appropriate the sum of \$90,000 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project Parks – 1 WMS Ath Field Well and Irrigation System: Requested \$118,605 / Recommended \$59,305

The athletic fields at WMS are used heavily by both the town and youth school athletic programs. With this volume of usage it is becoming increasingly difficult to maintain these fields in a safe condition without an irrigation system. Expensive renovation efforts by DPW need a reliable source of irrigation to facilitate timely renovations and to ensure a higher success rate for their efforts.

The capital planning committee recommends the Town appropriate the sum of \$59,305 from the Capital Stabilization Fund for this project. The Youth Sport Association will be applying matching funds for the completion of this project. Unspent funds are to be returned to the Capital Stabilization Account.

Project Parks – 2 Blinn Tennis Courts Rehabilitation: Requested \$180,000 / Recommended \$60,000

The playing surface has severe cracks, which create tripping hazards for users. These courts are heavily used by a variety of groups and private citizens during the season. Repairs have been made to the surface over the years, but it is now appropriate to replace the entire surface providing safer court conditions. A phased approach will be used to repair these courts and other infrastructure elements. Consideration should be given to improving the existing lighting system as part of the rehabilitation efforts. Phase one will be the resurfacing of four courts.

The capital planning committee recommends the Town appropriate the sum of \$60,000 (phase 1) from the Capitol Stabilization Fund for this project. Unspent funds are to be returned to the Capital Stabilization Account.

Project Facilities Other - 3 Greenwood Electrical Upgrade Engineering Services: Requested \$195,000 / Recommend \$20,000

Project requires pre-construction work

The DPW has requested to upgrade the electrical system at the Greenwood Center. This project was identified in the 2008 JCJ Facilities Study as a priority for upgrade. After discussing this request with the DPW, the Capital Planning Committee decided to break the request into 2 phases (engineering services and construction) to better identify the costs of the improvements through an engineering evaluation and funding the construction improvements at a to be determined 2011 fall CPC meeting.

The capital planning committee recommends the Town appropriate the sum of \$5,104 from the Capital Stabilization Fund and \$14,896 from Bond Carryover for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project Facilities Other - 3 Greenwood Electrical Upgrade Construction: Requested \$195,000 / Recommend \$175,000

Project requires pre-construction work

The DPW has requested to upgrade the electrical system at the Greenwood Center. This project was identified in the 2008 JCJ Facilities Study as a priority for upgrade. After discussing this request with the DPW, the Capital Planning Committee decided to break the request into 2 phases (engineering services and construction) to better identify the costs of the improvements through an engineering evaluation and funding the construction improvements at a to be determined 2011 fall CPC meeting. The engineering study will further refine the scope and costs of the project.

Recognizing the urgent need of the project, the capital planning committee recommends the town appropriate the sum of \$175,000 from the Capital Stabilization Fund for this request. However, the CPC requests that a restriction be placed on these funds to only be authorized upon a later vote of the CPC. The CPC intends to utilize the outcome of the Engineering evaluation to refine and optimize the scope of the project and the construction cost. Unspent funds are to be returned to the Capital Stabilization Account.

Project DPW - 7 Utility Truck Replacement: Requested \$33,500 / Recommend \$33,500

The DPW has requested replacement of a 10 year-old truck with a utility body that is used for tool storage, water and sewer repair parts, and related equipment. The truck is in fair condition and should be replaced based on age and miles.

The capital planning committee recommends the Town appropriate the sum of \$33,500 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project School WMS Exhaust Fans Replace: Requested \$25,000 / Recommend \$25,000

This is a move up project from FY2013

The School Department has requested funds to replace the Williams Middle School exhaust fans. The current exhaust fans are original to the building and are a frequent repair item. Due to their age, it's increasingly difficult to locate repair parts. These fans are an integral part of the air circulation and temperature regulation system. After discussing this request with the maintenance department, the Capital Planning Committee decided to move this FY13 request to FY12.

The capital planning committee recommends the Town appropriate the sum of \$25,000 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account

Project DPW Greenwood Window Replacement: Requested \$240,000 / Recommended \$120,000 Phase One.

This is a move up project from FY 2013

This was one of the recommendations in the JCJ report and coincides with other window replacement projects on other Town structures and complements other improvements for this structure. This will be a two-phase project, which will result in future energy savings at this facility and addition comfort for occupants.

The capital planning committee recommends the Town appropriate the sum of \$120,000 for the first phase of this project. Unspent funds are to be returned to the Capital Stabilization Account.

Project DPW - 5 GPS Vehicle Tracking System: Requested \$14,000 / Recommend \$14,000

The DPW has requested purchasing a GPS based vehicle tracking and mobile data system. This system is expected to provide vehicle usage analysis, document personnel workflow, and improve operational efficiencies.

The capital planning committee recommends the Town appropriate the sum of \$14,000 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

Project Pool Reynolds Pool ADA Upgrades: Requested \$25,000 / Recommended \$25,000

This is a move up project from FY2013

The Department of Public Works would implement ADA improvement's according to the recommendations in the JCJ report. Having public facilities with documented ADA deficiencies creates a source of potential liability for the town, as well as exposes the town to potential sanctions by Federal Government Agencies charged with enforcement of the Act.

For these reasons, the capital planning committee recommends the timing of this project be advanced to FY 2012, and that the Town appropriate the sum of \$25,000 from the Capital Stabilization Fund for this request. Unspent funds are to be returned to the Capital Stabilization Account.

APPENDIX B
Capital Projects Not Recommended for Appropriation in FY 2012
(By Project Number)

Project DPW - 1 Hgwy Dump Truck w/ Plow (H-11)- Replacement Deferred

Due to the usage of this vehicle the, committee felt this purchase could be deferred. A vehicle allocation program needs to be implemented to justify this vehicle.

Project DPW - 2 Hgwy 1 Ton Dump Truck w/ Plow (H-15) – Replacement Deferred

Due to the usage and condition of this vehicle the, committee felt this purchase could be deferred. A vehicle allocation program needs to be implemented to justify this vehicle.

Project DPW - 6 Water & Sewer Service Van (W-3) – Replacement Deferred

Due to the usage and condition of this vehicle the, committee felt this purchase could be deferred. A vehicle allocation program needs to be implemented to justify this vehicle.

Project School - 1 WMS Student Locker Replacement – Replacement Deferred

With the issuance of the SOI for this school the Capital Committee is concerned that discretionary capital improvements in this environment are not beneficial to the community in fiscal management. The committee strongly supports improvements concerning health and safety and core infrastructure requirements directly associated with the educational mission. For this reason the committee recommends deferring this request indefinitely.

Town Manager – 1 Project Development – Project Not Recommended

The committee feels it would be more appropriate for the Town Manager to set aside a given sum of non-Capital funds for this intended purpose. Each year a detail proposal could be submitted for reimbursement from the Capital fund. In this fashion the community can better utilize the available funds for Capital projects instead of taking money and setting it aside in hopes of finding a valid project.

Town Manager – 2 Project Reserves – Project Not Recommended

Project reserve money should be built into each approved project and shown as a line-item cost. A ten percent (10%) contingency for well-developed projects should prevail as a sound management decision. If the money is not utilized it is returned to the Capital Stabilization Fund.

Appendix C Project Ranking Criteria

All projects were ranked by the Capital Planning Committee on three criteria seriousness, urgency, and growth. These criteria are defined as:

Seriousness: What is the impact of the funded item on the department's ability to carry out its core mission? Have alternatives been considered and eliminated?

Urgency: How soon must this need be met? Are there adverse or potentially serious consequences of delay?

Growth: Will the monetary need grow at a rate greater than inflation if the purchase is not made this planning cycle? Put another way, does spending a dollar now prevent the spending of far more than that next year?