
Finance Committee

DPW Make/Buy Study

Nov 9, 2020

Finance Committee *DPW Make/Buy Study*



**“What if, and I know this sounds kooky,
we communicated with the townspeople.”**

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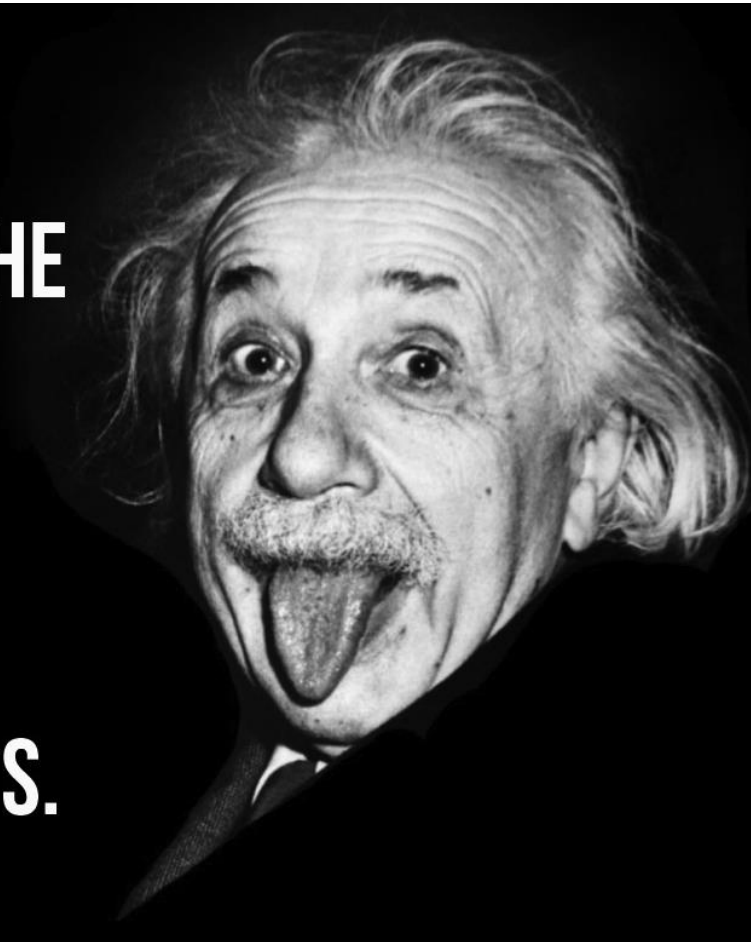
DPW Make/Buy Study

What's in the box?

The study requires data and information...

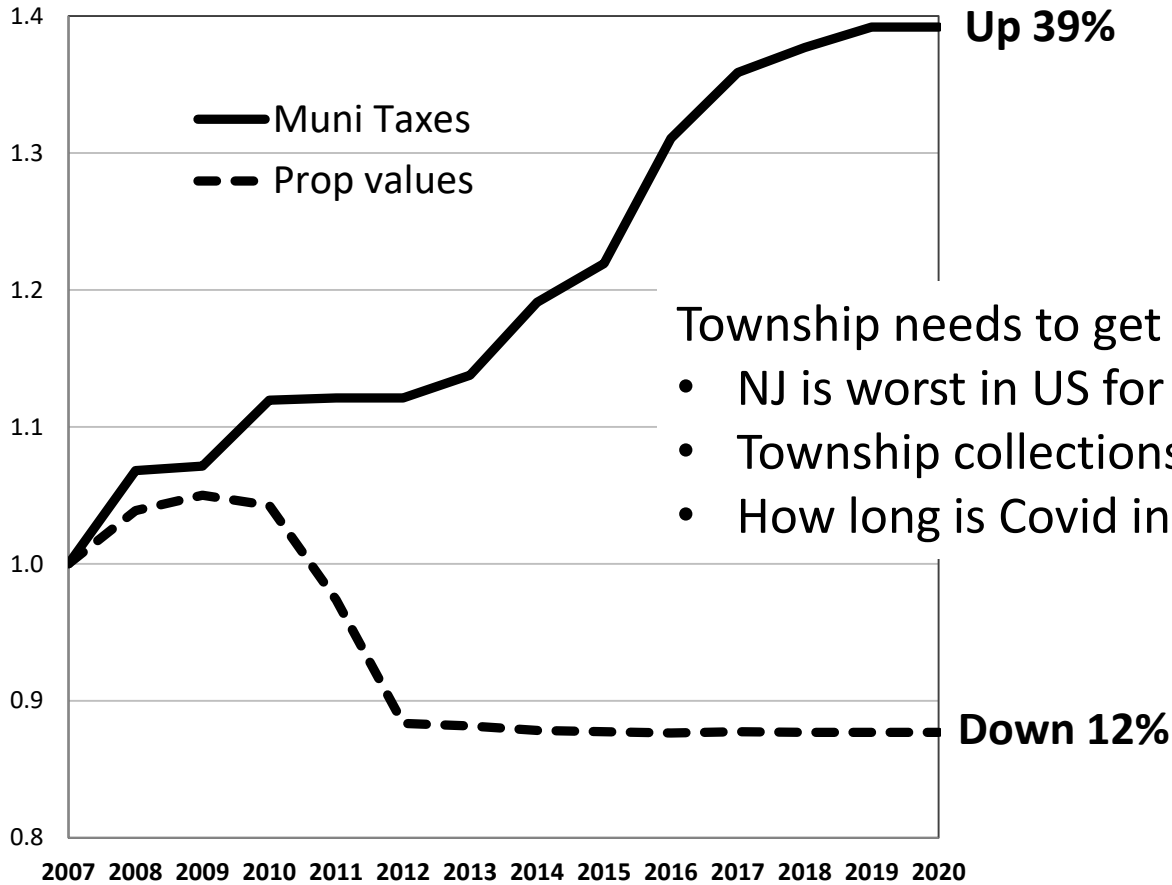
- Nine months of iWorQ entries (~1500 lines of data)
- Five formal meetings with DPW super, CFO, DPW liaison
 - Go over iWorQ entries to understand work
 - Go over expenses/capex to understand variability
 - Discuss contracting alternatives
- Numerous phone calls and meetings with other DPW supers
- Numerous phone calls and meetings with area contractors
- Numerous calls and emails with CFO to confirm budget details
- Issue two RFPs for snow removal

**INSANITY: DOING THE
SAME THING OVER
AND OVER AGAIN,
AND EXPECTING
DIFFERENT RESULTS.**



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DPW Make/Buy Study
Bad Trend

**Municipal Taxes vs. Property Values
(Normalized 2007)**



Township needs to get better...

- NJ is worst in US for taxes
- Township collections are down in 2020
- How long is Covid induced recession?

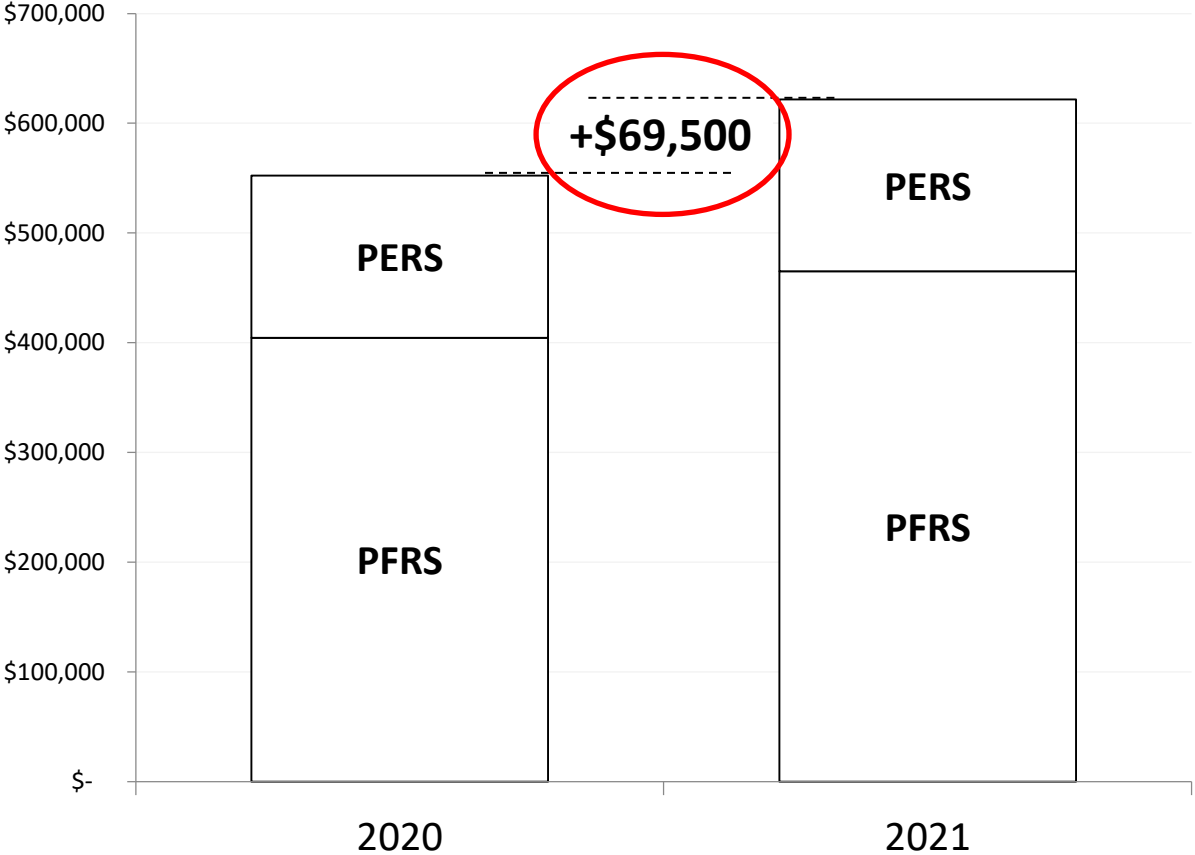
Source: Mendham Township Budget Filings

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NJ pensions worst in US

Mendham Township 2021 pension increase is 13% = a new hire



Source: MT 2020 Budget, NJ Treasury 2021

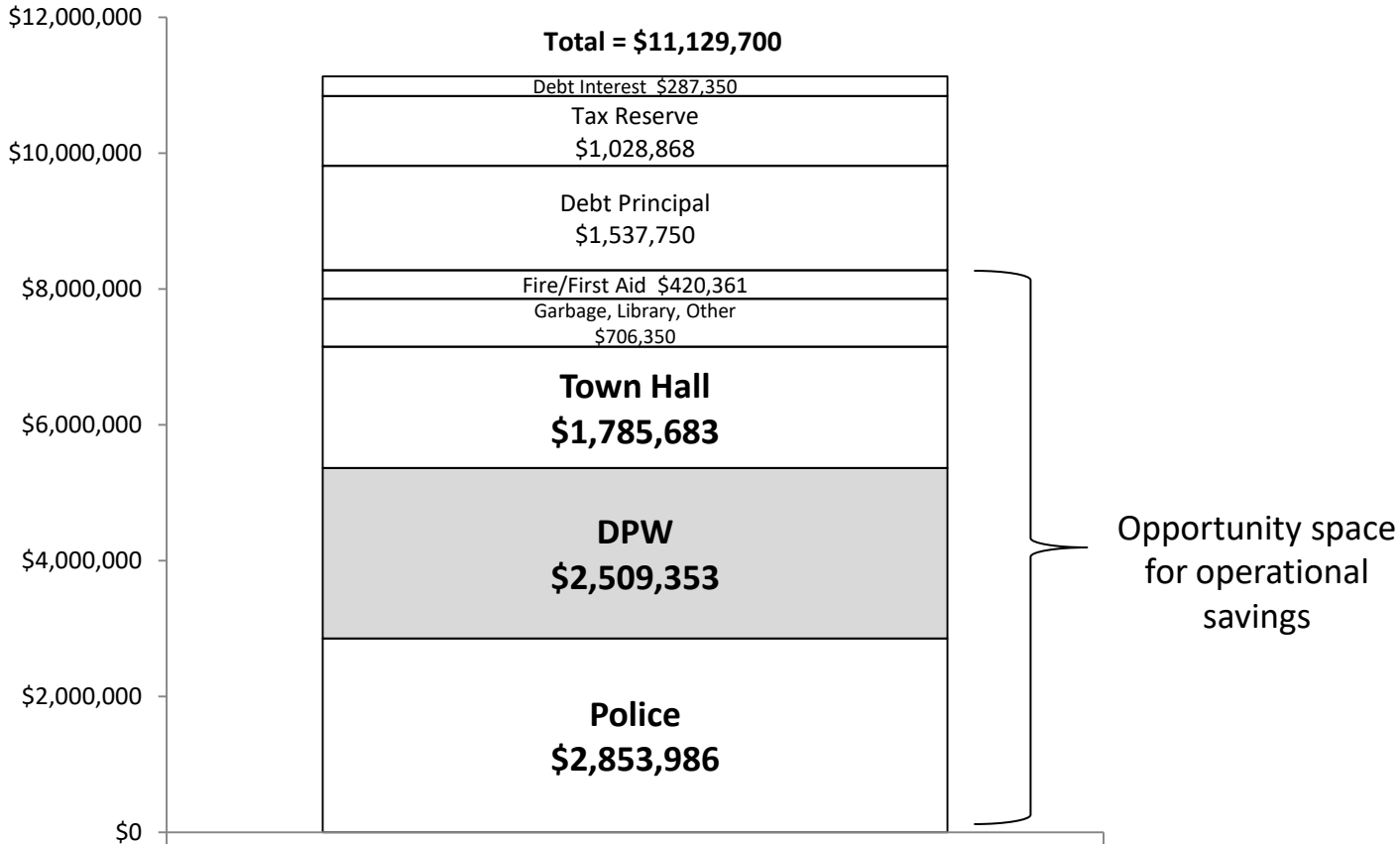
Preliminary

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DPW Make/Buy Study

Where to find savings?

DPW is a close 2nd for spending



Source: MT 2020 Budget

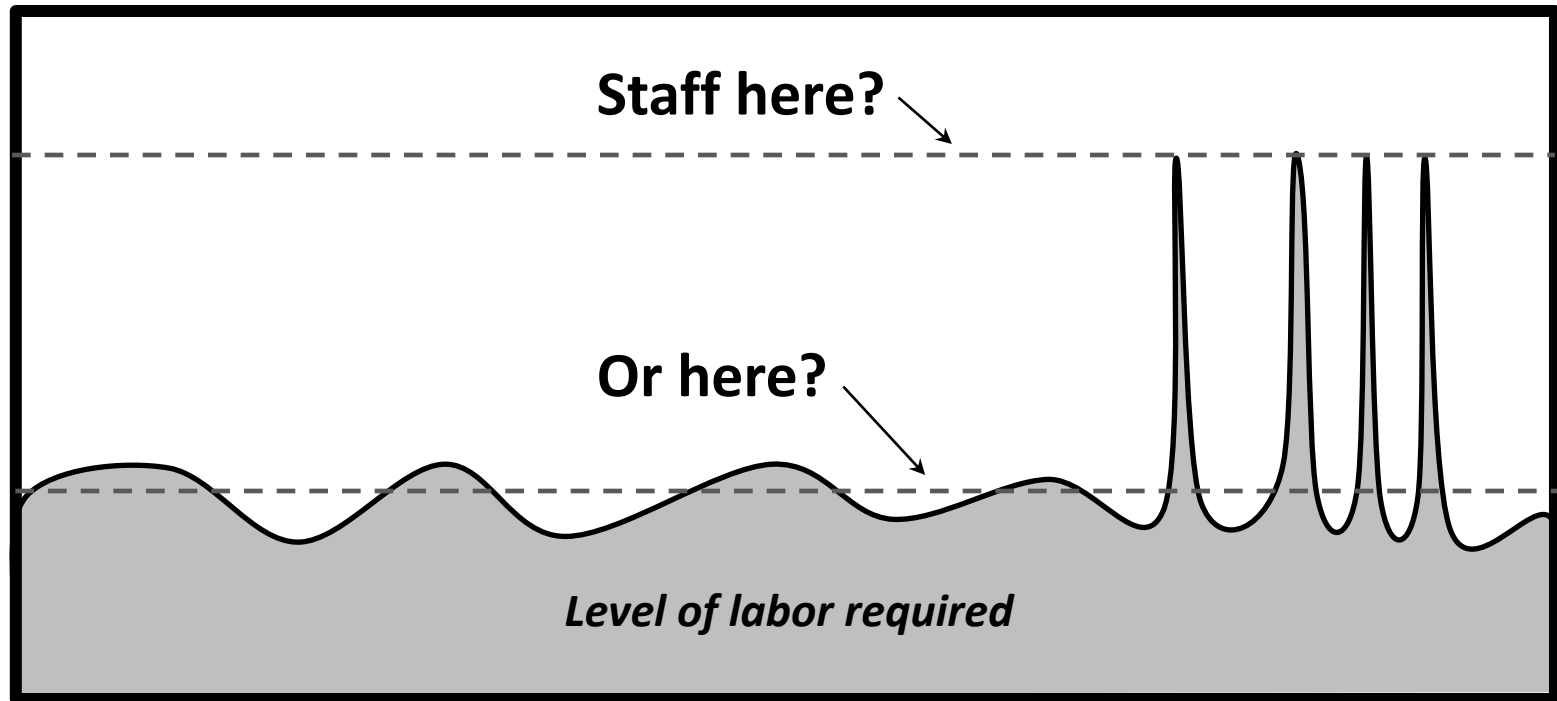
2020 Budget

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When to buy?

- Buy work when the alternative is **cheaper, readily available** and of **acceptable quality**
- Buy infrequent work that is labor intensive, i.e. *'surge labor'*
- Buy infrequent work that is capital intensive
- Buy if you have chronic staff issues

Staff to normal labor levels, not surge levels



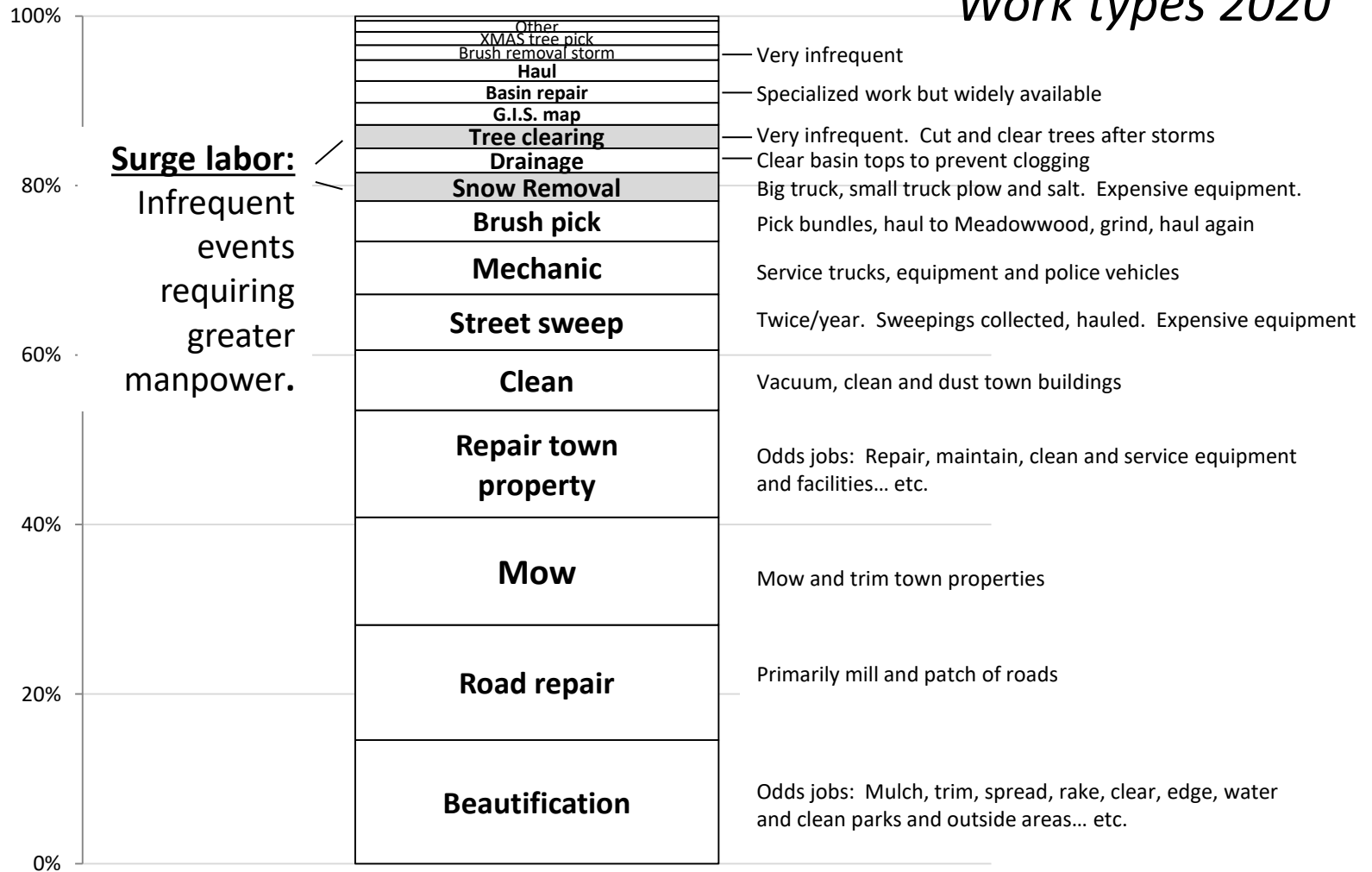
Illustration

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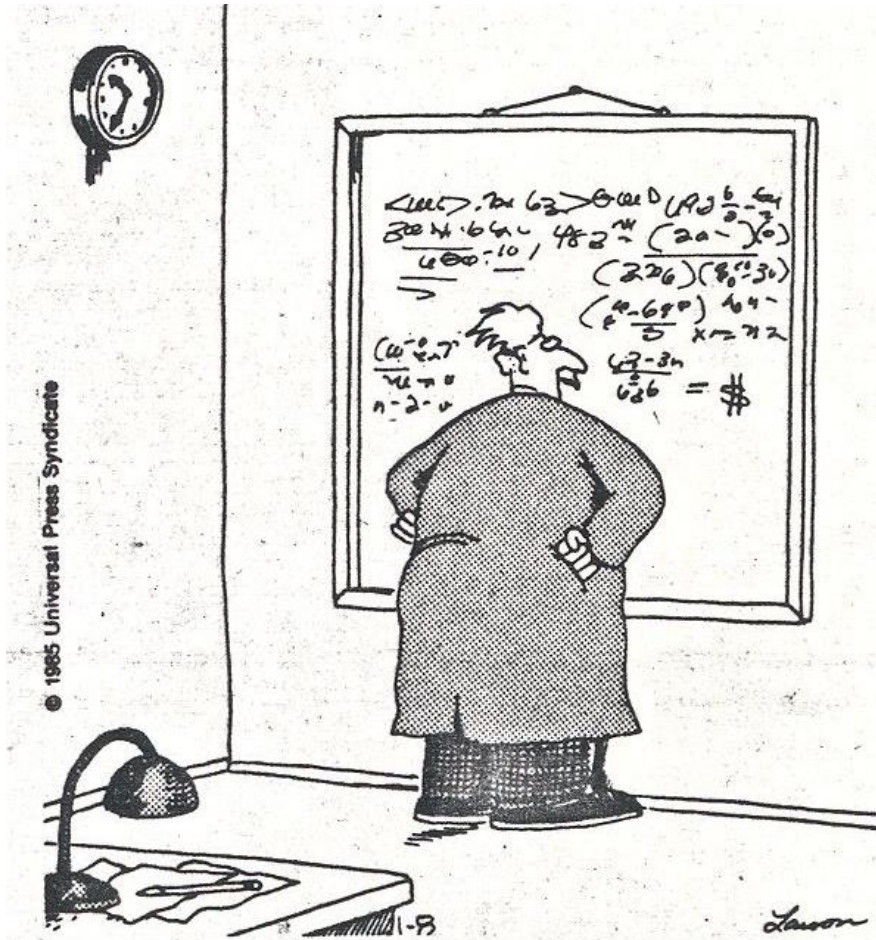
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Work types 2020

What DPW does...



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Einstein discovers that time is actually money.

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Annual Hours Worked

DPW salary and benefits per hour...

Hours available calculation:

| | | |
|-----------------------------|-------|--|
| Total work days per year | 260 | |
| Days of PTO taken | 39 | <i>~8 weeks in 2019, PTO = paid time off</i> |
| Days avail for work | 221 | |
| Annual hours | 1,768 | |
| Annual hours <u>plus</u> OT | 1,919 | <i>151 hours/pro of OT in 2019</i> |

DPW cost per hour on the job:

2021 Salary/Annual hours/12 pros = \$894K/1,919/12 = **\$39 per hour**

Source: DPW PTO 2019, MT Budget

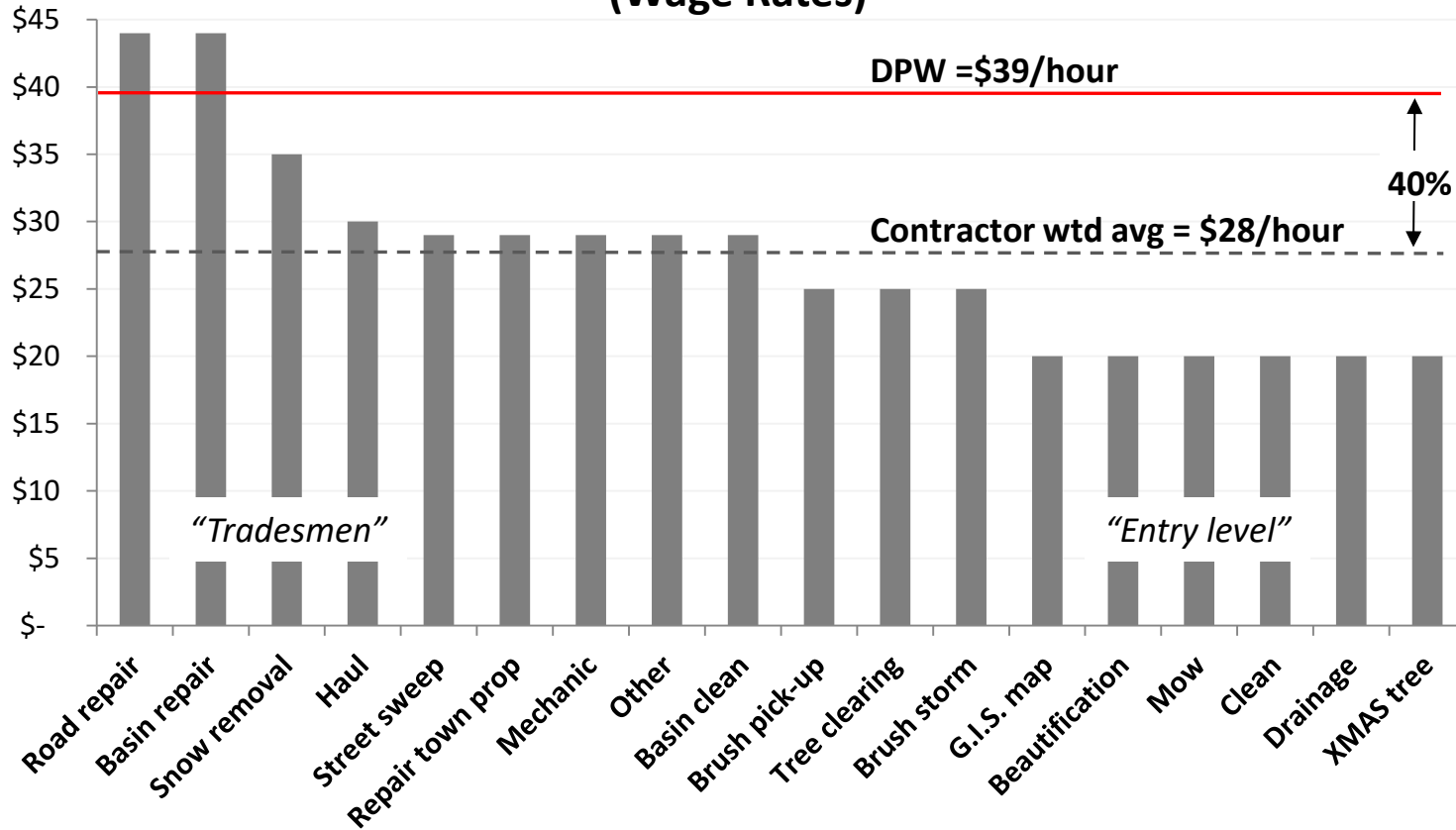
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Cost of alternatives

We are 40% more expensive on average than contractor alternatives

DPW vs. Contractors (Wage Rates)



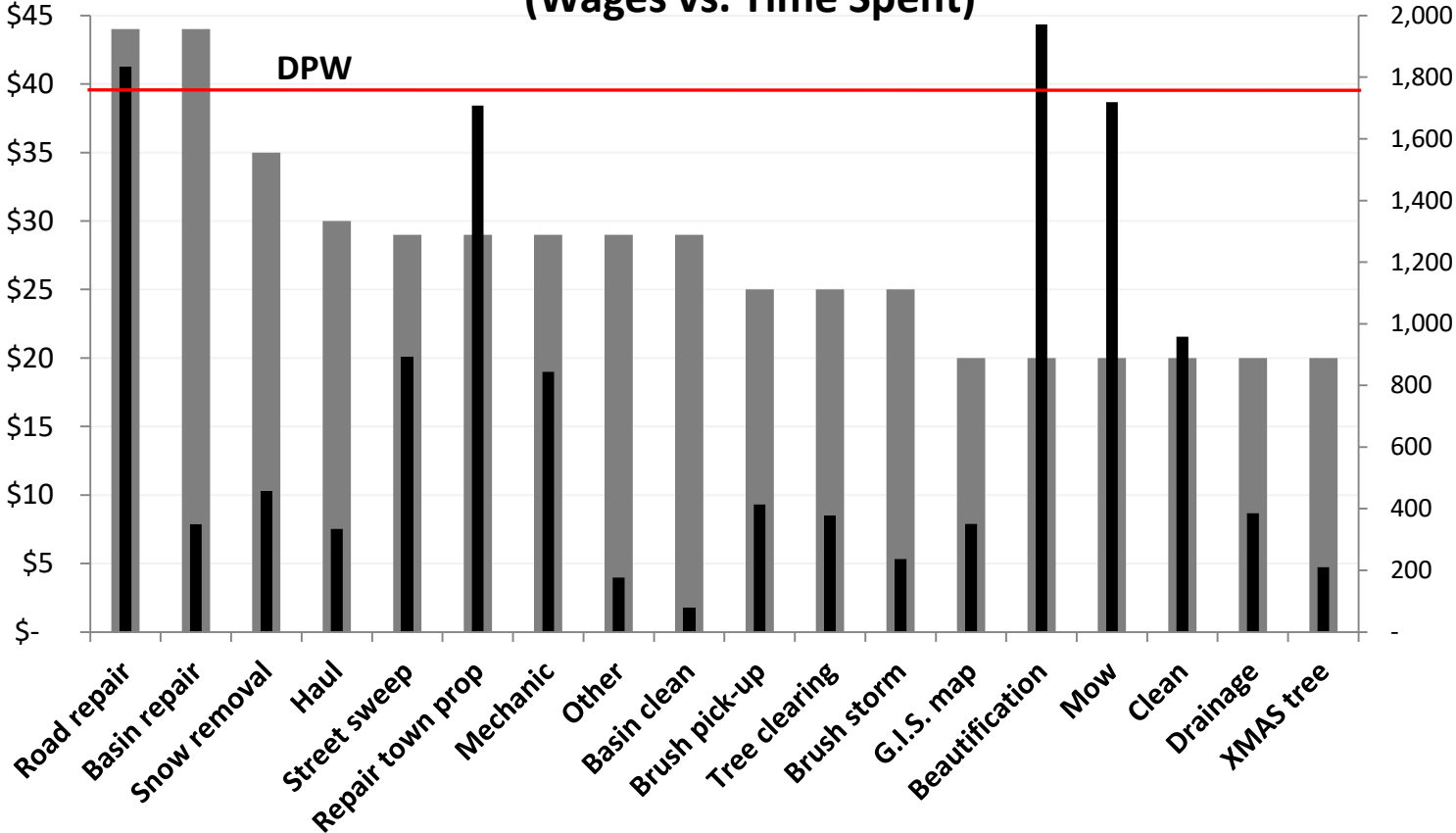
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Cost of alternatives

We spend a lot of time doing uneconomical work

**DPW vs. Contractors
(Wages vs. Time Spent)**



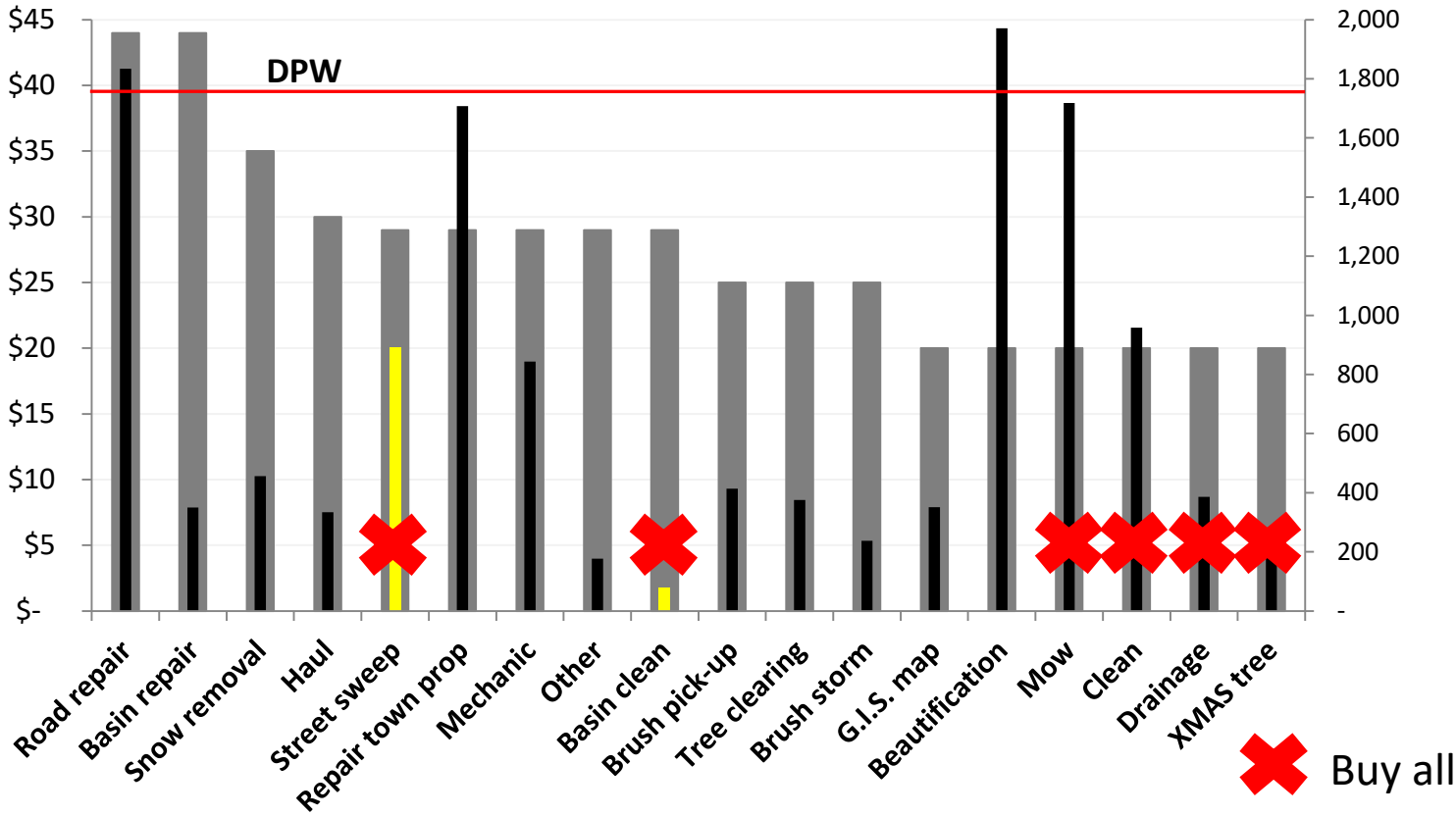
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Cost of alternatives

Buy big chunks of cheaper work and smaller chunks of infrequent but intensive work

DPW vs. Contractor



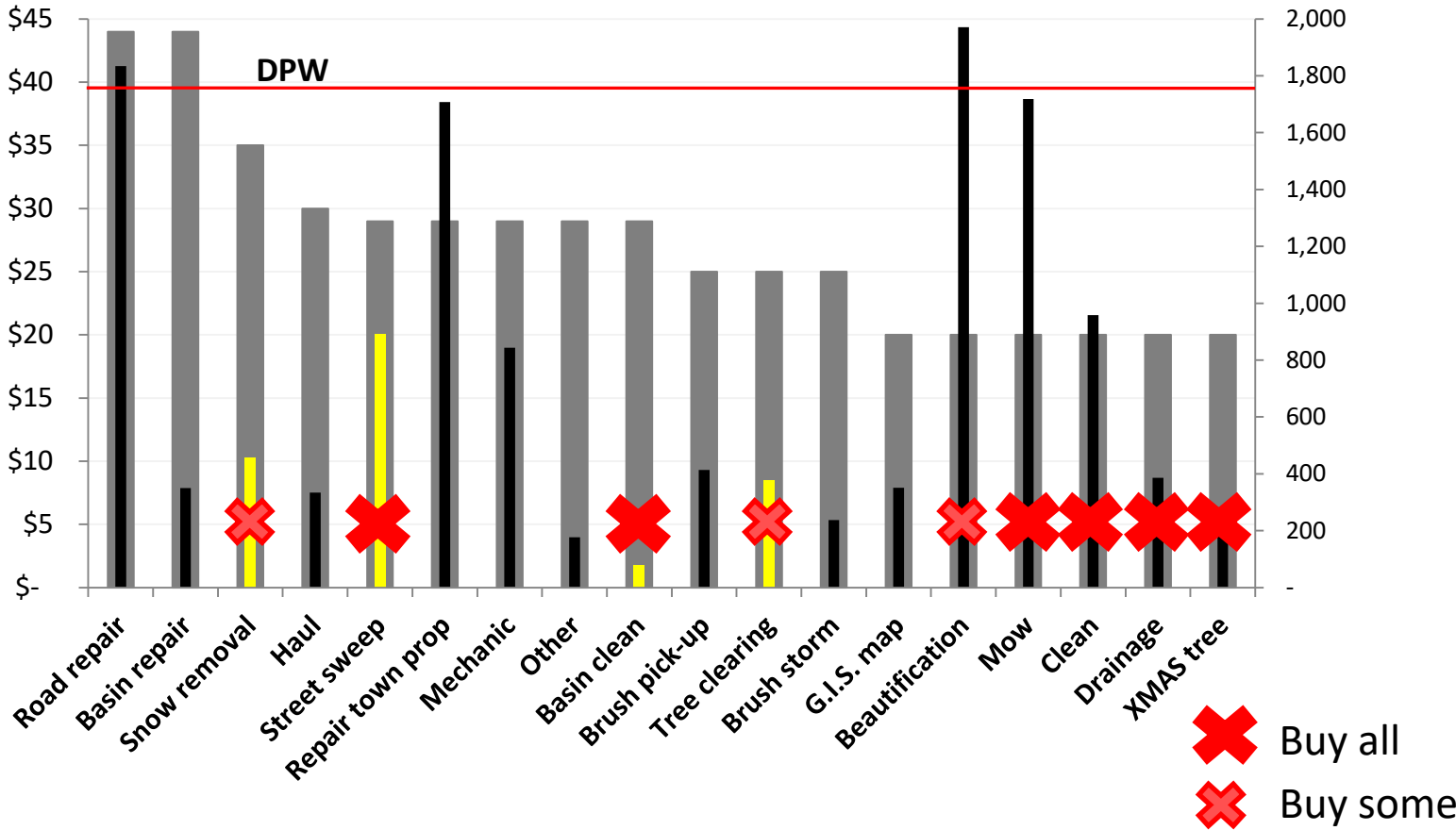
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Cost of alternatives

Buy big chunks of cheaper work and smaller chunks of infrequent but intensive work

DPW vs. Contractor

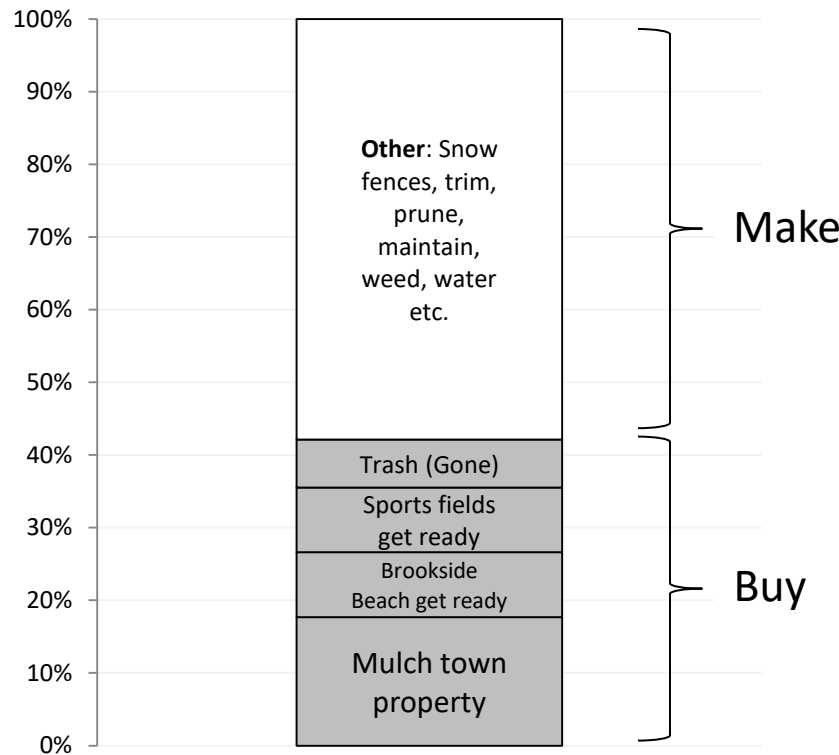


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Beautification work

Within 'Beautification' there are specific jobs which can be outsourced to reliable contractors at much lower rates



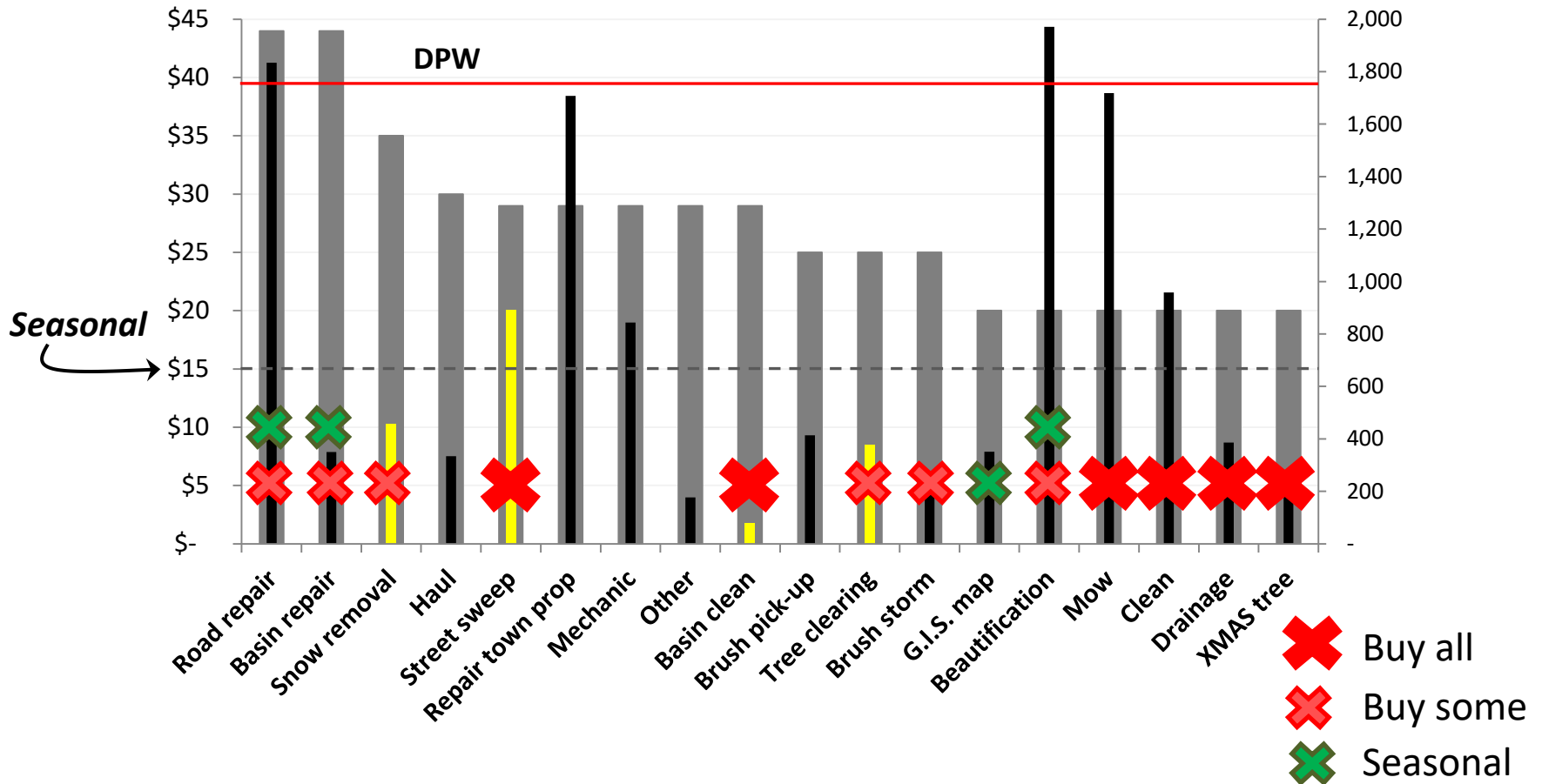
Source: DPW iWorQ to Sep 2020

Preliminary

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Cost of alternatives

Use seasonal labor more extensively

DPW vs. Contractor



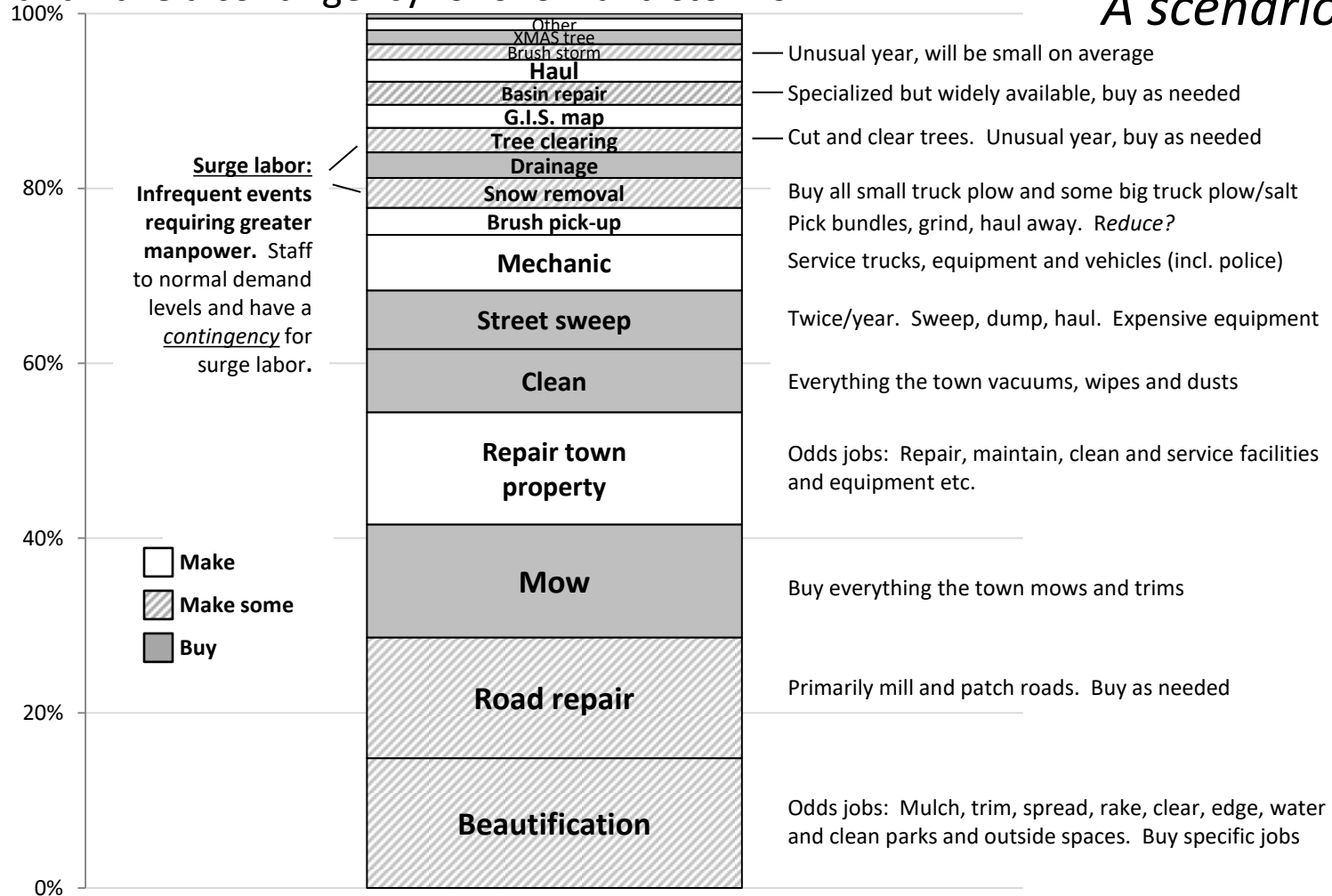
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A scenario...

Buy big chunks of work, buy some road and basin work and have a contingency for snow and storms

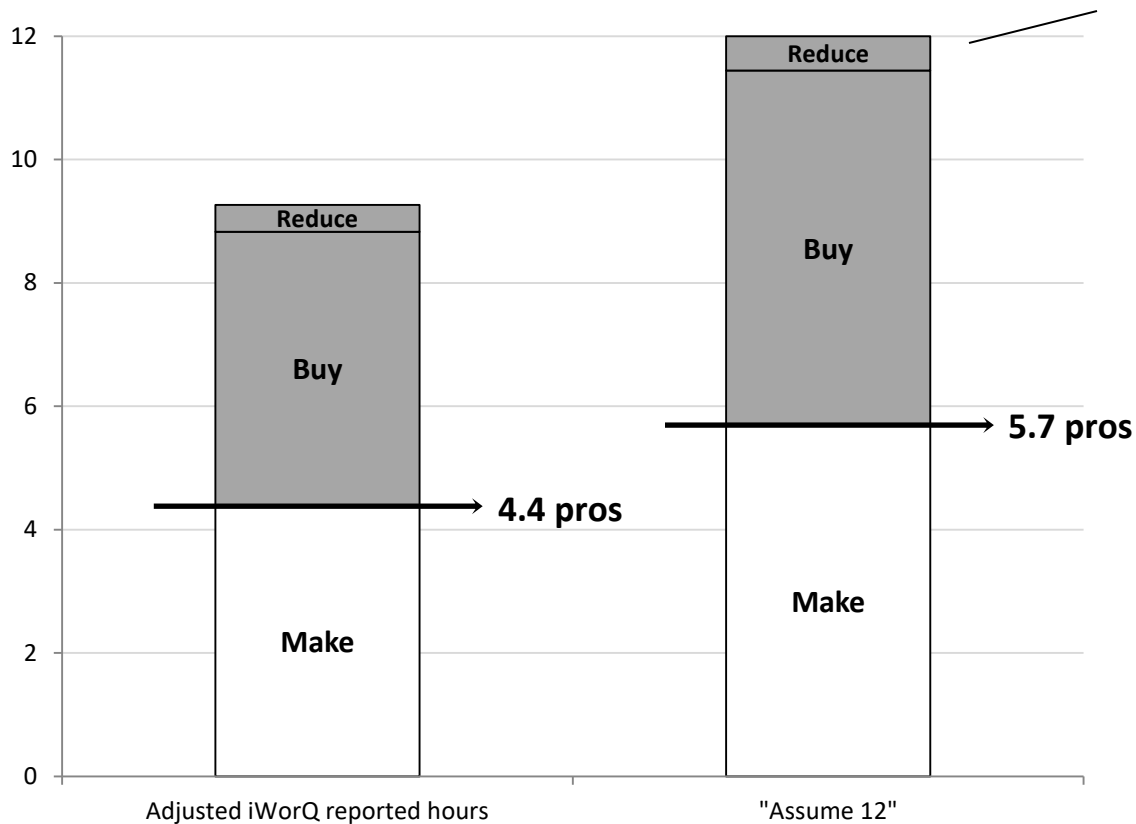


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A scenario...

This scenario requires only 4 full-time DPW pros with expanded seasonal hiring



Source: 2020 DPW iWorQ data. *Adjusted for 12 months and 12 pros.

Reduce

- Carry-in/Carry-out
- Tree clearing/storm brush are small

DPW

- Four skilled, flexible pros all with CDLs
- Smaller staff is faster/easier to organize and deploy
- Expand seasonal hires
 - Pay ~\$15/hour
 - \$40,000 buys 8FTEs for 2 months = 1.3 FTEs
- Consider part-timers as back-up for plowing, flagging, etc.

Preliminary

Savings Calculation

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Buy Estimates

Buy estimates are based on formal bids and estimates from contractors

Buy Estimates

Next 5 Yrs Avg

| | | | |
|------------------|----|---------|-----------------------|
| Mow | \$ | 176,584 | <i>Set and forget</i> |
| Clean | \$ | 41,549 | <i>Set and forget</i> |
| Street sweep | \$ | 41,549 | <i>Set and forget</i> |
| Drainage | \$ | 20,775 | <i>Set and forget</i> |
| Xmas tree | \$ | 14,542 | <i>Set and forget</i> |
| Beautification | \$ | 31,162 | <i>Set and forget</i> |
| Small truck plow | \$ | 64,701 | <i>Variable</i> |
| Large truck plow | \$ | 42,638 | <i>Variable</i> |
| Large truck salt | \$ | 35,532 | <i>Variable</i> |
| Tree clearing | \$ | 15,581 | <i>Variable</i> |
| Basin clean | \$ | 67,517 | <i>Variable</i> |
| Basin repair | \$ | 103,873 | <i>Discretionary</i> |
| Road repair | \$ | 103,873 | <i>Discretionary</i> |
| Seasonal labor | \$ | 41,549 | <i>Discretionary</i> |
| | \$ | 801,425 | |

Note: ~250K of spend is discretionary. Provides flexibility for town.

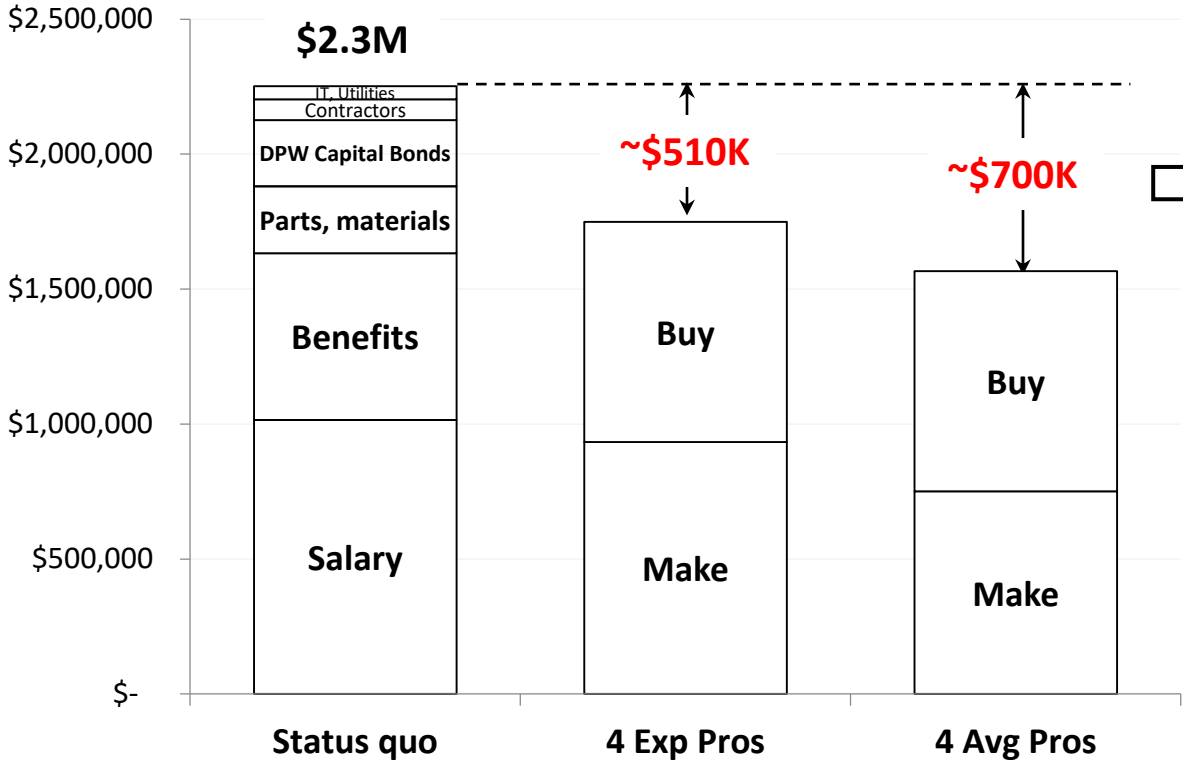
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Annual savings

(Next 5 years)

Next 5-years average savings depends on DPW team composition



More than the entire 2020 road repaving budget

Source: 2020 budget, 2019 expenses, DPW capital plan, contractor estimates, other

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Summarizing

DPW could be staffed with four (4) full-time pros

- Don't staff to *surge labor*, have a contingency instead
- Buy chunks of work below our pay grade, save money/improve DPW focus
- Buy excess road repair and basin repair work
- Use seasonal labor liberally, helpers and flagmen are cheap
- No remaining DPW work requires > 4 pros



Savings = ~\$500K-\$700K per year depending on composition of staff

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Concerns vs. Myths

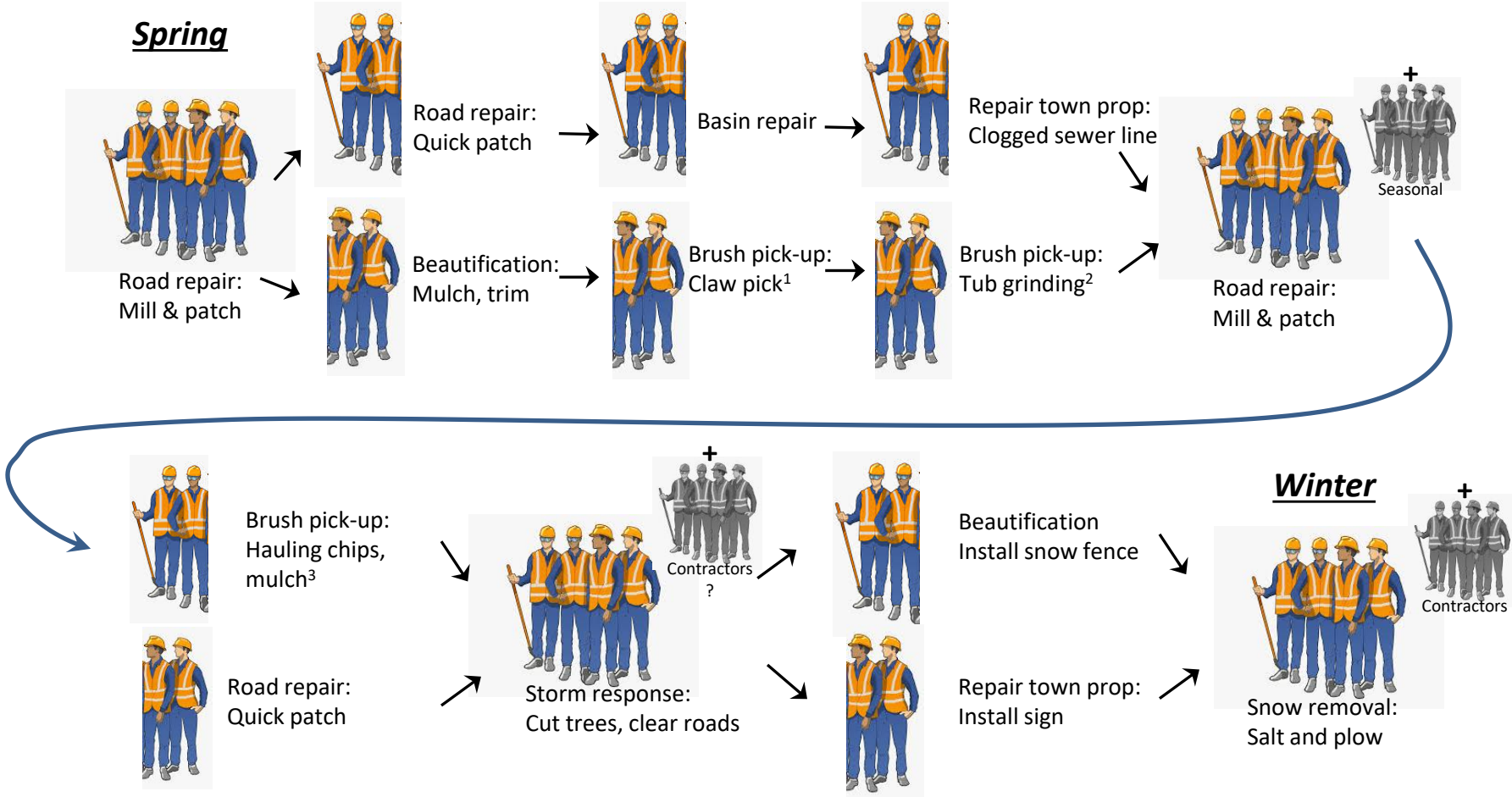
- Quality will suffer if we outsource
- Response time will suffer if we outsource
- Must be loyal to our “local boys” in DPW
- “Sudden middle of the day deicing requirement?”

DPW work descriptions

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DPW study Staff Flow

Four DPW pros, working in teams or together, with seasonal hires and contractors can do the work of Mendham Township



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Beautification

Sample iWorQ entires...

- *Spread sand along waters edge and fence line*
- *Rake beach with ball groomer*
- *Mulch play ground*
- *Install snow fence and prune trees*
- *Trim back low branches for parade*
- *Haul, spread, and rake sand out at brookside beach*
- *Install aerators*
- *Mulch municipal complex and community club*
- *Prep brookside beach for opening*
- *Cleanup concrete from potting beds*
- *Trim back trees and bushes from road ways, corners and signs*

Odd jobs, some seasonal, hard to outsource with scale

Small crews, 1-4 DPW pros

Seasonal hires can assist

Recommendation: **Make**

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Repair/Maintain Town Property

Sample iWorQ entires...

- *Repair broken and rotted guard rails on hunters glen*
- *Install new historic district signs on 24, Tempe Wick, Cherry, Pleasant Valley...*
- *Clean up and organize around shop. Dump waste oil, remove all garbage...*
- *Jack hammer foundation out and haul concrete to jefferson recycling.*
- *Clean up around shop dispose of garbage organize equipment*
- *Septic pump out*
- *Empty, wash and rinse all salt trucks with salt-B-gone*
- *Replace Batteries and Pads in AEDs.*
- *Take down shelving units in library*
- *Repair hole in front of the building and try to remove bird from ceiling*
- *Clogged sewer line*
- *Plexiglass partitions*

Odd jobs, some seasonal, hard to outsource with scale

Small crews, 1-4 DPW pros

Seasonal hires can assist

Recommendation: **Make**

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Road Repair

Sample iWorQ entires...

- *Mill and patch Mt. Pleasant*
- *Mill and patch yardley where needed*
- *Patch low spots from previous days*
- *Replace curb heads and grates*
- *Patch pot holes along colonial drive*
- *Screen asphalt and concrete pile*
- *Mill and patch where needed*
- *Raise apron 2", berm from mailbox to catch basin, and patch milled area*
- *Pick up cold patch from Weldon in Rockaway. 2.3 tons patch holes around town. Calais, ironia, wilrichglen, pleasant valley, knollwood trail, roxciticus.*
- *Patch pot holes along roads*

Quick patch = 2 pros, possibly 3 depending on traffic

Cut (or Mill) and patch = 2-4 pros based on volume and traffic

Seasonal hires can assist as labor or flagging

On busiest streets and busiest days, police may assist with traffic

Recommendation: **Make some, buy some as needed**

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Road Repair



Quick Patch (aka “Throw and Patch”)

- Set up trucks/cones for traffic
- Clean and prepare pot hole surface
- Shovel asphalt into pothole
- Hand tamp or vibrating compactor

Process occurs in series of steps above
2 pros for quiet streets

4 pros crew for busy streets (including flaggers)



Cut and Patch or Mill and Patch:

- Set up trucks/cones for traffic
- Saw (or mill) area around pothole or weak area
- Break up asphalt (manual or mechanical)
- Shovel asphalt, clean and prepare area
- Pour and rake new asphalt into area
- Roll (or vibrating compactor) asphalt

Process occurs in series of steps above
No more than 4 pros (including flaggers)

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Brush Pick-up



Brush pick-up

- Claw the brush piles into a waiting dump truck
- Haul brush to Meadowwood
- Later: tub grind brush pile into chips and mulch
- Haul chips and mulch to residents and dump, etc

Process occurs in series of steps above

No step requires > 2-3 men

Consider reducing to spring only.

Recommendation: **Make**

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Snow plowing: 7 Zones

In Each Zone...



One (1) large truck

- Start with main streets then feeders
- Plow both sides of road to curb
- When zone is complete move to unfinished zones



One (1) small truck

- Plows the middle of road ahead of large truck so that large truck can plow in only two passes
- Then plows culdesacs and small roads
- Cleans up intersections



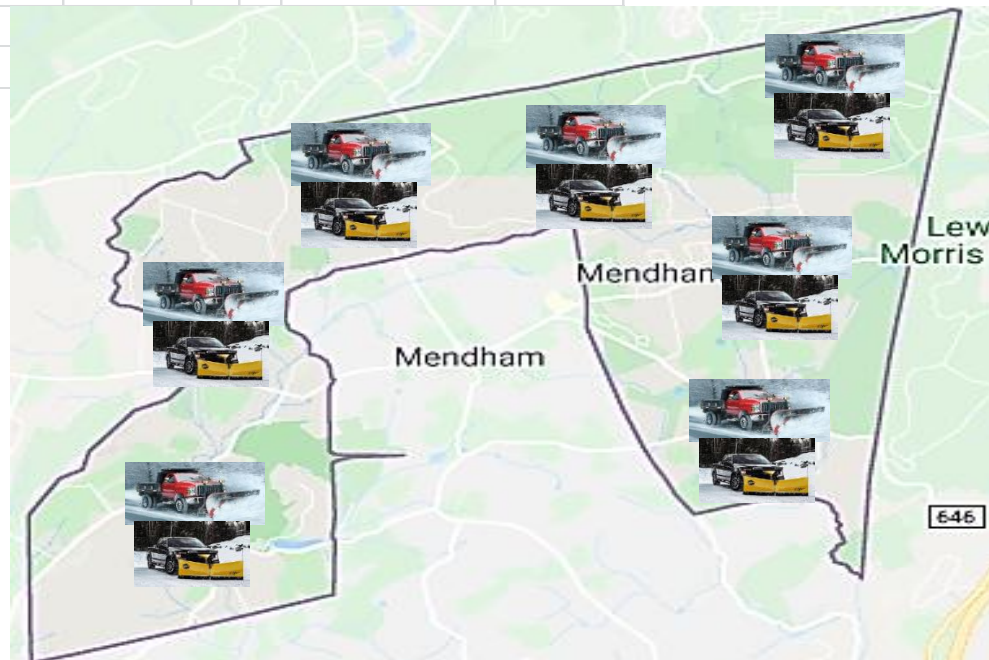
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Snow Plow Event

Smaller than average plow zones is a built-in safety factor

| Plow each lane | | | | | | | | | |
|-----------------------|-----|--|--|--|--|--|--|--|--|
| miles | 85 | | | | | | | | |
| lane miles | 340 | 4x distance: both sides + middle for wide roads, start/stops | | | | | | | |
| trucks | 7 | 26,000+ GVW | | | | | | | |
| route miles | 49 | | | | | | | | |
| speed | 15 | | | | | | | | |
| drive time | 3.2 | hours | | | | | | | |

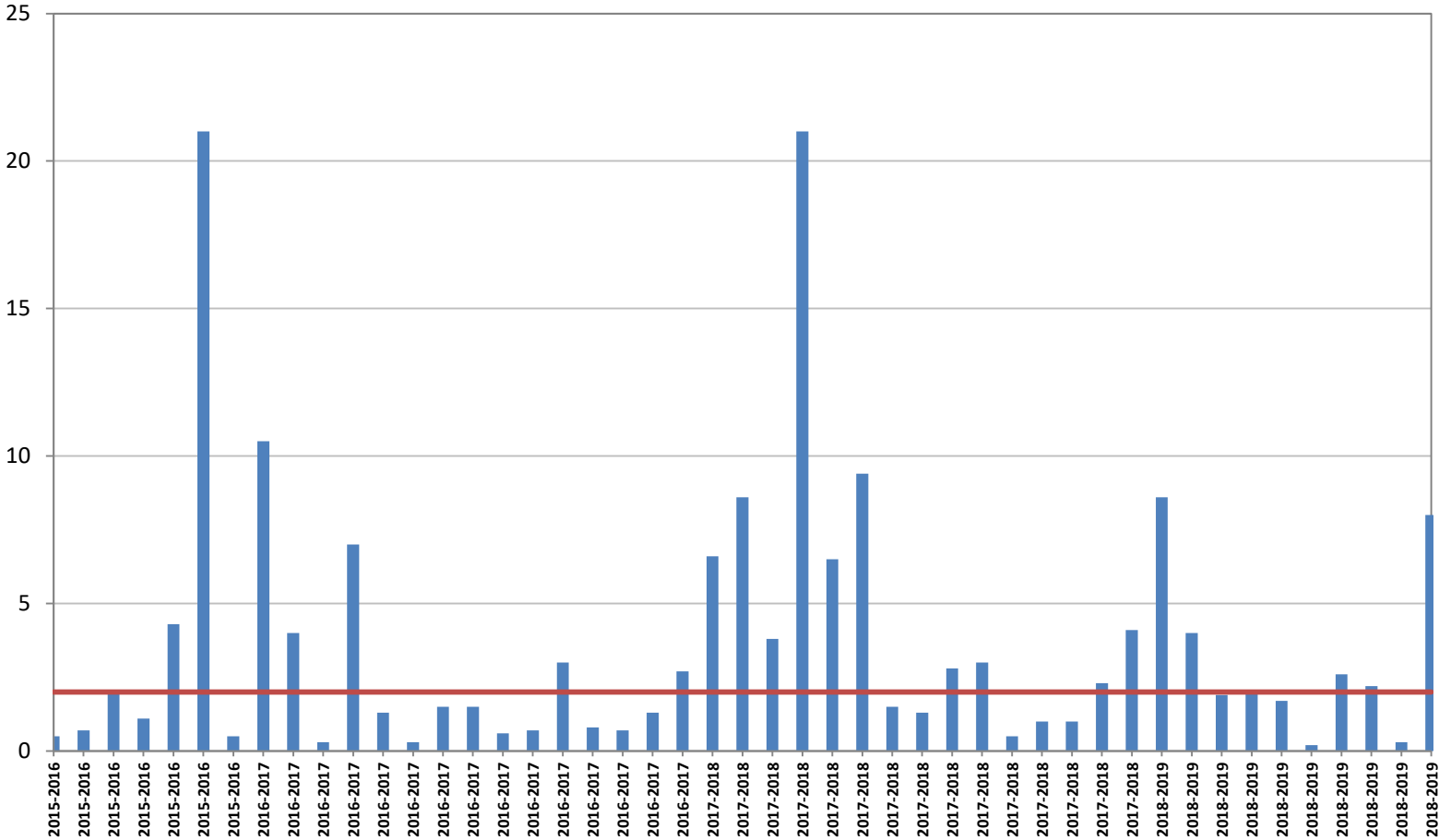


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Snow Events 2015-2019

Not every snow is an plow event



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Snow Removal

Snow Removal

- Snow plowing is classic *surge labor*: <5% of work, timing uncertain
- Hiring full-time for surges results in overcapacity, have a contingency instead

7-zone snow removal plan

- Staffing and equipment dictated by zone-based removal plan: 7 plow zones
- Each zone calls for a large plow (dump) teamed with a small plow (pickup)
- Result: 7 large drivers (CDL) and 7 pickup drivers for plowing
- Town mechanic also drives
- Total = 14 drivers
- Buy 3 large plows and 7 small plows = 10 drivers
- Net requirement is make 4 DPW pros

Recommendation: **Make 4, buy 10 (3 large, 7 small)**

Considerations

- Consolidate 7 plow routes into 6, or give two smaller routes to best driver
- All DPW have CDLs for maximum flexibility
- Have call-in list of MT part timers who are interested in plow driving (town has 4-5 part time folks who might be interested in overtime pay)

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DPW Make/Buy Study Snow Removal & Salting

DPW pre-salts before expected snow storm.
Then salts again after plowing.

Salting

- Big trucks only, 7 zones again = 7 drivers
- Everyone loads their own salt
- Buy 3 large salt trucks
- Net requirement is make 4 DPW pros

Recommendation: Make 4, Buy 3

Considerations

- Salting is relatively fast, why so many zones and drivers?
- Combine salting routes to reduce manpower

| <u>Pre-salt middle of road</u> | | | | | | | | | |
|--------------------------------|------------|---|--|--|--|--|--|--|--|
| miles | 85 | drive down middle in pre-salt | | | | | | | |
| lane miles | 170 | 2x distance: starts/stops, retracing, dead ends | | | | | | | |
| trucks | 7 | 26,000+ GVW | | | | | | | |
| route miles | 24 | | | | | | | | |
| speed | 20 | | | | | | | | |
| drive time | 1.2 | hours | | | | | | | |
| reload time | 0.0 | | | | | | | | |
| total time/truck | 1.2 | | | | | | | | |
| lbs salt per lane mile | 700 | 200-400lbs/lane mile | | | | | | | |
| miles | 85 | middle of road | | | | | | | |
| | 2000 | weight of ton, equal to yard of salt | | | | | | | |
| total salt | 29.75 | tons | | | | | | | |
| salt capacity | 10 | vbox | | | | | | | |
| loads per truck | 0.4 | | | | | | | | |

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DPW Make/Buy Study

Tree Clearing



Tree clearing (rare occurrence)

- Detour road
- Two-three saw-men cut trees into moveable logs
- Move logs safely out of roadway (skidsteer/front loader)
- Later: collect debris and haul away for grinding
- Haul chips to residents or other

Process occurs in series of steps

No step requires > 2-4 men

Contingency for big storms: local landscapers with trailer and skidsteer are common

Recommendation: **Make, buy some as needed**

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Basin repair

Sample iWorQ entries...

- *Repair basin 42*
- *Repair basin 13? On green hills (corner of indian hollow)*
- *Repair basin 5 on colonial drive*
- *Repair basin 1 on cherry lane*
- *Repair basin 1& 2 colonial drive*

Basin repair

- Often begins and ends with a road repair
- Remove basin lid and frame
- Saw area around asphalt sinkhole, clean out debris around basin
- Repair basin blocks, add riser rings and pack joints with cement as needed
- Fill around basin with QP or stone and compact, replace frame and lid
- Repair asphalt as in Road repair

Process occurs in series of steps above

No step requires > 2-3 men on quiet roads, 3-4 men on busy roads

Seasonal hires can assist as helper, material delivery and flagging

Police may assist with traffic on busy streets

Recommendation: **Make some, buy some as needed**



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Other big jobs

Broken storm pipe

- Detour road (no flagmen, trucks and cones block work area)
- The emergency is the blockage and related flooding
- Clear blockage (one excavator is 95% of solution)
- Wait for engineer?
- Finish digging out trench, place new pipe (at least a day later)
- Pour QP and stone around new pipe (skidsteer) and compact (roller)
- Final step is a 2-4 man road repair

Process occurs in series of steps above

No step requires > 2-4 men

Seasonal hires can assist as helper, material delivery and flagging

Police may assist with traffic on busy streets

Recommendation: **Make (very rare)**

Four DPW, maybe contractor support for material delivery



Back-up

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DPW Make/Buy Study Cost Estimates

Total cost includes all variable expenses associated with compensating and outfitting our DPW pros

| | | | | |
|---------------|-----------|-----------|---------------|----------|
| DPW inflation | inflation | bond rate | bond maturity | DPW pros |
| 4% | 2% | 2.5% | 10 | 4 |

| | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>Next 5 Yrs</u> |
|------------------------------------|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salary \$ | 901,420 | \$ 937,477 | \$ 974,976 | \$ 1,013,975 | \$ 1,054,534 | \$ 976,476 |
| Benefits \$ | 569,809 | \$ 592,601 | \$ 616,306 | \$ 640,958 | \$ 666,596 | \$ 617,254 |
| Parts, materials \$ | 219,700 | \$ 224,094 | \$ 228,576 | \$ 233,148 | \$ 237,811 | \$ 228,666 |
| IT, Utilities \$ | 46,940 | \$ 47,879 | \$ 48,836 | \$ 49,813 | \$ 50,809 | \$ 48,856 |
| Contractors \$ | 72,997 | \$ 74,457 | \$ 75,946 | \$ 77,465 | \$ 79,014 | \$ 75,976 |
| DPW Capital Bonds \$ | 134,260 | \$ 224,100 | \$ 255,272 | \$ 293,011 | \$ 322,513 | \$ 245,831 |
| Total DPW variable spend \$ | 1,945,126 | \$ 2,100,609 | \$ 2,199,912 | \$ 2,308,370 | \$ 2,411,277 | \$ 2,193,059 |
| | | | | | | |
| per pro \$ | 162,094 | \$ 175,051 | \$ 183,326 | \$ 192,364 | \$ 200,940 | \$ 182,755 |

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DPW Study

Expenses 2019

Every DPW expense was examined to determine variability

| Fixed/Variable | Vendor Name | Sum of Trans |
|----------------|--------------------------------|--------------|
| fixed | ATLANTIC SALT INC | \$ (175,072) |
| fixed | SERVPRO | \$ (50,552) |
| in play | LANDWORKS LANDSCAPE DESIGN LLC | \$ (46,750) |
| variable | WELDON ASPHALT COMPANY | \$ (22,930) |
| in play | DeANDREA LAND & STONE | \$ (21,060) |
| variable | DOVER BRAKE & CLUTCH | \$ (18,070) |
| fixed | AUTOMATED BUILDING CONTROLS | \$ (15,945) |
| variable | ROSE VALLEY NURSERY, LLC | \$ (15,934) |
| fixed | ROAD SOLUTIONS, INC. | \$ (15,372) |
| fixed | FRENCH & PARRELLO ASSOC. PA | \$ (14,523) |
| variable | HOOVER TRUCK CENTERS | \$ (11,600) |
| variable | ELIZABETH TRUCK CENTER | \$ (11,293) |
| fixed | KELLY PLUMBING & HEATING, LLC | \$ (11,195) |
| variable | NAPA OF CHESTER, INC. | \$ (10,636) |
| variable | CINTAS CORPORATION NO 2 | \$ (9,756) |
| fixed | CONSOLIDATED FIRE PROTECTION | \$ (8,249) |
| variable | JESCO, INC | \$ (7,345) |
| variable | SPECIALTY GRAPHICS, LLC. | \$ (7,130) |
| variable | HOME DEPOT CREDIT SERVICE | \$ (6,232) |
| variable | ONE SOURCE OF NEW JERSEY, LLC | \$ (5,406) |
| variable | SHEAFFER SUPPLY INC | \$ (5,393) |
| variable | MAPLECREST FORD OF MENDHAM,INC | \$ (5,203) |
| variable | R & J CONTROL, INC | \$ (4,708) |
| variable | SERVICE TIRE TRUCK | \$ (4,675) |
| variable | MENDHAM GARDEN CENTER | \$ (4,441) |
| variable | CHEMUNG SUPPLY CORPORATION | \$ (3,920) |

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Source: MT CFO 2020

Finance Committee

DPW Study Road Capital

DPW wants road equipment replacement = \$395K/year

| ROADS EQUIPMENT | | | | | | | | | |
|------------------------------|------------------|-----------|-------------|-------|-------|-------|-------|-------|-------|
| (\$000'S) | | | | | | | | | |
| PROJECT NAME | PRIORITY RANKING | TOTAL AMT | PRIOR YEARS | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Mason Dump | 3 | \$70 | | \$70 | | | | | |
| 98 Dump Truck M6 | 1 | \$100 | | \$100 | | | | | |
| 00 Skidsteer | 1 | \$140 | | \$140 | | | | | |
| 14 John Deere Excavator | 1 | \$120 | | | | | | \$120 | |
| 08 Stirling Tractor | 3 | \$200 | | | | | | \$200 | |
| 2003 John Deere 5420 Tractor | 1 | \$80 | | | | | \$80 | | |
| 2007 Dump Truck m15 | 3 | \$200 | | | | | \$200 | | |
| Ford Dump F750 | 3 | \$82 | | | | \$82 | | | |
| 2007 Dump Truck m14 | 3 | \$200 | | | | \$200 | | | |
| 05 Elgin Vacuum Sweeper | 3 | \$245 | | | | \$245 | | | |
| 1999 Whacker Roller | 3 | \$25 | | | \$25 | | | | |
| 03 Talbert Lowboy Trailer | 3 | \$65 | | | \$65 | | | | |
| 2003 John Deere Bachoe | 3 | \$115 | | | \$115 | | | | |
| 05 Tandem Dump | 2 | \$230 | | | \$230 | | | | |
| 98 Dump Truck M17 | 2 | \$230 | | | \$230 | | | | |
| 04 Woodchuck | 1 | \$0 | | | | | | | |
| 05 Ford F350 | 3 | \$0 | | | | | | | |
| 16 CAT 938K Loader | 2 | \$0 | | | | | | | |
| 16 F350 | 1 | \$0 | | | | | | | |
| 18 F150 | 3 | \$0 | | | | | | | |
| 18 F150 | 2 | \$0 | | | | | | | |
| 2012 John Deere 344J Loader | 2 | \$190 | | | | | | | \$190 |
| 2015 F250 Supercab | 2 | \$75 | | | | | | | \$75 |
| 90 Super Duty Utility | 2 | \$0 | | | | | | | |
| Pelican Sweeper | 3 | \$0 | | | | | | | |
| | | | | | | | | | |
| | | | Totals | \$310 | \$665 | \$527 | \$280 | \$320 | \$265 |

Source: DPW 2020

Preliminary/Illustrative

Finance Committee

DPW Study

B&G Capital

DPW wants B&G replacement = \$230K/year

Buildings & Grounds Summary

(\$000'S)

| PROJECT NAME | PRIORITY RANKING | TOTAL AMT | PRIOR YEARS | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------|------------------|-----------|---------------|--------------|--------------|--------------|-------------|-------------|-------------|
| Brookside EMS Paint | 1 | \$10 | \$0 | \$10 | | | | | |
| Enclosed Trailer | 1 | \$12 | \$0 | \$12 | | | | | |
| DPW Pole Barn Roof | 1 | \$14 | \$0 | \$14 | | | | | |
| DPW Garage Repairs | 1 | \$50 | \$0 | \$50 | | | | | |
| Toro Groundsmaster | 1 | \$115 | \$0 | \$115 | | | | | |
| **Fuel Tanks | 1 | \$140 | \$0 | \$140 | | | | | |
| Salt Barn | 1 | \$400 | \$0 | \$400 | | | | | |
| 48" Toro Walk Mower | 3 | \$9 | \$0 | | | | | | \$9 |
| Aer-Vator | 3 | \$10 | \$0 | | \$10 | | | | |
| Construction Of New Pole Barn | 2 | \$250 | \$0 | | | \$250 | | | |
| Ford 1900 Tractor | 3 | \$30 | \$0 | | | \$30 | | | |
| Ford 1920 Tractor | 3 | \$30 | \$0 | | \$30 | | | | |
| Goosen Field Vacuum | 1 | \$0 | \$0 | | | | | | |
| Jacobsons Seeder | 3 | \$0 | \$0 | | | | | | |
| Municipal Facility | 1 | \$240 | \$0 | | \$60 | \$60 | \$60 | \$60 | \$60 |
| Ralston Firehouse | 2 | \$0 | \$0 | | | | | | |
| Turf Tiger Mower | 1 | \$0 | \$0 | | | | | | |
| Woods Mower | 3 | \$10 | \$0 | | | | | | \$10 |
| | | | | | | | | | |
| | | | Totals | \$741 | \$100 | \$340 | \$60 | \$79 | \$60 |

**Board of Education should split the cost

(\$000'S)

Source: DPW 2020

Preliminary/Illustrative

Finance Committee

DPW Study

Capital Summary

DPW work is capital intensive

| From 2020 DPW list | | | | | | | |
|--------------------------------|--------------|-------------|-------------|-------------|-------------|-------------|---------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2021-2025 Avg |
| Roads Equip | \$ 310,000 | \$ 665,000 | \$ 527,000 | \$ 280,000 | \$ 320,000 | \$ 265,000 | \$ 411,400 |
| B&G | \$ 741,000 | \$ 100,000 | \$ 340,000 | \$ 60,000 | \$ 79,000 | \$ 60,000 | \$ 127,800 |
| EMS paint | \$ (10,000) | | | | | | |
| fuel tanks | \$ (140,000) | | | | | | |
| salt barn | \$ (400,000) | | | | | | |
| muni facility | | \$ (60,000) | \$ (60,000) | \$ (60,000) | \$ (60,000) | \$ (60,000) | |
| | \$ 191,000 | \$ 40,000 | \$ 280,000 | \$ - | \$ 19,000 | \$ - | \$ 67,800 |
| Total Roads and B&G | \$ 501,000 | \$ 705,000 | \$ 807,000 | \$ 280,000 | \$ 339,000 | \$ 265,000 | \$ 479,200 |
| Bonding cost (10yr) | \$ 57,244 | \$ 137,796 | \$ 230,003 | \$ 261,995 | \$ 300,729 | \$ 331,008 | \$ 252,306 |

Source: DPW 2020

Preliminary/Illustrative