

FIVE YEAR CAPITAL IMPROVEMENT PLAN

FY2025 TO FY2029



TOWN OF
DEDHAM
MASSACHUSETTS

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SECTION 1: INTRODUCTION

EXECUTIVE SUMMARY

The Town of Dedham bylaws require that the Town Manager submit a five-year Capital Improvement Plan (CIP) to the Select Board and Finance and Warrant Committee each year. The CIP schedules large-scale, long-term investments, such as construction or renovation of Town facilities, vehicle fleet, large equipment, or land. Using a five-year framework allows the Town to plan for important and costly investments, as well as responsible borrowing and debt repayment. Year one of the five-year CIP is the Town's annual Capital Budget, which is approved each fiscal year by the Spring Town Meeting. Years two through five of the CIP are developed for planning purposes and are amended each year based on the most current financial and operational information. The Town has both a Capital Policy and a Debt Management Policy to guide decision-making, which can be found [on the Town's website](#).

FISCAL YEAR 2025 SUMMARY

	Free Cash	Bond	Total Investment
General Fund	\$875,000	\$5,064,000	\$5,939,000
Sewer Enterprise	\$ -	\$2,000,000	\$2,000,000
Total	\$875,000	\$7,064,000	\$7,939,000

CAPITAL IMPROVEMENT DEFINITION

The Town of Dedham bylaws define a "Capital Improvement" as an investment in construction, renovation, land, or equipment that costs at least \$10,000. This category includes two types of expenses:

- "Operating Capital Expenditures" cost at least \$10,000, have a useful life of three years, and should be financed from a specific departmental budget. Operating capital is included in the operating budget and voted on in Town Meeting Warrant Article Three.
- "Debt Capital" is an improvement that costs at least \$100,000, has a useful life of at least five years and can be financed as a separate capital expense of the Town. The Town's financial policies dictate that purchases over \$250,000 should be paid for by borrowing. Debt capital is included in the capital budget and voted on in Town Meeting Warrant Article Four.



Town Bylaws Section 5A-7

CAPITAL BUDGET PROCESS

Each year, Department Heads submit a proposed one-year Capital Budget by the second Friday in September, as outlined in the Town's bylaws. The Capital Budget proposal includes project descriptions with the benefits, costs, project duration, future savings, staffing requirements, potential alternatives, and a ranking of the project's importance. The Capital Expenditures Committee (CEC) evaluates these requests and makes a recommendation to the Town Manager, who then makes a recommendation to the Finance and Warrant Committee on sources of funding for each item. The Finance and Warrant Committee provides a recommendation to the Town Meeting, which votes on the final funding allocation.



CAPITAL IMPROVEMENT PLAN (CIP) PROCESS

Each annual department submission also includes a proposed five-year Capital Improvement Plan so the Town can create a multi-year plan for investments in facilities, vehicle fleet, and other large items. The Town Manager and Finance Director use the Town's five-year financial forecast to project the Town's capacity for future borrowing to comply with the Town's debt management policy. Coordinating large scale projects across Town departments ensures a holistic approach to infrastructure investments, such as aligning sewer improvements with road improvements. A five-year planning approach also maximizes the financial efficiency of differing funding sources, ensuring that the operating budget is not overburdened with capital expenditures.

CAPITAL IMPROVEMENT FUNDING SOURCES

According to Town policies and bylaws, capital items may be financed with different funding sources depending on the expenditure amount.

The Town Manager makes a recommendation to Town Meeting on a funding source for each capital item, considering the size and useful life of the item, as well as debt capacity, availability of free cash, and any other relevant budget considerations. The avenues that the Town can fund capital improvements include:

- **Operating Capital** is funded through a department's annual operating budget. As outlined in the Town's bylaws, an operating capital expenditure is a one-time physical betterment of items or equipment costing at least \$10,000 with a useful life of at least three years.
- **Free Cash** is the annual surplus in the Town's operating budget that results from higher than expected revenues or lower than expected expenditures. These funds are certified annually by the Massachusetts Department of Revenue and are then available for allocation by Town Meeting. Free cash is considered a one-time revenue source that should be used for one-time expenditures, such as capital improvements. The Town's bylaws state that items costing more than \$10,000 but less than \$250,000, including safety equipment and

- vehicle improvements may be funded by free cash, unless they are improvements to buildings.
- **Bonded Debt** is debt issued for large-scale improvements to buildings and equipment that cost more than \$250,000. Debt service for each borrowing is paid annually from the operating budget.
- **Enterprise Bonded Debt** is debt issued for a Sewer infrastructure project that is fully paid for through the Sewer Enterprise Fund. The debt service of these projects will not impact the operating budget or tax levy.
- **Debt Exclusion** is a funding mechanism outlined in Massachusetts General Law that allows the Town to add debt service to the property tax levy without impacting the limits of Proposition 2 ½. The amount of the yearly debt service payment is added to the tax levy until the project is fully paid off, at which time the levy returns to its base amount. A debt exclusion requires a two-thirds majority vote at Town Meeting and requires a majority vote at a Town election.

Each capital request is required to outline how the project will impact the Town's annual operating

budget through staffing changes or ongoing expenses. Grant funding is utilized whenever possible to offset the cost of capital projects.



SECTION 2: FISCAL YEAR 2025 CAPITAL BUDGET

The Fiscal Year 2025 Capital Budget represents an investment in the Town's public safety, public infrastructure, and provision of services for Town residents. Each Department submission has been evaluated based on the project details, potential alternate funding sources, the impact of deferment, procurement process, and cost estimates based on price bids, quotes, or collective procurement agreements. The following projects have been authorized by Town Meeting for fiscal year 2025.

FY 2025 HIGHLIGHTS

Roads Sidewalk ADA 504 Transition Plan: In 2023, the Select Board approved a new Roads and Sidewalks Plan, which is the overarching strategy for the Department of Public Works to repair roads, sidewalks, and curb ramps throughout the town. Increased investment in the Roads and Sidewalks Plan has led to the Town's Pavement Condition Index (PCI) greatly improving over the past sixteen years, from a score of 70 to a score of 84. Capital budget funds are combined with the Town's Chapter 90 State Aid to complete town-wide work.

Annual Inflow and Infiltration Inspection and Rehabilitation: The Engineering Department performs annual rehabilitation on the Town's sewer system, which includes approximately 89 miles of sewer mains and 2,600 manholes. This work involves continued inspection of the sewer system, engineering services, and construction services to repair, rehabilitate, and replace sewer lines and manholes. Over the last 16 years, the Engineering Department has conservatively removed 6.3 million gallons per day of inflow and infiltration, saving \$15,900,000 in Massachusetts Water Resources Authority charges for service. In addition, in FY25, the Engineering Department will begin data collection on private connections to the Town's sewer system that result in excessive infiltration entering the system and sewer backups in private homes.

Fire Department Ladder 2: Ladder 2 is the Fire Department's reserve ladder and is currently 30 years old. Ladder trucks currently have a projected delivery of 24-36 months due to supply chain delays, and therefore it is necessary to authorize this expenditure to avoid impacting the overall Department operations. This Ladder was initially requested to be authorized in FY24 and through the capital budget process was moved to FY25.

Dedham High School C/D Wing Upgrades and Gym Roof Replacement: This project combines repairs to the High School kitchen refrigeration unit, roof, HVAC rooftop unit, and High School elevator ADA upgrades into one project. Due to the proximity and interconnectedness of the repair projects, they were combined into one project scope to reduce the overall costs of bidding out each project individually.

FY2025 Adopted Capital Budget

Department	Project	Adopted Budget
Parks and Recreation	Lawn Mower	\$ 27,000
Parks and Recreation	Sugrue Field Lighting	-
SUBTOTAL		\$ 27,000
Fire	Engine & Ladder Trucks / Ladder 2	\$ 1,550,000
Fire	Thermal Imaging Cameras (4)	\$ 44,000
SUBTOTAL		\$ 1,594,000
Engineering	Maverick Street over Mother Brook Bridge Design and Permitting	\$ 75,000
Engineering	Bussey Street TIP Project - Construction Services	\$ 125,000
SUBTOTAL		\$ 200,000
Public Works	Roads Sidewalk ADA 504 Transition Plan	\$ 700,000
Public Works	Sprague St Sidewalk	\$ 500,000
Public Works	Columbarium- Brookdale Master Plan	-
Public Works	Chipper	\$ 50,000
Public Works	F550 and Sander	-
Public Works	Loader	-
Public Works	F350	\$ 100,000
Public Works	F600 Service Truck	\$ 270,000
Public Works	Attachments for Trackless Machine	\$ 75,000
SUBTOTAL		\$ 1,695,000
Sewer	Sewer Repairs	\$ 500,000
Sewer	Inflow & Infiltration	\$ 1,500,000
SUBTOTAL		\$ 2,000,000
Town Facilities	Roof Replacements - Town Facilities (DPW Roof B)	\$ 250,000
Town Facilities	Town Wide Facilities Assessments	-
Town Facilities	Library Entrance/Exterior Repairs	-
Town Facilities	Town Hall Planning Dept Service Counter Construction	\$ 25,000
Town Facilities	Pool Brick Repointing	\$ 70,000
SUBTOTAL		\$ 345,000

Capital Budget is continued on the next page

FY2025 Adopted Capital Budget Continued

Department	Project	Adopted Budget
School Facilities	Dedham High School C/D Wing Upgrades and Gym Roof Replacement	\$ 1,470,000
School Facilities	Rubber Membrane Roof Section Replacement	\$ 324,000
School Facilities	Security Cameras	\$ 125,000
School Facilities	Athlete Training Facility Upgrade	\$ 25,000
School Facilities	High School Exterior Façade - Scraping, Priming, Painting Whiting Ave	\$ 50,000
	SUBTOTAL	\$ 1,994,000
School IT	Network Switch Refresh: \$210k less E-rate Support of \$126k	\$ 84,000
	SUBTOTAL	\$ 84,000

FY2025 PROJECT SUMMARIES

Department	Parks and Recreation
Item/Project Name	Lawn Mower
Capital Request	\$27,000
Total Project Cost	\$27,000
Project Description	<p>The acquisition of a large lawn mower is an essential investment aimed at enhancing the efficiency and effectiveness of Parks and Recreation maintenance operations. The current mowers, while reliable, struggle to keep pace with the increasing demands of our park landscapes. This new equipment will significantly reduce labor hours, improve grass maintenance quality, and enhance our ability to provide a well-manicured and inviting environment for our community members and visitors. By optimizing maintenance processes and minimizing environmental impact through reduced fuel consumption and emissions, this acquisition aligns with our commitment to sustainable and cost-effective park management. It is an indispensable tool that will ensure the long-term preservation of our parks and their continued enjoyment by all. This large mower is used to cut all the fields in town and is by far the most critical piece of equipment we own.</p>
Effect on Future Year Budgets	None

FY2025 PROJECT SUMMARIES

Department	Fire Department
Item/Project Name	Department Vehicles / Ladder 2
Capital Request	\$1,550,000
Total Project Cost	\$1,550,000
Project Description	The Fire department operates three Engine Companies and one Ladder Company on a daily basis and maintains three Engines and one Ladder Truck in reserve capacity. The department's vehicle replacement schedule aligns with the recommendations of NFPA 1911, which is the standard for maintenance and retirement of fire apparatus. Standard practice is to remove a Ladder Truck from front line service after 20 years and to place it into reserve status, where it may be used for several additional years. Ladder 2 is 30 years old and is currently in reserve status. The manufacturer is currently projecting a 2-3 year lead time for the building and delivery of this vehicle. Given the current constrained supply chain environment it may be best to initiate these projects earlier to avoid extended wait times and price increases.
Effect on Future Year Budgets	The replacement of emergency response vehicles on a prescribed schedule has proven to be a cost-effective practice that has led to increased longevity and fewer major mechanical issues.

FY2025 PROJECT SUMMARIES

Department	Fire Department
Item/Project Name	Thermal Imaging Cameras
Capital Request	\$44,000
Total Project Cost	\$44,000
Project Description	This is a scheduled replacement of firefighting safety equipment. The fire department maintains eight thermal imaging cameras for the purpose of search and rescue and for locating areas of fire when visually obstructed by smoke. The request is to replace four cameras that are approximately 10 years old and to continue using the other four cameras which were purchased in 2018.
Effect on Future Year Budgets	There are no additional costs as this is a scheduled replacement.

FY2025 PROJECT SUMMARIES

Department	Engineering Department
Item/Project Name	Maverick Street Over Mother Brook Bridge Rehabilitation
Capital Request	\$75,000
Total Project Cost	\$250,000
Project Description	In 2021, the Engineering Department retained the service of The Engineering Corporation (TEC) to study and evaluate all nine of our Town-owned bridges located throughout the Town. The Maverick Street Bridge was identified as in "poor" condition and recommended rehabilitation to be completed within the next five years before the deterioration of this structure worsens and becomes more expensive and extensive to repair.
Effect on Future Year Budgets	There will be a follow up request for the rehabilitation of the bridge. Based upon the report the rehabilitation cost estimate for the bridge is approximately \$175,000.

FY2025 PROJECT SUMMARIES

Department	Engineering Department
Item/Project Name	Bussey Street TIP Construction Services
Capital Request	\$125,000
Total Project Cost	\$195,000
Project Description	Since 2015, the Engineering Department has been working with its consultant BETA Group to design the Roadway and Sidewalk Improvements Project that was approved by the State as a Transportation Improvement Project (TIP). The Massachusetts Department of Transportation recently awarded the construction project that is now currently underway and is anticipated to take two years to complete. To date, the Town has approved \$70,000 for ongoing construction services, but will need an additional \$125,000 to retain the services of our consultant through the completion of the project.
Effect on Future Year Budgets	The project will be completed in FY 2025 and there will be no further requests for funds.

FY2025 PROJECT SUMMARIES

Department	Engineering Department
Item/Project Name	Annual Infiltration and Inflow Inspection and Rehabilitation
Capital Request	\$1,500,000
Total Project Cost	Annual request
Project Description	<p>Although a significant amount rehabilitation has been performed on our aging sewer system, it continues to suffer from excessive amounts of clean water inflow and infiltration. The Town operates and maintains approximately 89 miles of sewer mains and approximately 2,600 manholes. Over the past 75 years the Engineering Department has made many improvements to our aging infrastructure with the continued financial support of the Town, but a majority of the system still exists in a poor to fair condition and continues to need attention to remove costly inflow and infiltration.</p> <p>The Engineering Department recommends continuing to spend \$1,000,000 in FY2025 and in subsequent years on professional, technical, and construction services related to reducing inflow and infiltration from the sanitary sewer system. This work will involve continued inspection of sewer lines and manholes, engineering services to develop detailed plans and specifications, and construction services to repair, rehabilitate, and/or replace sewer lines and manholes as necessary.</p> <p style="text-align: right;">CONTINUED ON NEXT PAGE</p>

FY2025 PROJECT SUMMARIES

Project Description	(CONTINUED FROM PREVIOUS PAGE)
	<p>In addition, a small portion of the requested funds may be used to create or improve in-house databases and to purchase asset management software specifically tailored to sewer and drain systems. In FY25, the Engineering Department also recommends \$500,000 to collect data on private connections to the sewer system that result in excessive infiltration entering the system and sewer backups in private homes.</p> <p>The Engineering Department has been working to reduce inflow and infiltration using an in-house approach to inspect, assess, design, and oversee improvements to the sanitary sewer system. Over the last sixteen years the Department has installed approximately 206,200 linear feet (39 miles) of cured-in-place liners, 3,491 feet of short liners, and cementitiously lined 11,710 vertical feet of manholes. To date the project has cost approximately \$20 million and we estimate that we have conservatively removed 6.3 million gallons per day (MGD) of inflow and infiltration from the system. In addition, the MWRA sewer assessments have remained stable as a result of our flow share decreasing over the past sixteen years. Assuming a no change in flow share scenario, we estimate that the Town has cumulatively saved \$15.9 million in MWRA assessments over the past sixteen years as a result of these efforts.</p>
Effect on Future Year Budgets	The Engineering Department projects an annual request of \$1,000,000 for the next five fiscal years to continue this work.

FY2025 PROJECT SUMMARIES

Department	Department of Public Works (DPW)
Item/Project Name	Roads Sidewalk ADA 504 Transition Plan
Capital Request	\$700,000
Total Project Cost	Annual Request
Project Description	<p>In 2023, the Select Board approved a new Roads and Sidewalks Plan, which is the overarching strategy for the DPW to repair roads, sidewalks, and curb ramps throughout town. Following the Town's ADA Self-evaluation and Transition Plan for sidewalks and curb ramps, a percentage of annual funding is set aside for the repair of non-ADA compliant sidewalks and curb ramps to bring them into compliance. Additionally, a portion of funding is set aside to design and construct new sidewalks identified in the Transition Plan as being gaps in the existing sidewalk network that would improve safety and accessibility to schools, recreational areas, public safety/municipal buildings, and business districts. If Town Meeting approves funding for each year of the plan, the DPW will conduct approximately 26,625 linear feet (5 miles) of repaved roadway, 9,630 linear feet (1.8 miles) of repaired and ADA compliant sidewalks, 88 curb repaired and ADA compliant ramps, and 3,360 linear feet (0.6 miles) of new sidewalks filling in gaps within our existing sidewalk network located within ¼ mile of our public schools in the next three years.</p>
Effect on Future Year Budgets	This is an annual request.

FY2025 PROJECT SUMMARIES

Department	Department of Public Works (DPW)
Item/Project Name	Sewer Repairs
Capital Request	\$500,000
Total Project Cost	Annual Request
Project Description	This project is used to repair the sanitary sewer system including sags in pipes, broken and cracked pipes, and other deficiencies in the system's operation.
Effect on Future Year Budgets	This is an annual project funded from the sewer account and we project an annual request of \$500,000 for the next 5 years.

FY2025 PROJECT SUMMARIES

Department	Town Facilities
Item/Project Name	Roof Replacements- DPW Roof B
Capital Request	\$250,000
Total Project Cost	\$250,000
Project Description	The existing roof is a retrofit roofing system that is a modified bitumen roofing system over rigid wood fiber insulation boards mechanically fastened through the original built up roofing system into the steel decking. This system is at least 20 years old and has multiple large openings at the perimeter flashing locations along with moisture saturated insulating materials and damaged gutters. There are also insufficient roof drains and fume exhaust in the building.
Effect on Future Year Budgets	Reduced need for future repairs.

FY2025 PROJECT SUMMARIES

Department	Town Facilities
Item/Project Name	Town Hall Planning Dept Service Counter Construction
Capital Request	\$25,000
Total Project Cost	\$150,000*
Project Description	This project will design and construct a service counter similar to the existing counters at other Town departments for processing requests from residents and visitors for the Planning, Zoning, and Natural Resources Department (PZNR). Currently the PZNR Department is the only town department located on the second floor without a service counter. This is a safety risk for the staff since visitors have to enter the office suite in order to transact business.
Effect on Future Year Budgets	None.

*\$125,000 of this project will be grant funded.

FY2025 PROJECT SUMMARIES

Department	Town Facilities
Item/Project Name	Pool Brick Repointing
Capital Request	\$70,000
Total Project Cost	\$70,000
Project Description	The existing Pool Building built in 1975 has experienced deterioration of some brick mortar joints along the metal brick shelves at select locations which have corroded, popped out the existing mortar, and are now void. These voids should be repaired as it exposes the inner part of the exterior wall to weather and continued deterioration of the exterior brick veneer. The project is to remove the deteriorated mortar at select locations around all four sides of the Pool Building brick façade and prepare the substrate. Those joints would then be repointed with new type N mortar and washed down after cure.
Effect on Future Year Budgets	None.

FY2025 PROJECT SUMMARIES

Department	School Facilities
Item/Project Name	Dedham High School C/D Wing Upgrades and Gym Roof Replacement
Capital Request	\$1,470,000
Total Project Cost	\$1,470,000
Project Description	<p>This project combines repairs to the High School kitchen refrigeration unit, roof, HVAC rooftop unit, and High School elevator ADA upgrades into one repair project. Due to the proximity and interconnectedness of the repair projects, they were combined into one project scope to reduce the overall costs of bidding out each project individually.</p> <p>The High School kitchen refrigeration unit has multiple issues including the freezer doors not sealing properly, water pooling on top of the units causing warping on the ceiling, condensation causing the floors to chip, leaking pipes in the ceiling, and depleted insulation in the wall panels.</p> <p>The HVAC rooftop units are engineered and sized to accommodate heating and cooling capacity to condition the school temperatures efficiently. The lower D Wing and inside rooms of the C Wing do not have functioning air conditioning. The current "make-up" roof top unit for the kitchen is extremely inefficient and unreliable. The discharge air temperature doesn't modulate, making the kitchen temperatures very uncomfortable for workers.</p> <p style="text-align: right;">CONTINUED ON NEXT PAGE</p>

FY2025 PROJECT SUMMARIES

Project Description	<p>CONTINUED FROM PREVIOUS PAGE</p> <p>Dedham High School currently has two elevators, one in the rear loading dock and one that can bring limited numbers from the Cad Lab level to the Band Room and Wood Shop and Gym level. Neither elevator is able to safely transport a student, staff member, or visitor in a wheelchair. The elevator upgrade project is designed to remedy this barrier and expand access to the High School.</p>
Effect on Future Year Budgets	<p>A reduction in repair costs for the kitchen refrigeration unit and HVAC rooftop unit, as well as protecting and extending the life of the building roof.</p>

FY2025 PROJECT SUMMARIES

Department	School Facilities
Item/Project Name	Rubber Membrane Roof Section Replacement- Greenlodge School
Capital Request	\$324,000
Total Project Cost	\$324,000
Project Description	The Greenlodge School gymnasium roof is failing and leaking in many areas, causing leaking water to puddle in the gym and causing the insulation to become wet and moldy. If the leaks are not fixed, the structural steel under the rubber roof will become corroded and require more costly repairs.
Effect on Future Year Budgets	A reduction in future, more costly repairs.

FY2025 PROJECT SUMMARIES

Department	School Facilities
Item/Project Name	Security Cameras- Dedham Middle School
Capital Request	\$125,000
Total Project Cost	\$125,000
Project Description	Maintaining safety and security are the District's first priority. As DPS builds new and updates existing facilities, interior surveillance systems are a high priority. Building administrators must have the ability to remotely monitor the facility in the event of an acute and immediate safety concern/breach or in the investigation of alleged breaches of school expectations for conduct. Funding for this project will support the installation of interior surveillance cameras and all necessary infrastructure to ensure appropriate monitoring of students and general school safety.
Effect on Future Year Budgets	None.

FY2025 PROJECT SUMMARIES

Department	School Facilities
Item/Project Name	Athletic Training Facility Upgrade- Dedham High School
Capital Request	\$25,000
Total Project Cost	\$35,000
Project Description	The current Athletic Training Room needs repairs to be a more functional and safe space for athletes and staff. The space used to be a shower, toilet, and locker room. The floors are uneven with tripping hazards and there is exposed drain piping and corroded plumbing fixtures. Repairs will include removing existing lockers and a bench and relocating them to the old Athletic Training space. Repairs will also include adding additional electrical circuits in the space, removing a large exhaust fan, repairing the exterior window, patching and painting the walls, and replacing the current flooring materials.
Effect on Future Year Budgets	There may be one additional funding request of \$10,000 to complete the project.

FY2025 PROJECT SUMMARIES

Department	School Facilities
Item/Project Name	Dedham High School Exterior Façade Improvements
Capital Request	\$50,000
Total Project Cost	\$260,000
Project Description	The exterior of DHS is currently in a state of disrepair. It does not reflect community expectations for school facilities or the district's expectations to create inviting, welcoming learning spaces for students and families. Work will include asbestos abatement, surface preparation, and painting of DHS exterior along Whiting Avenue.
Effect on Future Year Budgets	There will be additional funding requests to continue this work.

FY2025 PROJECT SUMMARIES

Department	School Information Technology
Item/Project Name	Districtwide Network Switch Refresh
Capital Request	\$84,000
Total Project Cost	\$84,000
Project Description	Technology, including our computer network in particular, plays a critical role in the classroom for teaching and learning and the administration of our school system. The new switches use the new standard next-generation operating systems which will match our new fiber core switches. The switches being replaced will be seven years old at the time of replacement. The typical lifespan of network switching ranges from three to five years. This replacement is of 60 7-year-old switches that maintain the backbone of the wired and wireless networks for all seven schools. Funding is supported by E-rate with Dedham paying approximately 40% of the cost.
Effect on Future Year Budgets	None.



SECTION 3: FIVE YEAR CAPITAL IMPROVEMENT PLAN (CIP)

FIVE YEAR CIP SUMMARY

The Capital Budget is recommended and funded on an annual basis, but Town Departments also manage a five-year capital plan to schedule investments in equipment, vehicles, and infrastructure. The five-year plan is amended each year and refined through the Capital Budget process.

MAJOR OUTYEAR DRIVERS

Buildings

The Town's buildings represent a major portion of its assets. Facilities include the Town Hall, Public Safety Building, Public Works and Parks facilities, Library buildings, and School buildings. Dedham has made major capital investments in recent years, including the renovated Town Hall and new Public Safety Building. However, many of the Town's buildings are aging and require regular maintenance and repair, and there is also consideration of replacing multiple school buildings in the coming years.

Major future year drivers for building repairs include roof repairs in School, Public Works, and Pool buildings, improvements at Dedham High School, entrance safety vestibules, and ongoing repairs to plumbing, electricity, classroom spaces, and playgrounds.

Vehicles and Equipment

Town departments require regular repair and replacement of vehicles and equipment, which can be put on replacement schedules. The Police Department is on a vehicle replacement schedule that rotates vehicles out of heavy use into reserve use, and then into replacement. This schedule reduces significant repair costs due to vehicle warranty coverage and allows for the Department to plan for future expenditures. The Fire Department has a similar replacement schedule for their Engine and Ladder trucks and other rescue equipment. The Public Works Department schedules equipment replacement for their fleet of trucks, trailers, tractors, chippers, loaders, and other equipment. Other departments utilize a mix of purchase and leases for operating vehicles for building and health inspectors, assessing specialists, and other staff members that require transportation.

Infrastructure

The Public Works Department has three culverts scheduled for replacement in the next five years, totaling \$7,000,000 in expenditures. The majority of Town-owned culverts were installed prior to Town's residential and commercial growth from the 1940s-1970s. As Dedham's population grew and rain events became more intense, the Town's culverts have had to handle increased stormwater flows. In 2021, the Engineering Department retained the service of The Engineering Corporation (TEC) to study and evaluate all 24 of our Town-owned culverts. The resulting plan to design and replace culverts is being implemented by the Engineering and Public Works Department. The Town is using American Rescue Plan Act (ARPA) funds to pay for the design of the Maverick, Village, High, and Village Avenue culverts, as well as a portion of the construction costs. The remainder of construction costs will be included in the capital budget.

FY2025 Five Year Capital Improvement Plan (CIP)

FY 25 Five Year Capital Improvement Plan					
Department	FY 25	FY 26	FY 27	FY 28	FY 29
Parks and Recreation					
Lawn Mower	\$ 27,000				
Field Bundle- Rolling Bleacher Replacements		\$ 25,000			
Soccer Goals and Nets		\$ 13,000			
Field Renovations- Sugure Field Turf			\$ 600,000		
Pick-Up Truck				\$ 100,000	
Drain and Clean Pool					\$ 15,000
TOTAL	\$ 27,000	\$ 38,000	\$ 600,000	\$ 100,000	\$ 15,000
Council on Aging					
15 Passenger Handicapped Bus					
8 Passenger Handicapped Van			\$ 80,000		
Total	\$ -	\$ -	\$ 80,000	\$ -	\$ -
Fire					
Engine & Ladder Trucks / Ladder 2	\$ 1,550,000				
Thermal Imaging Cameras (4)	\$ 44,000				\$ 44,000
Rescue Equipment/Multi Gas Meters		\$ 15,000			
Department Vehicles/ Deputy Chief Car		\$ 70,000			
Department Vehicles / Squad 2			\$ 90,000		
Department Vehicles / Engine 4			\$ 800,000		
Department Vehicles / Chiefs Car				\$ 70,000	
Firefighter Turn Out Gear (coat and pants) / 2 sets x 66					\$ 462,000
Total	\$ 1,594,000	\$ 85,000	\$ 890,000	\$ 70,000	\$ 506,000

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FY2025 Five Year Capital Improvement Plan (CIP) Continued

Department	FY 25	FY 26	FY 27	FY 28	FY 29
Police					
Use of Force Equipment				\$ 80,000	
Speed Measurement			\$ 14,000		\$ 13,000
Two-Way Radios			\$ 32,000	\$ 120,000	\$ 40,000
Mobile Data Terminals		\$ 14,000	\$ 31,500	\$ 3,500	
Fingerprint Equipment			\$ 12,000		
Radio System					\$ 54,000
TOTAL	\$ -	\$ 14,000	\$ 89,500	\$ 203,500	\$ 107,000
Engineering					
Maverick Street over Mother Brook Bridge Design and Permitting	\$ 75,000				
Bussey Street TIP Project - Construction Services	\$ 125,000				
Engineering Department Vehicles					\$ 50,000
TOTAL	\$ 200,000	\$ -	\$ -	\$ -	\$ 50,000
Public Works					
Roads Sidewalk ADA 504 Transition Plan	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Sprague St Sidewalk	\$ 500,000	\$ 500,000			
10-Wheel Dump Truck and Sander			\$ 450,000		\$ 450,000
Columbarium- Brookdale Master Plan		\$ 100,000	\$ 50,000		
Maverick St Culvert		\$ 2,000,000			
Village Ave Culvert				\$ 3,000,000	
High St Culvert					\$ 2,000,000
Chipper	\$ 50,000				
F550 and Sander		\$ 240,000	\$ 200,000		
Loader		\$ 340,000		\$ 340,000	
F350	\$ 100,000			\$ 100,000	\$ 100,000
6- Wheeler and Sander		\$ 350,000			\$ 350,000
F600 Service Truck	\$ 270,000				
Tree Truck				\$ 380,000	
Attachments for Trackless Machine	\$ 75,000				
Vehicle Wash and Maint Garage					
TOTAL	\$ 1,695,000	\$ 4,230,000	\$ 1,400,000	\$ 4,520,000	\$ 3,600,000

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FY2025 Five Year Capital Improvement Plan (CIP) Continued

Department	FY 25	FY 26	FY 27	FY 28	FY 29
Facilities - Town					
Roof Replacements - Town Facilities (DPW Roof B)	\$ 250,000		\$ 800,000	\$ 400,000	
Town Wide Facilities (School and Town) Assessments		\$ 400,000			
Town Hall Charging Stations		\$ 37,000			
Town Hall Planning Dept Service Counter Construction	\$ 25,000				
DPW Main Entrance ADA Safety Vestibule				\$ 300,000	
Pool Brick Repointing	\$ 70,000				
Pool Stair Tower Repairs/Demolition			\$ 250,000	\$ 250,000	
Pool Roof Replacement		\$ 800,000			
DPW Cemetery Exterior Door Replacement			\$ 30,000		
DPW Cemetery Emergency Generator			\$ 30,000		
DPW Cemetery HVAC System			\$ 40,000		
Ames Town Hall Recommissioning				\$ 150,000	
TOTAL	\$ 345,000	\$ 1,237,000	\$ 1,150,000	\$ 1,100,000	\$ -
Information Technology- Town					
Plotter	\$ 13,400				
Firewalls		\$ 47,250			
SimpliVity Nodes			\$ 195,000		
PSB PCs and Monitors Replacing 30 units in FY28 and 30 Units in FY29				\$ 45,620	\$ 45,620
TOTAL	\$ 13,400	\$ 47,250	\$ 195,000	\$ 45,620	\$ 45,620
Sewer					
Inflow & Infiltration	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Sewer Repairs	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
TOTAL	\$ 2,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000

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FY2025 Five Year Capital Improvement Plan (CIP) Continued

Department	FY 25	FY 26	FY 27	FY 28	FY 29
Facilities- School					
DHS C/D Wing Upgrades and Gym Roof Replacement	\$ 1,470,000				
Flat Roof Phased Replacement		\$ 2,780,000			
Rubber Membrane Roof Section Replacement	\$ 324,000				
Security Cameras	\$ 125,000				
Athlete Training Facility Upgrade	\$ 25,000	\$ 10,000			
High School Exterior Façade - Scraping, Priming, Painting Whiting Ave	\$ 50,000				
TOTAL	\$ 1,994,000				
School II					
Educational Technology - Computer Refresh		\$ 279,960	\$ 340,860	\$ 206,000	\$ 207,500
Network Switch Refresh	\$ 84,000				
High School Projector Updates - Phase 1 (54 units) - Phase 2 (33 units)		\$ 172,800	\$ 102,300		
Green, Oak, River - Projector Updates (68-Pending Bldg Project)				\$ 193,200	
Server & Data Store Refresh				\$ 195,000	
ECEC - Projector Updates (32)					\$ 92,800
Infrastructure - Wireless/Core Fiber Sqitches (E-Rate)					\$ 130,000
TOTAL	\$ 84,000	\$ 452,760	\$ 443,160	\$ 594,200	\$ 430,300

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SECTION 4: DEBT SUMMARY

BONDED DEBT

Bonded debt is a major source of financing for the Town's capital improvements and is approved by a two-thirds vote of Town Meeting and the Select Board. Bonded debt is issued for large-scale improvements to buildings and equipment that cost more than \$250,000, as outlined in the Town's bylaws. The debt service for each borrowing is paid annually through the General Fund, the Robin Reyes Fund, the Sewer Enterprise Fund, or directly from the Tax Levy.

Projects bonded through the Sewer Enterprise Fund are self-supporting, paid for by sewer user fees. Projects bonded through the Robin Reyes Fund are supported by the local meals tax and local hotels tax. Debt excluded projects are paid for directly by the Tax Levy each year until the bond is repaid in full. Currently, the Town only has one debt exclusion from the Avery School construction. The remainder of the Town's annual debt service is paid through the General Fund.

Due to the Town's strong financial condition, S&P Global Ratings gave the Town its highest "AAA/Stable" credit rating in March 2023.

This analysis includes financial statements, management capability, fiscal stability, economic condition, and other data. Earning a strong credit rating allows Dedham to issue debt at lower interest rates, thereby saving taxpayer funds.

DEBT SERVICE SCHEDULE

The Town's debt service is paid annually with declining payments. Chart 1 on the following page shows the Town's existing debt service payments through maturity by fund.

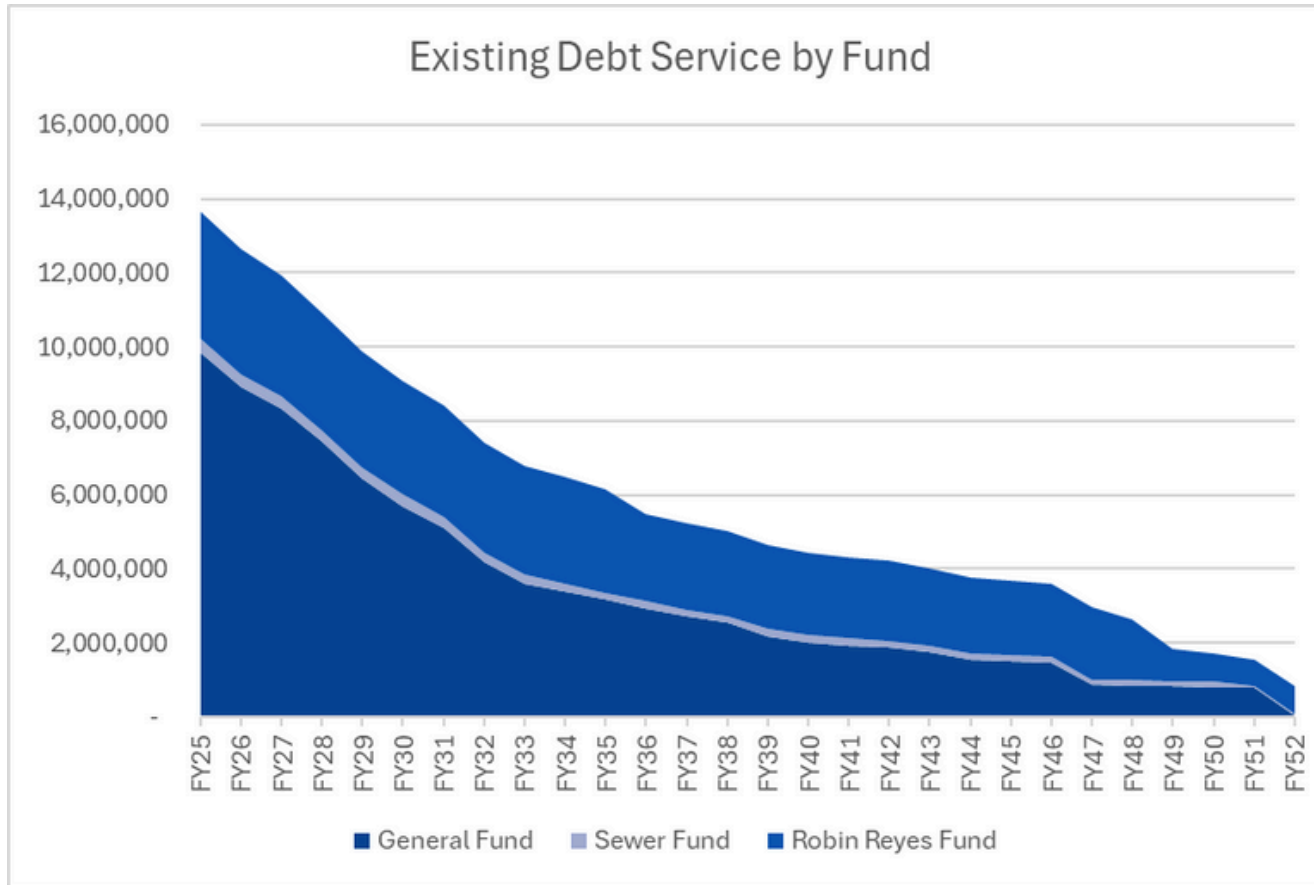


Chart 1: Existing Debt Service

This chart shows the Town's existing debt service as of fiscal year 2025. In future years, as the capital budget is approved by Town Meeting, new debt service will be added. A projection of future debt service is included in the following pages.

	General Fund Debt			Exempt General Fund Debt		
	Total Principal	Total Interest	Total Payment	Total Principal	Total Interest	Total Payment
FY25	\$ 4,370,000	\$ 1,292,069	\$ 5,662,069	\$ 1,480,000	\$ 246,035	\$ 1,726,035
FY26	\$ 4,240,000	\$ 1,107,080	\$ 5,347,080	\$ 995,000	\$ 183,768	\$ 1,178,768
FY27	\$ 4,010,000	\$ 929,855	\$ 4,939,855	\$ 925,000	\$ 145,350	\$ 1,070,350
FY28	\$ 3,575,000	\$ 763,930	\$ 4,338,930	\$ 735,000	\$ 108,573	\$ 843,573
FY29	\$ 2,795,000	\$ 616,455	\$ 3,411,455	\$ 735,000	\$ 81,160	\$ 816,160
FY30	\$ 2,255,000	\$ 502,518	\$ 2,757,518	\$ 735,000	\$ 53,748	\$ 788,748
FY31	\$ 2,095,000	\$ 414,118	\$ 2,509,118	\$ 490,000	\$ 25,785	\$ 515,785
FY32	\$ 1,550,000	\$ 341,093	\$ 1,891,093	\$ 240,000	\$ 10,028	\$ 250,028
FY33	\$ 1,245,000	\$ 285,018	\$ 1,530,018	\$ 45,000	\$ 3,600	\$ 48,600
FY34	\$ 1,115,000	\$ 239,273	\$ 1,354,273	\$ 45,000	\$ 2,160	\$ 47,160
FY35	\$ 980,000	\$ 162,753	\$ 1,142,753	\$ 45,000	\$ 720	\$ 45,720
FY36	\$ 870,000	\$ 125,590	\$ 995,590	-	-	-
FY37	\$ 725,000	\$ 90,753	\$ 815,753	-	-	-
FY38	\$ 635,000	\$ 64,378	\$ 699,378	-	-	-
FY39	\$ 340,000	\$ 40,570	\$ 380,570	-	-	-
FY40	\$ 245,000	\$ 28,520	\$ 273,520	-	-	-
FY41	\$ 210,000	\$ 20,228	\$ 230,228	-	-	-
FY42	\$ 210,000	\$ 12,635	\$ 222,635	-	-	-
FY43	\$ 125,000	\$ 5,000	\$ 130,000	-	-	-
FY44	-	-	-	-	-	-
FY45	-	-	-	-	-	-
FY46	-	-	-	-	-	-
FY47	-	-	-	-	-	-
FY48	-	-	-	-	-	-
FY49	-	-	-	-	-	-
FY50	-	-	-	-	-	-
FY51	-	-	-	-	-	-
FY52	-	-	-	-	-	-
Total	\$ 31,590,000	\$ 7,041,831	\$ 38,631,831	\$ 6,470,000	\$ 860,925	\$ 7,330,925

Table 1. Debt service payments by fund through maturity. This table shows the payments that make up Chart 1. This table is continued on the following page

	Robin Reyes Fund			Sewer Enterprise Fund Debt		
	Total Principal	Total Interest	Total Payment	Total Principal	Total Interest	Total Payment
FY25	\$ 3,230,000	\$ 2,506,030	\$ 5,736,030	\$ 365,325	\$ 185,361	\$ 550,686
FY26	\$ 3,235,000	\$ 2,363,940	\$ 5,598,940	\$ 342,500	\$ 173,879	\$ 516,379
FY27	\$ 3,250,000	\$ 2,225,198	\$ 5,475,198	\$ 342,500	\$ 162,279	\$ 504,779
FY28	\$ 3,225,000	\$ 2,092,795	\$ 5,317,795	\$ 337,500	\$ 150,679	\$ 488,179
FY29	\$ 3,240,000	\$ 1,975,320	\$ 5,215,320	\$ 337,500	\$ 139,329	\$ 476,829
FY30	\$ 3,250,000	\$ 1,859,445	\$ 5,109,445	\$ 308,500	\$ 130,279	\$ 438,779
FY31	\$ 3,265,000	\$ 1,750,089	\$ 5,015,089	\$ 303,500	\$ 121,229	\$ 424,729
FY32	\$ 3,280,000	\$ 1,648,606	\$ 4,928,606	\$ 274,500	\$ 112,979	\$ 387,479
FY33	\$ 3,290,000	\$ 1,552,866	\$ 4,842,866	\$ 274,500	\$ 105,554	\$ 380,054
FY34	\$ 3,300,000	\$ 1,455,556	\$ 4,755,556	\$ 274,500	\$ 98,401	\$ 372,901
FY35	\$ 3,265,000	\$ 1,356,454	\$ 4,621,454	\$ 245,000	\$ 91,194	\$ 336,194
FY36	\$ 2,910,000	\$ 1,259,696	\$ 4,169,696	\$ 240,000	\$ 83,931	\$ 323,931
FY37	\$ 2,920,000	\$ 1,171,146	\$ 4,091,146	\$ 240,000	\$ 76,756	\$ 316,756
FY38	\$ 2,930,000	\$ 1,089,044	\$ 4,019,044	\$ 240,000	\$ 70,006	\$ 310,006
FY39	\$ 2,940,000	\$ 1,006,225	\$ 3,946,225	\$ 240,000	\$ 63,231	\$ 303,231
FY40	\$ 2,950,000	\$ 922,600	\$ 3,872,600	\$ 210,000	\$ 56,431	\$ 266,431
FY41	\$ 2,965,000	\$ 837,463	\$ 3,802,463	\$ 205,000	\$ 50,806	\$ 255,806
FY42	\$ 2,975,000	\$ 751,768	\$ 3,726,768	\$ 205,000	\$ 45,006	\$ 250,006
FY43	\$ 2,990,000	\$ 665,450	\$ 3,655,450	\$ 205,000	\$ 39,181	\$ 244,181
FY44	\$ 3,005,000	\$ 578,300	\$ 3,583,300	\$ 160,000	\$ 33,406	\$ 193,406
FY45	\$ 3,015,000	\$ 489,750	\$ 3,504,750	\$ 160,000	\$ 29,431	\$ 189,431
FY46	\$ 3,025,000	\$ 400,181	\$ 3,425,181	\$ 160,000	\$ 25,394	\$ 185,394
FY47	\$ 2,465,000	\$ 309,538	\$ 2,774,538	\$ 160,000	\$ 21,156	\$ 181,156
FY48	\$ 2,220,000	\$ 235,644	\$ 2,455,644	\$ 160,000	\$ 16,919	\$ 176,919
FY49	\$ 1,515,000	\$ 164,788	\$ 1,679,788	\$ 155,000	\$ 12,306	\$ 167,306
FY50	\$ 1,445,000	\$ 118,481	\$ 1,563,481	\$ 150,000	\$ 7,894	\$ 157,894
FY51	\$ 1,435,000	\$ 74,025	\$ 1,509,025	\$ 45,000	\$ 3,600	\$ 48,600
FY52	\$ 735,000	\$ 29,400	\$ 764,400	\$ 45,000	\$ 1,800	\$ 46,800
Total	\$ 76,100,000	\$ 30,786,371	\$ 106,886,371	\$ 6,385,825	\$ 2,103,018	\$ 8,398,843

Table 1 Continued. Debt service payments by fund through maturity. This table shows the payments that make up Chart 1.

DEBT PLANNING

To plan for future debt obligations, the Town uses existing debt service schedules combined with projected future years' debt service payments. The Town's five-year Capital Improvement Plan is a tool that helps the Town plan for future investments and forecast future debt obligations. Actual future years' debt service will fluctuate due to a vote of Town Meeting, market conditions, or a change in the Town's financial position. Therefore, debt forecasting is a flexible tool that is updated frequently for use by Town administration, boards, and committees. For this projection, the future debt service is projected using the Town's proposed five year capital plan.

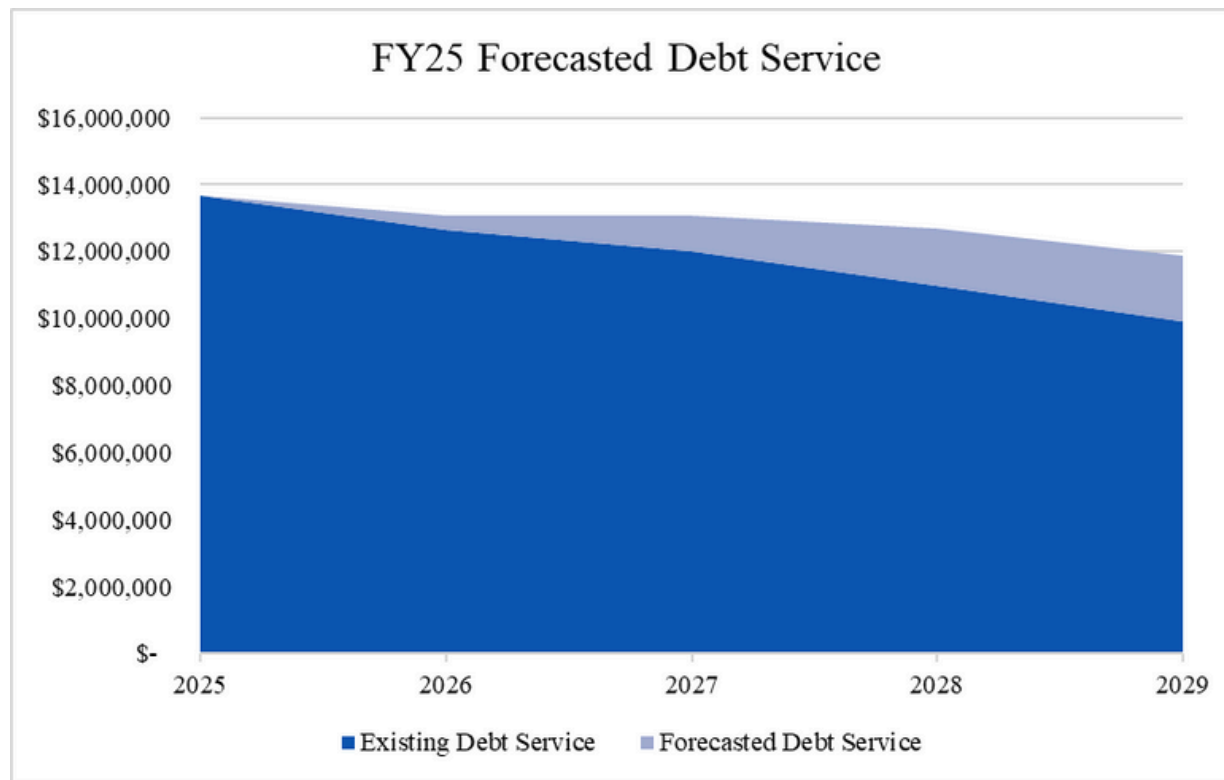


Chart 2: Forecasted Debt Service

The following table (Table 5) shows a five-year projection of debt service, including annual debt roll off and new debt service.

Table 5: Projected Debt Service

	FY2025	FY2026	FY2027	FY2028	FY2029
Existing Debt Service	\$13,657,64	\$12,641,166	\$11,990,181	\$10,988,476	\$9,919,764
Existing Debt Service Roll off		\$(1,033,654)	\$(650,985.00)	\$(1,001,705)	\$(1,068,712)
Forecasted Debt Service	\$ -	\$457,120	\$1,108,025	\$1,696,575	\$1,981,700

DEBT POLICY LIMITS

The Town is subject to the debt limit outlined in Massachusetts General Law Chapter 44, which dictates that a town should not authorize debt that exceeds 5% of the equalized valuation of the town without approval from the municipal finance oversight board. In no case may authorized debt exceed 10% of the equalized valuation. Dedham’s debt as a percentage of EQV is well below the legal limit. Table 6 shows the last five years available through the Massachusetts Department of Revenue.

Table 6: Debt as a Percentage of EQV

Fiscal Year	Equalized Values (EQV)	Outstanding Debt as a % of EQV
2023	5,863,555,800	2.17%
2022	5,863,555,800	2.15%
2021	5,319,862,700	2.14%
2020	5,319,862,700	1.81%
2019	4,726,182,700	2.04%

The Town of Dedham also maintains a debt policy limit of authorized debt service between 5%–7.5% of the total operating budget. The "debt floor" of 5% represents the Town's ongoing investment in roads, storm drains, public facilities, equipment, and other capital assets. Maintaining these investments supports residents' quality of life, as well as keeps investments in good repair to extend their useful life. The "debt ceiling" of 7.5% represents the Town's dedication to maintaining a sustainable yearly debt service to pay off borrowing. For the purpose of this policy, debt service is defined as the total debt service paid through the operating budget minus the debt service generated from enterprise, mitigation, or major capital stabilization funds. To calculate the Town’s debt service to policy, the following equation is used:

$$\text{Total debt service} - \text{enterprise debt service} - \text{Robin Reyes revenue} - \text{excluded debt} = \text{Debt service to policy}$$

Table 7: Dedham's Debt to Policy Ratio for fiscal year 2025 through fiscal year 2029

	FY2025	FY2026	FY2027	FY2028	FY2029
Existing + Forecasted Debt Service	\$13,674,820	\$13,098,286	\$13,098,206	\$12,685,051	\$11,901,464
Excluded Debt	\$1,726,035	\$1,178,768	\$1,070,350	\$843,573	\$816,160
Enterprise Debt	\$550,686	\$516,379	\$504,779	\$488,179	\$476,829
RR Fund Revenue	\$2,503,689	\$2,503,689	\$2,503,689	\$2,503,689	\$2,503,689
Total Debt to Policy	\$8,894,410	\$9,328,638	\$9,564,263	\$9,571,935	\$9,294,819
Operating Budget	\$137,149,697	\$141,949,936	\$146,918,184	\$152,060,321	\$157,382,432
Debt to Policy Ratio	6.49%	6.57%	6.51%	6.29%	5.91%

For this projection, the future debt service is projected using the Town's proposed five year capital plan. The operating budget is projected to grow at 3.5% per year. Robin Reyes revenue is projected to remain flat as a conservative estimate of local meals tax and local hotel tax receipts.

FY25 AUTHORIZED AND UNISSUED DEBT

The projects in the table below were authorized by the 2024 Spring Town Meeting but have not yet been bonded. The debt service for these projects will begin impacting the operating budget the year following the bonding. Tracking these projects allows the Town to have a comprehensive analysis of future years' debt service payments.

Year Approved	Department	Project	Bonded Amount	Fund
May 2024	Fire	Engine & Ladder Trucks / Ladder 2	\$1,550,000	General Fund
May 2024	Public Works	Roads Sidewalk ADA 504 Transition Plan	\$700,000	General Fund
May 2024	Public Works	Sprague St Sidewalk	\$500,000	General Fund
May 2024	Public Works	F600 Service Truck	\$270,000	General Fund
May 2024	Sewer	Sewer Repairs	\$500,000	Sewer Enterprise Fund
May 2024	Sewer	Inflow & Infiltration	\$1,500,000	Sewer Enterprise Fund
May 2024	Town Facilities	Roof Replacements - Town Facilities (DPW Roof B)	\$250,000	General Fund
May 2024	School Facilities	DHS C/D Wing Upgrades and Gym Roof Replacement	\$1,470,000	General Fund
May 2024	School Facilities	Rubber Membrane Roof Section Replacement	\$324,000	General Fund
Total:			\$7,064,000	

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TOWN OF DEDHAM

INCORPORATED 1636

TOWN HALL & SENIOR CENTER

450 WASHINGTON STREET



TOWN OF
DEDHAM
MASSACHUSETTS

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