

## Town of Ludlow, Massachuse 17 A 9:27 Capital Improvement Planning Committee WN OF LUDLOW

Minutes of January 22, 2024, Capital Improvement Planning Committee.

Meeting began at 5:30 p.m.

Members present: Marc Strange, James Gennette, Josh Carpenter and Tony Sanches,
Ron Saloio, Luis Vitorino

First Order of Business: Pledge of Allegiance

Mr. Gennette: Good evening, everybody and welcome to the Capital Improvement Planning Committee for January 22, 2024. So, tonight we are making some decisions on different capital improvements. Marc, why don't you step us off from the top here. We'll kind of go by your document and we'll breeze right down from there.

Mr. Strange: Happy to, so starting off with the Board of Selectmen, these are largely the same as when we first presented them at the last meeting. We have put in a placeholder for \$500,000 for the Ludlow High School wall repairs. We should hopefully have a number before town meeting but \$500,000 seemed like a reasonable estimate. We'll see if that's in fact the case once we get the final numbers. \$65,000 for a town vehicle to add to our pool. So, right now we have a charger that we inherited from the Police Department, and we have a pickup truck that's starting to show its wear and then we also have a RAV4 that we bought last year using capital funds. So, I polled the inspectors who use these vehicles and there is some tension with the usage of the pickup truck because Joe, who is our local building inspector, and Leslie who is the Building Commissioner, both use it. So, there's been sometimes where they couldn't. They'd have to use their own vehicles.

Mr. Gennette: And the Health Department has to use the same one?

Mr. Strange: Yes, so you have health, the assessor, two building inspectors, who else uses it, the nurse uses it. I think that's mostly it. Then Eric Segundo has one of the other chargers that's at the Vets Center. So, Chief Pease is applying for an emergency management grant for a back up generator for town hall in the event that we lose power. We could use it as a heating and cooling station, but also all of our IT is in this building and the thought was if we could get a backup generator that would be a good thing. The estimate was \$480,000 and there's a 25% cash match requirement. So, that's new to the plan for this week.





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Mr. Gennette: Alright, so that's the four of them, right? Alright so we'll start right at the top here. The wall repair is for LHS, there's really nothing we can do about it. I mean we can't just not fix this wall. It's actually coming down and it's a facilities thing. From my point of view, allocating 500, I think we're probably going to exceed \$500,000. So, just putting this in to hold a place I think is wise.

Mr. Vitorino: Mr. Chairman just a question, where did you get the half million-dollar number?

Mr. Strange: It was just a conjecture. So, we met with Mike Bertini, who is the head of maintenance for the schools, Frank Tiano, myself, the procurement officer and the design services or the original outlay was like \$23,000 for..., who is the architect. I guess the prevailing wisdom was that it would be maybe \$250,000 and they said it would probably be closer to 500. So, that's why we put in 500.

Mr. Gennette: So, it's from the architect.

Mr. Vitorino: Okay.

Mr. Carpenter: Now if we approve 500, is that the number? What if we go over that?

Mr. Strange: We'd have to take a look at it. Like I said, if it's before the town meeting, we might have to put another article. We can go back to you guys and ask for an additional allocation. It is really going to depend on where we are in the process.

Mr. Carpenter: So, we could approve contingent on the final number I guess, right?

Mr. Strange: Yes, of course.

Mr. Gennette: So, I think if it comes in, just like we did with the library windows. We approved them, they didn't use it, they needed more money. They came back in for more money. So, it's kind of a similar situation. It's just that we're pre-establishing that. I mean at the end of the day this whole thing could come in and they start talking about half the walls at the high school and then we're in a completely different conversation at that point.

Mr. Carpenter: Right.



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Mr. Gennette: And you know this would just be back to free cash. If we had to talk about bonds or whatever, which I hope that we don't have to do that. I'm really not happy that we are hitting the bonds as hard as we are. So, anyway can we get a vote on the LHS wall repair or a motion?

Moved by Mr. Carpenter to recommend approval of the LHS wall repairs in the amount of \$500,000, seconded by Mr. Saloio. Vote 5-0. All in favor.

Mr. Gennette: Can you do me a favor on this? Can you move this down to the school though? Even though it's been approved, I don't want to approve it as a town thing.

Mr. Strange: Sure.

Mr. Gennette: You know Tony had mentioned that in the last meeting and it is a school thing. I mean if we had to do the public safety complex, we would probably have to leave it under one of them as well.

Mr. Strange: Yes, sure.

Mr. Gennette: Alright, so the additional funding for the LHS sports complex? Did you mention that?

Mr. Strange: I don't know why; I think I did skip over that. So, that's a holdover from the last meeting. Again, the bid for the LHS sports complex was \$4.6 million and change. The Board approved \$4.8 million in ARPA funding. We do have an additional \$560,000 from the public safety HVAC, that was previously voted to have ARPA funds allocated for it. But now that's being paid for with a bond. So, we wanted to move that allocation for the HVAC into the LHS sports complex as a contingency.

Mr. Gennette: I apologize, I didn't ask for a vote for that last thing? All in favor? Alright, so that is going to be pretty much an ARPA item.

Mr. Carpenter: Do we have to approve that?

Mr. Gennette: We don't approve it; the Board of Selectmen handles that stuff. But we can definitely send it up in our literature that we're recommending it for ARPA that it's there. Marc will actually handle that with the Board of Selectmen. We don't really have to do too much, but just make note of it. That's not coming out of free cash. Alright, so then we go to the town





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vehicle. So, now I have a question for you. The Town vehicle we have, we have two, we have one for Veterans services,

Mr. Strange: We have one for Veterans that stays at Veterans. Then at town hall we have a Charger, a RAV4, and a truck.

Mr. Gennette: A Charger, RAV4 and a truck. Are we replacing any of those or are we adding to that?

Mr. Strange: No, we are adding. So, the thought would be to add another new vehicle and then we will probably replace the truck at some point.

Mr. Gennette: The truck is getting really bad?

Mr. Strange: Yes, it just went in for a new water pump or something.

Mr. Gennette: Yeah. We can't get used vehicles from anyone or anywhere else just to kind of keep moving those over instead of buying a new piece of equipment?

Mr. Strange: I'm not sure if there are Chargers available.

Mr. Gennette: It just seems that if we're replacing two cruisers a year, you know what I mean, outside of maybe the dog officer because she has to put them in there. But I mean if you're just talking inspectors and it's different used vehicles, why wouldn't we just roll them over. Unless it's part of the replacement cost of bringing in a new cruiser?

Mr. Strange: Right. Yeah, I don't know if they,

Mr. Gennette: That would be my only consideration. I mean what do you guys think, any conversation about it?

Mr. Saloio: I would agree because if it is a situation where they're going to trade an old Charger and not get anything for it, it might still be of pretty good use for the town. If they could repurpose it then I would say,



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Mr. Vitorino: I would be in favor of making some motion that you get both Chargers because he replaces two a year. Bring them here until we feel there are too many Chargers out front. Two vehicles are better than none.

Mr. Strange: Right.

Mr. Vitorino: I mean \$65,000 seems like a lot for a new vehicle. That's my holdup but I agree if you need more vehicles, you need more vehicles. I don't know what he gets for a trade-in, now you can get two Chargers. They're not great vehicles, but they generally don't leave the town and maybe you pick the RAV4, which is the nicer vehicle, that's the one that goes to Boston and then anyone can grab any of the three Chargers at this point, right? Three Chargers and a pickup truck. That's my thought. Now you get an extra vehicle, now you get two.

Mr. Gennette: As long as they're in better condition than what we're replacing obviously. You know what I mean? If they're beat up and horrible...

Mr. Vitorino: I would be in favor of saying you're getting two vehicles. I know you want one brand new one but you're getting two older ones. Does that help you? Hopefully they don't break down.

Mr. Gennette: We don't want to keep building; you know we don't want everybody to just have their own vehicle here. I don't want to pay the insurance for all of that, you know. If we can reuse some stuff for now, I think that's probably a better way to go.

Mr. Vitorino: Some of the DPW vehicles that have come here are not, they were not good. You saw some of them and some of them would come here and you'd go why is that thing still on the road? But I think two cruisers might not be too bad.

Mr. Gennette: Think about how fast they can get to their calls.

Mr. Vitorino: Right, they can get to their calls faster.

Mr. Gennette: You guys have anything?

Mr. Carpenter: Just to jump around a bit, how bad is the 2011 Silverado and the schools?





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Mr. Gennette: That's pretty bad. I drove by to look at the wall and they had that Silverado parked on the side lot and the whole fender is rotted out.

Mr. Vitorino: It's pretty rough.

Mr. Gennette: Like it's gone, it's just an open gaping, just rotted right out. Probably couldn't even pass inspection if they wanted to.

Mr. Strange: I bet.

Mr. Gennette: Tony, you got anything?

Mr. Sanches: No, I agree. I agree with the team. Same thing, if we can get two vehicles.

Mr. Gennette: Yeah, and you know money is tight. So, unless they have some alternate action that they're doing with those vehicles that we don't know about that might kind of throw this thing into flux. Alright, so I need a motion for the town vehicle.

Moved by Mr. Vitorino not to approve the new town vehicle and possibly pursue looking at hand me downs from the Police Department, seconded by Mr. Saloio. Vote 5-0. All in favor.

Mr. Gennette: So, no and again it's not that we don't want them to have a town vehicle but with the cost of everything right now let's see if we can find some alternatives. Town hall generator, did we talk about, oh this is the money that was, no it's not never mind that was for the roof.

Mr. Strange: This is the, so Chief Pease is putting in an application for a \$480,000 town generator as a safety backup for town hall in case you know, we lose power for an extended period of time. Our IT equipment is here so if we lose power with our IT, it's going to wreak havoc with our systems. We could also use Town Hall as a heating and cooling station if we needed to. That was the thought about that and there's a 25% cash match.

Mr. Gennette: From where, from who, from what? A 25% cash match from where?

Mr. Strange: Free cash.

Mr. Gennette: Oh, from free cash. I gotcha. We're matching.



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Mr. Strange: Yes, the town would have to match.

Mr. Gennette: At 25%, so they're covering 75% of it. That's accurate?

Mr. Strange: Yes, so 480, they'd be covering 360 and we'd be on the hook for 120.

Mr. Gennette: I can't argue a 75% discount.

Moved by Mr. Carpenter to approve the town hall generator in the amount of \$120,000, seconded by Mr. Sanches. Vote 5-0. All in favor.

Mr. Gennette: And we did the wall repair so that's all set. Before we go any further, I want to talk about; I had it in the agenda here on the bylaw and in discussion and everything and I think we've come to it before in the, where we talk about facilities and items, right? There's a couple of things that we've done in the past that I don't necessarily think were capital and as soon as you take those out of capital, I think that you have to include some stuff that isn't capital and I think we need to better define what is and what isn't right? So, like the classroom boards that I think are wants that the school wants them as part of it but it's not a need. It's not an absolute necessity and if it is something that they can accommodate within their budget, then they should probably take care of that. I think that it also comes into computers, I think town hall got computers that I don't think necessarily fits this bill for capital. That should probably come out of an IT budget kind of a thing. So, I don't know, I really want to hear what your guys' thoughts are? I would like to be able to try and get down to what is capital and what isn't capital and better define it because I think if we change this bylaw, we're going to run into some conversations today that we need to kind of either be on the same page with it or, well we have to be on the same page. Any thoughts?

Mr. Sanches: I agree Mr. Chairman. I kept reading the bylaw over and over again and to me it clearly states that equipment to be used for school student educational training purposes and or equipment to be acquired through grants and gifts is to be exempt from this bylaw. So, it just, I don't think it meets capital requirements. Anything that's for educational purposes or if you're able to get a grant for it.

Mr. Gennette: Marc, what do you think?





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Mr. Strange: I don't have the bylaws in front of me, but I think I responded to that, and I can't do you have, does anybody have them in front of them?

Mr. Gennette: Yeah, I got it here somewhere, I think.

Mr. Sanches: I have the bylaws in front of me but,

Mr. Strange: Yeah, can I see it? Equipment to be used for school student educational training purposes and or equipment to be required through grants or gifts shall be exempt.

Mr. Sanches: From the bylaw. I think your response to the email was more exempt from this section of the bylaw. But it doesn't say that, it says from the bylaw. So, that would be the entire bylaw.

Mr. Strange: Yes. To me that says if the capital item is getting purchased through a grant or a gift funds, that it does not qualify as a capital item.

Mr. Gennette: Right. So, which would be exempt.

Mr. Strange: Right.

Mr. Gennette: Yes, so if we take that all-in context, then we shouldn't be approving things like computers for town hall, boards for you know, the educational boards for the school. We can even get into weapons platforms for the public safety complex, you know or those kinds of items. I don't know if when we talk to say capital, what are we talking about? I think we're talking about big purchases that really can't be funded by the budget of the department and I think that we can't carry the load on budgetary items. We're looking at capital items and it's very vague. Honestly, we would love to be able to give everybody anything and everything that they want and be able to fund them out of free cash, but we just don't have that much cash. We need to be able to better allocate the resources to the departments that need capital items, the big items. Vehicles, HVAC units, walls.

Mr. Sanches: Mr. Chairman, I'd like to bring up another, so we just voted on the generator, which is being acquired through a grant, 75% of it. Would this language prohibit us from the \$120,000?



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Mr. Gennette: So that's, is it a grant? We're in a match. That's not a grant. That's not a grant, right?

Mr. Sanches: I'm just throwing it out there because you're using a grant, right?

Mr. Strange: That particular paragraph defines what a capital item is. So, it is a little bit gray, but you know, taking a bigger picture, a broader look at it. If you're using it for, if you're buying it through you know, outside of an operating budget or free cash. I think what that says is it doesn't have to qualify as a capital item that it's automatically you know; it's exempt because there was no impact on the budget. That's the way I read that. I don't know why else you would put that in.

Mr. Vitorino: Is that this? Oh, so that's not this right here?

Talking over each other.

Mr. Vitorino: Alright, so let's flip that around. So, let's say that somebody...capital improvement item. How does it get funded. It has to come out, it doesn't, so by definition, and I get what you're saying. So, what's to keep me in my department from having somebody gift me \$1 towards the generator and now I don't have to go to capital. Part of it is coming from a grant, part of it is capital. Now where do I go? Is it the Selectmen?

Mr. Strange: Does it say partially? Does it say fully?

Mr. Vitorino: No, it just says from grants.

Mr. Gennette: I can read it in full if you want.

Mr. Vitorino: Because so many of our things that we acquire, they get grants, they get gifts, but they don't get the full amount. So, there's nothing in there that says it has to be, it could be a dollar and now all of a sudden, I don't have to come to capital, but I have to go somewhere. I can't just put it in my budget,

Talking over each other.

Mr. Vitorino: Does it exempt them from coming before us? But that department still has to go somewhere to request that. It's not a yes or a no. Is it where do I go? You don't have to go to





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capital if you're getting a grant for something. You have to go somewhere. You can't just buy it directly with this grant. The grant isn't going to write you a check and then,

Mr. Strange: The grant is usually from the state or the federal and there's disclosure, there's quarterly reporting. So, there's oversight mechanisms.

Mr. Sanches: So, because the entire generator is not being acquired by a grant, it would qualify as capital because we need to come up with the 25%.

Mr. Strange: Right.

Mr. Sanches: That would make sense for me.

Mr. Strange: So, if was a full, you know \$480,000 grant, I don't think it would have to come in front of capital because the whole thing...

Mr. Sanches: Right, it wouldn't need anything. The grant would cover it.

Mr. Strange: Right.

Mr. Sanches: But because in this case the grant is only covering 75% and we're coming up with 120, we're covered.

Mr. Vitorino: But who approves it?

Mr. Strange: The state approves it.

Mr. Vitorino: You can't have a department just go out and get a grant for something,

Mr. Strange: It happens all the time.

Mr. Vitorino: But somebody has to approve it.

Mr. Strange: Well, the granting authority, the entity that has the money, that's going to provide the grant.

Mr. Gennette: So, they're the ones that are going to,



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Mr. Strange: You know, MEMA, FEMA. I mean we get grants all the time for stuff. You have to apply directly to that entity and then,

Mr. Vitorino: Someone, I guess my point is just that I'm playing devil's advocate. Somebody has to approve that.

Mr. Gennette: Well, if you're putting in an application for a grant, you're obviously approving the grant, right? So, you're going to,

Mr. Vitorino: The Police Department gets a grant to get a helicopter. No one can fly it. Town says okay, we're going to have a helicopter. I mean, I'm being ridiculous, but somebody has to approve that.

Mr. Strange: The Board of Selectmen has to accept the grant. So, let's say we apply for the town hall generator. We get it. They'll send us a contract and then we have to put it in front of the Board of Selectmen and the Board of Selectmen has to accept the grant.

Mr. Vitorino: Then I guess that would be the backstop for every, because the Board of Selectmen.

Mr. Strange; Every grant we get more than \$5,000 has to be approved by the Board of Selectmen.

Mr. Vitorino: Okay. Regardless if it is school, health, okay.

Mr. Strange: Well, I don't know about the schools. I think the schools have their own, the school committee would have to approve that but anything on the town side.

Mr. Sanches: Just to piggyback off of that. So, the police department couldn't have applied for this grant or the health department couldn't have like, because it came, you're saying the fire department applied for this grant.

Mr. Strange: Chief Pease is our emergency management director.

Mr. Sanches: So, he's the only one that could've applied for this grant anyway, right?

Mr. Strange: He could have delegated but yes. This is an emergency management grant.





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Mr. Sanches: But, I couldn't have gotten it.

Mr. Strange: Right.

Mr. Gennette: Well, him, the procurement officer, Marc.

Mr. Sanches: Well, yes there are certain people, to Luis' point, there's more controls in place.

Mr. Strange: Right.

Mr. Gennette: Well, to acquire the grant, right.

Mr. Sanches: Yes, yes. Thank you.

Mr. Gennette: So, you know I think you're right, maybe that grant in there is probably not a good thing to have. I mean, it's a capital item, right? It's a \$480,000 generator and they're asking us to pay \$120,000. That's a capital item in my purview. So, you know how do you say yeah, you know what, sorry you came up \$360,000 on a grant, but we're not giving you the 120. It's like we just got a discount on a generator. Why would we not participate in it. We're shooting ourselves in the foot. We are going to get it no matter what, right. So, whether we approve it or don't approve it, the Board of Selectmen are going to put in for it anyway because they're not, you know what I mean? Why would you not?

Mr. Sanches: But, Mr. Chairman, updated discussion. I would say that it qualifies because again the whole thing is not being acquired by a grant.

Mr. Gennette: But if the whole thing was being acquired by a grant, you wouldn't come to capital for it at all.

Mr. Strange: And I think that's what that says.

Mr. Sanches: Understood, but that's why it's there.

Mr. Vitorino: Yeah, because even with the school building projects even though the state was coming up with 50%, 60% it still had to come before capital.



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Mr. Sanches: Correct.

Mr. Vitorino: Even though they were putting out \$40 million, we still have to say yes or no.

Mr. Strange: Sure.

Mr. Vitorino: You might say no. So, I think maybe 100%, you can bypass capital but you're still going somewhere. You have to go somewhere.

Mr. Strange: Oh yeah. Absolutely.

Mr. Vitorino: So, that's the point. So, it's the Board of Selectmen has to kind of receive the grant.

Mr. Strange: Yes.

Mr. Vitorino: Makes sense.

Mr. Gennette: So, I guess maybe the situation doesn't come down to the big items that we know are capital, right. We're talking about, you know, a \$480,000 grant. I think it comes down to \$26,000, whatever, 14, well we can't do anything under 20. So, you know, I don't know, maybe we upped the amount of what the base amount of what a capital item is. Maybe that's the way to go, I don't know. Right now, it's 20. So, I was going to read it for anybody that's listening, its section 24, paragraph 2.

The committee shall study capital projects improvements, asset purchases involving major non-recurring tangible assets and projects. They shall study developmental capital outlay requests and 4A, and this is the important article, single or combined asset purchases or lease purchases for an additional and or replacement items, which are purchased at intervals of at least five years and amount to \$20,000 or more and have a useful life of at least five years, equipment to be used for school student educational training purposes and or equipment to be acquired through grants or gifts shall be exempt from this bylaw.

So, I guess we're not going to be changing the bylaw, we're not going to be doing new terminology tonight. All I'm asking here is that as we're going through these, consider where we may be headed with this to try and isolate it down and figure out what it might be when we're



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making our decisions on our things. That's all I wanted to do is have a conversation for tonight. Does anybody have anything they would like to add to as far as the bylaw goes?

Mr. Carpenter: There's something that stands out too, it's the, it can't be purchased in, it has to be purchased at least in intervals of five years. So, if you go to the golf carts at the end of their lease, do they just return them and get new ones or,

Mr. Strange: Yes.

Mr. Carpenter: so, technically that wouldn't be five years.

Mr. Strange: So, the item has to have a useful life of five years or more. So, again that's kind of gray. Technically, the golf carts have a five year, you know even though we might replace them after, or the golf commission may want to replace them after four years. They can go, it's kind of like the police cruisers too, you know, police cruisers are you know, five maybe less, maybe more. So, I think that qualifies as a capital item. Even if we were going to replace them after four years.

Mr. Gennette: I think the intent of that terminology at least was to say the you can't just put something on your yearly schedule that just happens annually for the next, however many years, twenty years or whatever. That's got to be part of a budget thing. You can't say I'm going to have a new, you know, lawnmower every year for the next fifteen years or pay for something or a service for the next fifteen years. Does that help?

Mr. Carpenter: Yes.

Mr. Gennette: Okay. Alright, so back to the other stuff. We'll check that off of old business with bylaw there, we won't do anything on that. So, Marc, why don't we move onto the DPW?

Mr. Strange: Sure, the DPW submitted a slew of requests and we kind of chopped them up between fiscal 25, fiscal 26, fiscal 27. They put in a request for the compact excavator, which is \$66,079. I think we provided pictures last time of the existing equipment that it would be replacing. They also needed an F350 super duty pickup with a plow. Their pickups are in really rough shape. That would be a one-time \$60,000 purchase from free cash. And last time we were in, the Volvo L60 was sort of the biggest purchase for fiscal 25. It was \$191,352. So, Jamie went back to the provider and asked them if they could do a three-year rent to own essentially,



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three-year payment and they agreed to do it. So, it would be \$68,624 a year for three years. So, we made that change in the plan.

Mr. Gennette: Their budget is pretty tight, right? I mean they're hurting over there.

Mr. Strange: The DPW, yes.

Mr. Gennette: Okay. Any conversation on these three items? It's in orange on your chart. Alright, let's start with the Volvo L60 wheel loader. I have the contract right here in front of me. It is a total cost of \$191,352, but they were able to get a three-year agreement at \$68,624 a year. Any conversation?

Moved by Mr. Carpenter to approve the Volvo L60 wheel loader three-year agreement, seconded by Mr. Sanches. Vote 5-0. All in favor.

Mr. Gennette: Is there any further discussion?

Mr. Saloio: Just a question, is that a replacement? It is, okay.

Mr. Gennette: Yeah, that thing is, I don't even know, it's going to go to salvage.

Mr. Strange: Yeah, I don't even know if it has \$500 in value.

Mr. Gennette: Yeah. They fixed it and fixed it and fixed it.

Mr. Saloio: Thank you.

Mr. Gennette: Alright, no problem. Any further discussion? Passes, alright. Alright we will move onto the F350 super duty pickup with plow. This is a \$59,382 purchase.

Mr. Carpenter: Mr. Chairman, one question on that. Is that plow being in addition to the \$59,000 or that all in?

Mr. Strange: It's all in.

Mr. Carpenter: So, they need a new, they need a new plow or is it just a new mount?



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Mr. Gennette: From that price it looks like they're going to use the existing plow because I can't imagine that they're going to put a whole plow kit on a brand new F350 super duty. I mean that would be great if they did, I mean that's a great price but isn't an F350 almost 50 grand right now? Never mind by the time you put all of the town lettering on it.

Mr. Saloio: Is this a diesel or gas?

Mr. Vitorino: Probably gas.

Mr. Gennette: My assumption is gas.

Mr. Saloio: Gas, so you were right up there. Diesel would be way up even,

Mr. Gennette: While Marc is looking that up, let's talk about the Volvo compact excavator. This is a one-time purchase of \$66,079 and it's obviously exactly what it sounds like. It's an excavator, it is like a bucket loader.

Moved by Mr. Carpenter to approve the Volvo compact excavator, seconded by Mr. Sanches. Vote 5-0. All in favor.

Mr. Strange: Yeah, so it is a new plow.

Mr. Gennette: It is a new plow, wow. Even better.

Mr. Sanches: Yeah, that's a good deal.

Moved by Mr. Carpenter to approve the F350 super duty pickup with a plow, seconded by Mr. Sanches. Vote 5-0. All in favor.

Mr. Gennette: Okay, I'm kind of happy that we showed the DPW a little bit of love there. I don't necessarily think we've done great by them over the years. They do, like the fire department, they do very well at taking care of their equipment and try to get as much longevity out of them as possible. So, the fire department, what do you think Marc?

Mr. Strange: Yes, so fire has, they actually submitted four requests. One of which was a holdover. It's a third-year lease payment for the fire tower. It's a \$335,000 payment. That'll be for fiscal 25, 26 and 27 and then that will be paid off. They are also asking for a new ambulance.



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That will be paid for out of the ambulance subscription fund. Two items we did remove from the plan, one was the intercom upgrade, which came in at \$18,000. So, it didn't qualify as a capital item and then the Lucas Chest Compression devises. There were some questions as to whether or not those qualified as capital. So, Chief Pease is going to apply for a grant to purchase those.

Mr. Gennette: Excellent. Alright, so are we just approving basically the next year's lease payment on the tower truck?

Mr. Carpenter: And an ambulance.

Mr. Gennette: And they're going to pay for the ambulance out of the subscription fund. So, we are just going to go ahead and recommend they do that.

Mr. Strange: Yeah.

Moved by Mr. Carpenter to approve both, seconded by Mr. Sanches. Vote 5-0. All in favor.

Mr. Gennette: Alright, Council on Aging, StarCraft lift van. This one is interesting. Marc, do you want to do a little background on that one or do you want to just rip it off?

Mr. Strange: Yeah, so, the Council on Aging has three vans. One of them, I think the other two have lifts, which helps some visitors to the center access to transportation. The third one does not have a lift. So, they want to replace that third van with a new purchase, a new StarCraft lift van. The price is \$125,000, through gifts, through a previous earmark from the state and then contributions from friends of the Ludlow senior center, they got that down to the remaining balance that they need is \$35,000 from capital.

Mr. Gennette: So, for \$124,547 van, the capital outlay for us is only \$35,000.

Mr. Carpenter: Mr. Chairman before I make a motion. I think Jodi and the entire Council on Aging do a great job with their grant writing. So, to save us almost 90, yeah \$90,000; I'd be in favor of approving that.

Moved by Mr. Carpenter to approve the van for the Council on Aging, seconded by Mr. Saloio. Vote 5-0. All in favor.





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Mr. Gennette: Yeah, she always tries to come up with something to be able to fund. It's pretty amazing honestly. Alright, so the library, this was a lot of conversation that we've had previously because it started with a request years ago and it just kind of escalated into this project. So, I think this is an official quote. This is on the record. This is it. So, I don't even know what to do if it comes back now. This has been quite a problem. So, Marc, I'm not even going to bother you with this one. This is historical windows for the Hubbard Memorial Library. It's a one-time purchase of \$219,540.

Moved by Mr. Carpenter to approve, seconded by Mr. Vitorino. Vote 5-0. All in favor.

Mr. Gennette: Any further discussion on it? Anyone need any clarity? No, we're good. Okay, the police department.

Mr. Strange: So, the police had submitted, they actually submitted four requests. One was their annual two patrol replacement vehicles for \$135,000, which is still in the plan. They also submitted a request for cruiser cameras. We checked with both police unions and that would have been a negotiation and been even more costly than the \$24,000 it would have cost for the cameras. So, we pulled that request. They also submitted a request for a Chevy Tahoe for the detective bureau. We bounced that one to fiscal 26 and the same thing for the ACO's Ford Transit. Pretty straight forward.

Mr. Carpenter: So, just approving the two cruisers?

Mr. Strange: Yes.

Mr. Vitorino: So, we're not getting any,

Mr. Gennette: Next page.

Mr. Carpenter: So, are they going to get the cameras or,

Mr. Gennette: No.

Mr. Strange: It's got to be negotiated with the union.

Mr. Gennette: So, yeah and as far as the cruiser cams go, we had talked about it before. I think that as they're doing their build out for their cruisers if we want to try to talk when we have



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patrolman negotiations again in the future, maybe we just say hey look just so you know, there's going to be cameras in the vehicles. So, we have to figure out whatever that is. Then as they are putting the package together, they should probably include that. You know it's \$135,000 for two of them. They have a whole build out that they do, and I got to imagine that's got to be an option.

Mr. Strange: Yes.

Moved by Mr. Carpenter to approve the two replacement vehicles for the police department, seconded by Mr. Sanches. Vote 5-0. All in favor.

Mr. Gennette: Any further discussion?

Mr. Sanches: Those vehicles are a 2016 Dodge Charger and a 2017 Dodge Charger. Per our discussion earlier.

Mr. Gennette: Right, so if we could roll those down, providing that they're not too beat and they're going to work.

Mr. Sanches: So, it could work.

Mr. Gennette: What was I going to say about that? I don't know. Moving on. So, the school.

Mr. Strange: So, the school's again in orange for 2025. They're requesting classroom displays and sound systems upgrade for more classrooms at LHS, at Baird and at East Street. Each of those locations is \$24,000 for a total of \$72,000. They're also requesting the replacement of a 2011 Chevy Silverado with a new pickup truck. That request is \$48,000. They're also requesting funding in the amount of \$53,185 to repave the parking lot and sidewalk replacement on one side of the school. I think it's Laconia Street. The DPW did go out there and they said that it absolutely needs to be replaced. There are potholes everywhere and the sidewalks pose a danger. The East Street School fire replacement panel was also a request, \$115,000 for fiscal 25. We asked Chief Pease about that, and they did go out there and take a look and said it is beyond its useful life and then there's two HVAC systems at LHS, each costing \$85,000 for a total of 170.

Mr. Gennette: And those are not air units, they're heat only.





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Mr. Vitorino: They're both. Oh, heat only.

Mr. Strange: Heat only.

Mr. Vitorino: Oh, in the gym, I'm sorry. We did the auditorium a couple of years ago or this

past year.

Mr. Strange: Yes.

Mr. Gennette: Well, you know, just a little bit of background on those HVAC units. The school department, with the buildings that they have so many HVAC units and even if we didn't' do them pretty regularly, they would literally be so old, you know by the time we had them all replaced, we would be 30 years deep. You know, so if we don't pay attention to them, we start getting into some pretty bad situations down the road. Again, I think that's capital items because I think especially when it comes to facilities. I don't know, what do you guys think?

Mr. Carpenter: Mr. Chairman, I say we take the easy ones first and then we can go into our debate about the classroom displays.

Mr. Gennette: Sure. Wherever you would like to take it, Mr. Carpenter.

Moved by Mr. Carpenter to approve the two HVAC units for the high school, 1D and 1E, seconded by Mr. Saloio. Vote 4-0-1. One Abstention.

Mr. Gennette: Any further discussion on the HVAC units for the main gym? Two units.

Moved by Mr. Carpenter to approve the parking lot and sidewalk and the fire replacement panel at the East Street School, seconded by Mr. Sanches. Vote 5-0. All in favor.

Mr. Gennette: Is there any further discussion on any of these items? The East Street parking lot, the East Street School fire replacement panel and what was the third one?

Mr. Carpenter: It was the parking lot and sidewalk and the fire replacement panel.

Mr. Gennette: Oh, okay gotcha.



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Moved by Mr. Carpenter to approve the replacement pickup truck, seconded by Mr. Vitorino. Vote 5-0. All in favor.

Mr. Gennette: The pickup truck is \$48,000. Any further discussion? Alright, so the upgrades. Don't stop now Josh.

Mr. Carpenter: So, I agree with you where you're saying that it doesn't really fall under capital, but it kind of puts us in a catch 22 because we approved some last year.

Mr. Gennette: Yes, and we also had a bylaw change last year and you know, I got to tell you, I didn't approve of this last year. I had the same argument last year as I have this year. I think this is something, I mean we're looking at three rooms with the school by the time they finished all of their rooms, they have to have 120 rooms, right? With all the schools. If you put all the boards in all them at three a piece, it's going to take you forty years to get there. This is a neverending purchase for these upgrades, and I think it's a want not a need. I think that we don't have the money. I think they don't have the money, honestly. But this is something they would like to have, and I also don't think it's a capital thing. I don't think that we can afford to do this year in, year out when we have bigger things to take care of. Like HVAC units and sidewalks and walls and.

Mr. Sanches: Fire replacement panel.

Mr. Gennette: I think it's just outside the scope of a capital project. These are just my thoughts and I know I'm trying to kind of fighting for it. You can vote however you would like, that's why we're a board.

Mr. Carpenter: The only thing I'd like to say is I know we have this planned out for like the next five years. I wouldn't be against moving something up that could go up in price for the money that they're asking for. So, they're asking for \$72,000 for these classrooms, could we move a \$52,000 pickup truck and now instead of waiting until next year where it could be \$5,000 or \$10,000 more or could we do the bleachers or something like that?

Mr. Gennette: I understand your thought process there. I think that's probably a good call. Let's take care of this conversation first. Figure out where we are with a cash balance and then maybe kind of come back and see where we sit because we don't even know what we're going to end up with yet as far as other things coming in and we've got some things that we don't know about.



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I'm not opposed to that especially if we can save a couple of bucks. But, it depends on what it is, how much it is, and what are balance looks like. What do you think?

Mr. Carpenter: Yeah, I'm fine with that. I'm going to wait for someone to convince me yes or no on this one though.

Mr. Vitorino: My quick math says that we've already approved almost 900, about \$900,000 for the school infrastructure. Heating units, the wall, fire alarm, so I mean it's not like we're saying you can't have anything. It's \$900,000. That's probably a third of what we're going to approve at the end of the day, I think.

Mr. Strange: Yeah, more than that.

Mr. Vitorino: Yeah, and they're all necessary. So, just to put it in perspective.

Moved by Mr. Sanches to deny the school displays and sound systems because it does not meet our bylaws, seconded by Mr. Carpenter. Vote 5-0. All in favor.

Mr. Gennette: Is there any further discussion?

Mr. Carpenter: I thought I was going to get a little more,

Mr. Sanches: I think it's just strictly down to bylaw. If it was something different like you said, if it was another truck or something else, I don't think we'd have an issue.

Mr. Gennette: Well, we may come back to it. Let's see what else we could possibly do. Let's see what the budget is. What are we looking for this year? Alright, so let's get into golf. What are we looking for this year? Actually, they've done pretty good. We have been taking care of them pretty good past couple of years. Of course, it's all in their budget, right? This is all covered under their retained earnings.

Mr. Strange: Yeah, so we have second year of leases for the golf carts, for the Toro Sand Pro as well as the Kubota. As you can see there, the Kubota is \$16,127 for this year or excuse me, for fiscal 25. The Sand Pro is \$9,439 and the golf carts are \$73,428. Two new one-time items would be \$60,000 for kitchen upgrades and then \$63,257 for the Greens Master. All those items would be paid for out of retained earnings except for the golf carts, which are coming out of the operating budget. None of those items would be funded with free cash.



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Mr. Gennette: Does everybody have that? Anybody want to have any discussions? Any clarity?

Moved by Mr. Carpenter to approve the second year of the golf cart lease to be paid for out of the golf operating budget, seconded by Mr. Vitorino. Vote 5-0. All in favor.

Mr. Gennette: Keep it going Josh.

Mr. Carpenter: Anybody against any of these four before I make a motion?

Mr. Sanches: No, I think you should just wrap them all up.

Mr. Gennette: So, just to expound on it a little bit, you know, we beat this up pretty good a few last year or the year before with let's pay something directly. Let's put a few things on lease. I think all we're doing is just carrying forward what we've already discussed. So, it's pretty simple. Well, the kitchen, I think the building inspector went in and said they need upgrades. So, I think that was cast upon them. I don't think it was part of their plan, but if the building inspector's going in and saying you have some hazards then you know what are we going to do here and it's still getting covered under their budget.

Moved by Mr. Carpenter to approve the kitchen upgrades, the Greens Master 3150Q, the Toro Sand Pro lease for the second year and the Kubota 350 second year lease to be paid out of retained earnings, seconded by Mr. Saloio. Vote 5-0. All in favor.

Mr. Gennette: Okay, we are good with golf.

Mr. Carpenter: Mr. Chairman, can I get a total on that so far?

Mr. Gennette: Yeah, well what did we nix? Let's go by that. We nixed the town vehicle.

Mr. Carpenter: 65 and then 72 I believe for the schools.

Mr. Gennette: Yeah. So, 137 less.

Mr. Strange: So, what is it, 137?

Mr. Gennette: Well, it's less 137. Unless there was something else that we missed but no I think,



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Mr. Strange: \$2,739,810, which means ending free cash would be about \$1,260,000. That's a good number.

Mr. Gennette: \$1.260?

Mr. Strange: Yeah. That's more than we had last year, I think.

Mr. Gennette: And that includes that 500 for this wall so that's huge. So, right now as far as the FinCom reserve \$100,000, that's standard every year. Stabilization transfer currently is \$300,000. This building, which normally we put in a mil, to give you a little update on that Ron, I don't know if you understand the stabilization fund. So, stabilization by our bylaws should be roughly 6 to 8% of our overall town budget, which has broken \$80 million now. So, right now in stabilization, what do we have right now in stabilization, it's got to be \$7 million?

Mr. Strange: \$6.4.

Mr. Gennette: \$6.4 million. So, as long as we stay within those means by the town bylaws, we don't have to actually put any more money in, but that money in stabilization actually gives us that safety net down the road. That's our cushion. So, we want to kind of always contribute something to it. That's why the \$300,000 is there for it, you know, but it is kind of an arbitrary kind of a number.

Mr. Strange: Mr. Chairman, so our financial policy says that the town has to put in a minimum of \$300,000 in free cash until and unless we achieve that 7 to 9% out of the operating budget, which I think we're at. So, I think to the Chairman's point, I think it's always nice to see us continuing to fund that fund. But if push came to shove, you know we might be able to get around that for this year.

Mr. Gennette: So, it's nice to be able to say we got it. So, we've got plenty of room if you want to talk about an alternative for the school or who's got stuff coming up that we could probably fit in this year. I mean we don't want to go crazy here. I mean it's nice to have a little bit of a cushion. We want to be able to do that. I got to tell you; I'm contemplating those barrels. I mean if we still put \$300,000 into stabilization, we go through all that and we're still left with \$1.2 on top of all of that? So, the stabilization isn't coming out of \$1.2, that's extra. The trash barrels for the town, if we can take a big chunk out of that for the contracts going forward that might be big. Alright guys, so here's the deal, we are in negotiations with Waste Management for the trash and





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Waste Management, it was a wonderful conversation, and they really want to come to the table and be able to work with us and they want to earn our business. They want to do a lot of good things. So, we had a lot of conversations about what money is what. So, 35-gallon barrels for the trash are kind of the max limit because that means that we can get grant money from the state to kind of help fund purchases for the barrels because it encourages people to recycle. Where the money comes in is we're going to have to buy recycling bins and the recycling bin, we're thinking that it is probably going to come in at a 92-gallon barrel and single stream. Is that accurate? Which means you are going to put both items in your barrel and they'll get picked up biweekly. Correct? Does that sound, I mean we really have to get at the nuts and bolts.

Mr. Strange: Yeah, there's all kinds of, we can do whatever we want to do. It could be weekly; it could be biweekly. I almost think that the 96-gallon was for bi-weekly pickup because it's so big. But there's a lot of different things on the table.

Mr. Gennette: Yeah. So, we had the option to buy the barrels ourselves. We could just to the outlay, which is about \$60 - \$70 per barrel. I'm guessing if you get a 92-gallon barrel, it's going to be more expensive than a 35-gallong barrel. But I'm guessing on average, we're probably looking at \$70 a barrel. We could buy them, we could maintain them, we could do all of that or they would buy them, they would distribute them, they would maintain them, they would do all of that. It would be part of the contract. We could buy them and then pay for them to maintain them. So, there's a lot of things involved, but I'm just wondering if maybe we reach out to them and say instead of making them part of the contract, can we contribute some of the money to the purchase of the barrels upfront. I don't know if that's even a thing because we want them to maintain the barrels, right? We don't want to have to pay people to take care of it and actually Jamie and Jimmy were on the meeting as well and they said we don't have the manpower or the area to store all these items. So, we don't really want to have to take care of it. I'm just wondering if we have an opportunity here with a little bit of capital to kind of knock some of that out.

Mr. Saloio: And that would lower the contract cost.

Mr. Gennette: I'm hoping that if we put one point, if we put a million and say we didn't even use it all, \$260,000 we put on OPEB, no we don't want to...that was another thing, OPEB. We were talking about that. We might want to touch on that in a minute. That might be another \$250,000 depending on what's going on with the Governor. I don't know. I know I just threw a lot at you guys but,



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Mr. Strange: We have a follow-up discussion internally on the trash on Thursday. So, I think we'll be able to, I think maybe we will have a more succinct plan for what our options are and then we can get some numbers from Waste Management. I think we have time to do that.

Mr. Gennette: I think we might too because they're going to come back relatively quickly, and we have a follow-up meeting with Jamie and Jimmy coming up. So, we'll get more details relatively quickly here, I think. And they seem pretty eager to win our business, so I don't think they're going to wait very long to get information back to us either. Alright so we'll just hold for now. If we don't touch that \$1.2, does that just stay free cash and roll over to next year?

Mr. Strange: Yeah, and that's fine by me because you never know how much free cash you're going to get, right? So, we've been lucky with being able to come up with \$4 million a year for the past two or three years, which is great but again, we've cut a lot of fat and this year we benefited from a couple of big solar arrays coming online. The mill 8 will be coming online I think fiscal 26 or so. Anytime we can buttress our free cash balance that's a good thing. But, we have so many needs, so many capital needs that you know, every single one of these expenditures is a good expenditure. The barrels would be too. In terms of OPEB, you know, after getting some more information this weekend from the Mass Municipal conference annual meeting, I am of the opinion maybe we back out the \$200,000 for OPEB. I'm happy to explain my reasoning for that, maybe at another meeting, but I kind of want to keep it in there in case the LHS wall comes in above \$500,000, then we have a little bit of a buffer. So, if it comes in at \$700,000, we're still covered.

Mr. Gennette: Yeah, okay. Alright.

Mr. Carpenter: Or you can use the \$130,000 we just saved you.

Mr. Strange: Yes, we got that too, yes.

Mr. Gennette: Do you have anything as far as this,

Mr. Carpenter: When I first said it, I was thinking of something for the school like the, either the motorized bleachers at the middle school or the other pickup truck. Just something that might go up. It makes no sense going up to the middle school for one heating unit when they're going to try and go back up there in the next year.



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Mr. Gennette: well, that's another thing too. So, Veterans school is down and we're going to be, I guarantee you Mr. Brillo is going to be all over us for tennis courts, tennis courts improvements and pickleball. So, maybe \$1.2 may end up going that way. So, yeah, let's hold here for now. If you guys are comfortable, I think we kind of just say, there's going to be more things coming let's just hold. What do you think?

Mr. Carpenter: Works for me.

Mr. Gennette: Alright, that's our request then. Do you need anything else from us as far as this goes?

Mr. Strange: So, is this final?

Mr. Gennette: This is final, yes.

Mr. Strange: Okay, I can put together the memo and send it out to you guys and I think, I don't think the recommendations are due. Does anybody have the calendar in front of them?

Mr. Gennette: I don't know, Tony might, he's pretty good with that.

Mr. Carpenter: I thought it was in a couple of weeks.

Mr. Strange: I don't remember when they're due.

Mr. Gennette: Is this what you're looking for?

Mr. Carpenter: February 20th, area.

Mr. Strange: Yes, so the Board has to receive them by February 21<sup>st</sup>. I think the next meeting is, I think it might have been the 20<sup>th</sup> for you guys. So, yeah, I'll write up the memo and I don't know if you want to meet and just make sure one final time, we're all good. It all depends on,

Mr. Gennette: Do you guys,

Mr. Carpenter: Marc, it says they're due on the 20th. Are we meeting.

Mr. Strange: It must be the 19<sup>th</sup>.



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Mr. Vitorino: So, we're meeting on the 19th?

Mr. Gennette: So, do you guys want to do one final review? Are you comfortable with it? Do you want to make a motion that I can just sign it because it's a recommendation to the Board of Selectmen. What do you want to do?

Mr. Carpenter: If anything, do you think anything's going to drastically change?

Mr. Vitorino: I would write up the draft.

Mr. Gennette: Write up the draft and bring it back for review. Alright, so we have got time.

Mr. Strange: Yeah, your next meeting would be on the 19th of February.

Mr. Gennette: Yeah, so we'll do that.

Mr. Vitorino: If something changes, but I think we're 99%.

Mr. Gennette: Yeah, we're there. So, all we have to do is pretty much sign it at the next meeting. Alright, excellent. I just buried my agenda. Okay, so the five-year plan follow up, I don't know that we have too much to do with it right now, but I would like to ask if we are going to entertain like the upgrades that are scheduled here going forward for the next however many years? Are we going to entertain them again next year? Should we take them off the five-year plan? Do we want to wait until we get finalized on the bylaw before we make some kind of a change like that?

Mr. Vitorino: Mr. Chairman, I think it's nice that we can see into the future, but you know, everything changes year to year. So, I don't know if I'd be comfortable approving something four years from now, saying yes, we're definitely going to do that because at the time you might change it, but I like the plan. Looking out into the future, you can kind of see what's coming, what's not coming. How departments have prioritized and said, I really, really want all of these but I'm willing to wait two years for this one, three years etc. I like that because it makes it a lot easier for our decisions.

Mr. Gennette: It does.

Mr. Vitorino: It's not all in here at once.



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Mr. Gennette: Especially when you're looking at leases.

Mr. Vitorino: Yes.

Mr. Gennette: You get to see the leases and when they're ending.

Mr. Vitorino: Right.

Mr. Carpenter: I'd be in favor of removing the classroom display sound systems since we determined it's not a capital item. That's just me.

Mr. Gennette: Since it doesn't fit the bylaw. Yeah? Let's go ahead and just take it, I don't think we need a motion for that.

Mr. Strange: Yes, I can take it out.

Mr. Gennette: Yes. It just doesn't need to be there. Is there anything else that you guys would like to see here? You know what, I don't know if next to the general government accounts, if you could just put what is in a couple of these like stabilization like where it is?

Mr. Strange: Like balances, sure.

Mr. Gennette: Yes, just so we can kind of see where we are at and that \$1.2 is because of that stabilization. I mean we've been putting a million in.

Mr. Strange: That's right.

Mr. Gennette: Yes, and we're down to \$700,000 of it right there. So, that seems excellent, great. It's wonderful.

Mr. Carpenter: So, what did we say the number is that we approved? We are going to have \$1.2 when we're done.

Mr. Gennette: Right.

Mr. Sanches: So, \$2.7 was approved.





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Mr. Gennette: Yes, \$2,739,810.

Mr. Carpenter: That's not bad when you have a half million dollars, a couple of half million-dollar projects.

Mr. Gennette: Well, I got to tell you, I think the departments have done a lot of things you know, and even the schools. Listen, we've really put the screws to the school and they've really kind of shined. I have got to admit that I think that I would love to be able to see, I still think there's gray areas that we just don't know about. They know their budgets and everything and we have a hard time seeing it and a hard time understanding it, but I think the past couple of years or at least since Mr. Tiano came in, I think that he's done a decent job of trying to at least meet us halfway with it. So, I'm pretty happy where we are. I know that the economy sucks and we're getting hit with all kinds of other stuff, but I think it's outside influences. We're just kind of dealing with what's going on.

Mr. Strange: Yes, there's a lot of towns that are really tight this year. I mean, look at Newton. Newton, I don't know if you guys follow it but their teachers are on strike.

Mr. Gennette: Oh, are they?

Mr. Strange: Yes. I mean, we're not immune to it.

Mr. Gennette: Last year, West Springfield I think did a 2 ½ override. I think they went to 8.5%.

Mr. Strange: Wow!

Mr. Gennette: And it was mostly school, but you know, you make a cataclysmic change like that, there's a ripple effect across the community and if this economy tanks, they could pay for that. They could pay hard for it. So, I think we're doing good trying to hold everything off. Anyway, I'm sure everyone is dead. I'm sure everyone wants to go home; it's been a long day.

Mr. Carpenter: Mr. Chairman, can I see the minutes?

Mr. Gennette: Oh yeah, you have to approve the minutes.

Mr. Vitorino: Can we get them and read them at our leisure before we vote on,



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Mr. Gennette: Before we vote and approve? Yes, we can totally do that.

Mr. Carpenter: Table it until the next meeting?

Mr. Gennette: Save to the next, yes, we'll table it. We don't have to make a motion to table anything, it's tabled.

Mr. Vitorino: I'm sure that's fine Josh.

Mr. Vitorino: If my name is misspelled, I'm going to be angry.

Mr. Carpenter: Well, well, well.

Mr. Strange: Do you guys have electronic copies of that?

Mr. Vitorino: I don't think I have.

Mr. Gennette: I don't think you do. You should, we will send them out.

Mr. Strange: What was the date of that meeting?

Mr. Gennette: This one is December 11<sup>th</sup>.

Moved by Mr. Carpenter to adjourn the meeting, seconded by Mr. Saloio. Vote 5-0. All in

favor.