Town of Milford, New Hampshire

2016-2021 Capital Improvements Plan

Adopted on October 20, 2015

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Town of Milford Planning Board
Capital Improvements Plan Citizens' Advisory Committee
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Chapter 1. Introduction, Definition, Purpose, and Process

A. Introduction and Definition

A municipal capital improvements plan is an essential component of the Town's short-term and long-range community planning process. As authorized by NH RSA 674:5 and by Article 25 of the 1995 Milford Town warrant, the Milford Planning Board, with the support of the Department of Community Development and the Capital Improvements Plan Citizens' Advisory Committee, annually prepares a six-year capital improvements plan (CIP). The CIP lays out a framework for municipal programs and projects that require significant capital outlays. The CIP encompasses major projects currently underway and future projects to be undertaken in most cases with public funds. Tailoring the CIP to the community allows projects to be classified according to urgency and the need to see them realized to support Town services and goals. Included in the CIP analysis are estimated costs for each project, probable operating costs, eligibility for impact fee assessment, and anticipated funding sources. A project is deemed eligible for inclusion in the CIP if the total exceeds $75,000 and is reasonably expected to have a useful life of at least five (5) years. Replacement vehicles, although often acquired in groups, are not eligible unless the single unit value is equal to or greater than $75,000.

The CIP contains the capital improvement projects reviewed by the Capital Improvements Plan Citizens' Advisory Committee (Advisory Committee) based on its analysis of project requests submitted and presented by Town department heads, the Water and Sewer Commission, the Wadleigh Library Board of Trustees, and the Milford School District. For the 2016-2021 CIP, project requests (both new and recurring) were submitted by the following: Ambulance Service, Community Development Office; Fire Department; Public Works Department; the Trustees of the Wadleigh Memorial Library; the Water Utilities Commission; and the School District. No project requests were submitted this round by the Administration, Assessing, Community Media, Finance, Information Technology, or the Police Departments, or the Conservation Commission.

B. Purpose of the Capital Improvements Plan

The Milford Capital Improvements Plan (CIP) attempts to link, within a rational framework, the provision of needed facilities, products, or services with the spending necessary to attain such items. The CIP must address the goals and intent of the Milford Master Plan and department priorities with fiscal realities. A well-supported and thoughtfully prepared CIP should provide the following benefits to the community (as noted in *The Planning Board in New Hampshire, A Handbook for Local Officials*, November 2012, New Hampshire Office of Energy and Planning, Chapter VI):

- ***Preserving public health, safety, and welfare***. Providing the basic services which ensure citizen health and safety is a fundamental responsibility of local government. Programs of regular facility maintenance, upgrades and expansion of government services to meet minimum federal, state, and local standards are essential to any community. The cumulative effect of deferring

major maintenance expenditures and basic improvement of essential services is often an expensive series of stopgap measures which fail to address comprehensive long-term goals.

- ***Anticipating the demands of growth.*** When related to the master plan, the capital improvements programming process works to anticipate investments in community facilities which are needed to serve or shape the pattern of growth and development in the Town. The portions of selected capital improvement expenditures which are necessitated by growth may be eligible for funding by impact fees as authorized in RSA 674:21.

- ***Improving communication and coordination.*** Communication among the Planning Board, municipal departments, administrative officials, the Budget Advisory Committee, the Board of Selectmen, and citizens can result in cost savings and avoidance of duplication of facilities and expenditures.

- ***Avoiding undue tax increases.*** Capital improvements programming is a means of avoiding the surprise of expensive projects generating large property tax increases. While cost impacts cannot always be precisely determined in advance, the CIP fosters discussion of the distribution of the tax burden of new capital expenditures over time. A consequential benefit of fiscal stability and sound community facility planning may be an improved bond rating.

- ***Developing a fair distribution of capital costs.*** The capital improvements programming process allows for a public discussion of the preferred means of distributing capital costs not only over time, but also among users of the facilities to be financed.

- ***Building a foundation for growth management and impact fees.*** The development and formal adoption of a capital improvements program is a statutory prerequisite to the enactment of growth management and impact fee ordinances. A properly constructed CIP is an integral part of a land use regulatory process which implements either type of ordinance.

- ***Identifying "scattered and premature" development.*** New Hampshire statutes allow planning boards to adopt subdivision regulations which provide against scattered or premature subdivision of land. The capital improvements program is one measure which a planning Board may use to judge whether a development is scattered or premature based on an absence of essential public services and infrastructure.

- ***Supporting economic development.*** Communities exhibiting sound fiscal health and quality services and facilities are attractive to business and industry. New business investment and reinvestment may be influenced by improvements which enhance the quality of life for residents and labor. Private decision-making for investment is based not only on availability of utilities, but also on the quality of community schools, public safety facilities, recreation opportunities, and cultural amenities such as libraries.

C. Capital Improvements Planning Process

As specified in NH RSA 674:5, the Milford Planning Board is charged with directing the capital improvements planning process, based upon the Town's adopted master plan goals and recommendations. The CIP process begins in late spring of each year with the distribution of project request forms by the Community Development Office. The Planning Board at that time also appoints a seven regular member/one alternate member committee representing several areas of Town operation and general citizenry. Members serving on the 2016 -2021 Advisory Committee were:

Paul Dargie	Chair, School Board Representative
Joe O'Neail	Member-at-Large
Gil Archambault	Member-at-Large
Judy Plant	Planning Board Representative
Tim Finan	Planning Board Representative
Veeral Bharucha	Member-at-Large
Matt Lydon	Budget Advisory Committee Representative

The Committee meets regularly starting in late spring with the goal of completing a final draft Capital Improvements Plan for public review in early fall. During this time the Advisory Committee meets with department heads and representatives of the boards and commissions that submit project requests. The Committee generally follows a basic five-step process in accumulating, analyzing, evaluating, ranking, and allocating project requests to appropriate years in the upcoming six-year time frame, with the intent of balancing needs and costs with Town financial constraints and reasonable and logical implementation timeframes.

This year the Advisory Committee supported the placing of all project requests in the year requested by the Department Head and worked to provide recommendations that addressed community needs while maintaining a projected tax rate that had as minimum impact as possible.

It is important to note that individual Advisory Committee members may or may not support a specific project(s). The role of the Advisory Committee is to recommend the *placement or non-placement* of projects in the six-year capital improvements plan. The objective is to create a funding profile that minimizes yearly fluctuations of tax rate burden on the citizens of Milford. An unstated but genuine objective of the Advisory Committee is to not only reduce the fluctuations but to reduce the citizen's overall tax burden which in 2014 stood at $27.30 per $1000 property valuation. Thus the Capital Improvements Plan becomes an important tool to be utilized by the Board of Selectmen, Budget Advisory Committee, department heads, and citizens in the evaluation of spending on capital projects both in the short and long-term.

A more detailed description of the Capital Improvements Plan process is as follows:

Step 1: The Community Development Department transmits project request forms to all applicable department heads, commissions, and the Milford School District SAU office. Projects are referenced by either a new or previously given project number to

facilitate easier identification and review of projects. Each project is also to have a Statement of Need in addition to the Description. The Statement of Need enables the Advisory Committee to understand why the project is required for a continuation or increase of Town services and the impact of delaying or not accomplishing the project. When applicable, project requests are cross-referenced to where they are included in the Milford Master Plan.

Additionally, the Project Request form seeks project rationale and justification based on a series of factors used to evaluate. The specific project request addresses whether it:

a. removes imminent threat to public health or safety,
b. alleviates substandard conditions or deficiencies,
c. responds to federal or state requirements to implement,
d. improves the quality of existing services,
e. provides added capacity to serve growth,
f. reduces long-term operating costs,
g. provides incentive to economic development,
h. is eligible for matching funds available for a limited time,
i. is a continuation of an existing project,
j. addresses public demand,
k. extends the useful life of the current facility or equipment, and,
l. any "other" if there are additional extenuating circumstances justifying project inclusion in the CIP.

Step 2: The Advisory Committee reviews project requests, and schedules a meeting with the respective department if needed to discuss each project.

Step 3: The Advisory Committee studies projects individually and through group discussions. Evaluation includes review of the level of preparation applied to the requested project. The Advisory Committee utilizes a policy that a minimum of a conceptual drawing or architect's rendering is required for any facility which is expected to be placed in the next three (3) year "window". Not all projects submitted each year are necessarily recommended for inclusion in the CIP Plan. This may result if the Committee determines that a project has not established sufficient need or if it is unlikely to achieve support to implement during the plan years. The Planning Board can bring back a project back into the CIP based on its review, public input, and further department justification.

Step 4: Using the requestor's recommendation as a starting point, the Advisory Committee discusses and develops a consensus on the recommendation for the year in which the project should be placed on the Town Warrant. A project that is included in the CIP does not mean the project will be implemented as implementation is subject to additional factors. For projects requiring bonding the tax impact is noted the year after the warrant article is presumed to pass which is when the tax rate impact occurs. The CIP Committee adjusts recommended warrant article and funding years to smooth and balance the fiscal impact and maintain a reasonable debt level each year. The Committee considers the overall debt load from all bonded or lease purchase acquisitions by the Town and the School District.

Step 5: The Advisory Committee considers the projects that are recommended for placement on the next year's Town warrant and prioritizes those particular projects to provide its recommendations on urgency and need. This prioritization gives the Board of Selectmen, Budget Advisory Committee, and the public the input needed from the Advisory Committee when those bodies deliberate during the ensuing development of the next year's budget and warrant articles.

Upon completion of the five-step process, the Advisory Committee:

1. Prepares the 'final' draft report with the assistance of the Community Development Office;
2. Presents the final draft to the Planning Board at a Planning Board worksession;
3. Presents the final draft to the Board of Selectmen to brief the Board on its recommendations;
4. Transmits a copy of the final draft report to department heads, the Board of Selectmen, the Budget Advisory Committee, and the Planning Board;
5. Schedules a public hearing date with the Planning Board;
6. Presents the CIP at a Planning Board meeting for the required public hearing and adoption.

Chapter 2. 2016 – 2021 Project Requests: Project Descriptions and Advisory Committee Recommendations

This year's Advisory Committee is appreciative of the time and effort given to the process by department heads and the School District. Background information and documentation was generally very complete, thorough, and greatly assisted the Advisory Committee in completing its work.

For this cycle there were 30 projects included for funding consideration between 2016 and 2021 (28 Town-related and 2 School-related). Five additional projects were identified as 'on horizon'. A brief description of each project and the Advisory Committee's recommendation follows. Although individual opinions may have varied among Committee members, the recommendations reflect a consensus to place the projects as indicated in the CIP Estimated Tax Impact Table (Chapter 5). The 2016-2021 Capital Improvements Plan in its entirely, with the Estimated Tax Impact Table, was approved by a vote of 7 in favor, none opposed by the Committee.

Placeholder and On Horizon Projects

When reviewing projects and placing them in the CIP Estimated Tax Impact Table, the Advisory Committee also considers whether the project is a **'Placeholder'** or is **'On horizon'**. A project that is considered a **Placeholder** is a project that does not yet have either a well-defined description or scope for implementation. However the Advisory Committee, based on information presented, feels the project will likely be required within the six-year capital improvements planning cycle and thus needs to be anticipated for planning and budget purposes. A project that is noted as **On horizon** is a project that may or may not have a defined description and scope, but based on information presented would be implemented outside of the six-year CIP cycle. These projects, when known, are included in the CIP to identify major capital expenditures that need to be considered in long range planning and funding efforts.

Note: The noted cost of each project is that dollar amount provided to the Advisory Committee that would be included in the tax rate, unless noted otherwise. Values may change depending upon new information or decisions made by elected officials.

A. Town Projects by Year

Eight projects are proposed for funding in 2016 and are listed in order below by the priority each project was given by the Advisory Committee relative to urgency and need for implementation. This prioritization is meant to assist the Board of Selectmen and the Budget Advisory Committee in their deliberations during the budget and warrant article preparation process.

2016 PROJECTS

2016 Public Works – Highway (DPWH14-02) – Bridges Annual Capital Fund - $350,000/Year

Department Request: ***2016 through 2021 Funding***
Advisory Committee Recommendation: ***2016 through 2021 Funding***

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The $350,000 builds upon the $175,000 that was placed in a Bridge Replacement Capital Reserve by voter approval in 2015, an amount less than the $290,980 included in the 2015-2020 CIP. This capital reserve fund was established for the purpose of providing funds for testing, engineering, maintenance and construction necessary for bridge projects.

Currently nine bridges have been identified by the Department of Public Works as high priority projects for either replacement or repair in place, including: Hartshorn Brook/Jennison Road (replacement) in 2016; Great Brook/Mason Road (replacement); Souhegan River/NH Rte. 13 (repair in place); Souhegan River/Elm Street (repair in place); Great Brook/Elm Street (repair in place); Hartshorn Brook/North River Road (replacement); Purgatory Brook/Purgatory Road (replacement); Tucker Brook/Mason Road (replacement); and Hartshorn Brook/Hartshorn Road (replacement). Continued funding of the capital reserve fund will also allow the Department of Public Works to prepare the plans necessary to qualify for 80%/20% NH Department of Transportation funding when it becomes available, currently anticipated to be in 2023.

This project meets the following criteria for CIP project requests: alleviates substandard conditions or deficiencies, improves the quality of existing services, provides added capacity to serve growth, reduces long-term operating costs, provides incentive to economic development, and extends the useful life of the current facility and equipment.

Advisory Committee Recommendation: The Advisory Committee recommends this funding for bridge-related work be **Priority #1** in 2016. The Advisory Committee further recommends that $350,000 be placed in the fund each year through 2021.

2016 Public Works – Highway (DPWH12-02) – Loader, 2-3 CY Bucket - $135,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This request is for a tractor/loader to be utilized for right-of-way maintenance and winter snow maintenance. This loader replaces the 1996 Kobelco backhoe which will be twenty years old in 2016.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends this funding for this equipment be **Priority #2** for funding in 2016.

2016 Public Works – Highway (DPWH14-03) – Roads – Catch Up Project - $5,000,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

The Roads – Catch Up Project is a new project request included in the CIP intended to address necessary Town road repairs and maintenance. A 2014 evaluation of the Town's entire roadway system by Cartegraph provided a road by road overall condition index (OCI) score based on both the classification of the road or street and its physical condition. As indicated by the Director of Public Works, the valuation of the Town's road assets is estimated at $86 million in net asset worth and to bring all roads to a minimum OCI score of 65 (on a scale of 0 – 100) the cost would be $10.8 million. A Catch-Up project for $5m would allow for raising the OCI on the Town's highest priority roads, based on the Cartegraph evaluation, to a minimum of OCI of 65. The $5m project would be in addition to added annual funding for ongoing maintenance in the Public Works budget to mitigate road deterioriation.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, reduces long-term operating costs, provides incentives for economic development, expanded public demand, and extends useful life of current infrastructure.

Advisory Committee Recommendation: The Advisory Committee discussed this project request at length and acknowledged the importance of the Cartegraph evaluation to determine road conditions and assist in setting priorities based on hard data and analysis. The Advisory Committee recommends that funding for the Road Catch-up Project be **Priority #3** for funding in 2016.

2016 Wadleigh Memorial Library (LIBR01-01) – Addition to and Renovation of Wadleigh Memorial Library - $ 5,108,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This project request is for the construction of a 2-story, 21,000 SF library facility that will consist of an 8,100 SF first phase of construction, followed by demolition of the existing library and rebuild of 12,900 SF of space on the existing foundation. This plan was developed over the course of 2013 and 2014 by the Wadleigh Library Board of Trustees in conjunction with architectural design services of the firm Lavallee Brensinger. Various Library proposals have been included in the CIP since 1995 and this specific project proposal was included in the 2015-2020 and placed on the 2015 Town Warrant at a cost of $5.46m (to be bonded for $4.96m as offset by $500,000 from the Library Trustee Trust Funds). The project did not receive the required 60% voter approval necessary for bonding. The total cost for the project in 2016, adjusted for inflation, is $5,618,000, to be offset by $500,000 from the Library Trustee Trust Funds and an estimated $10,000 from additional fundraising, for an amount to be bonded provided for the CIP of $5,108,000.

This project is the result of many years of planning, study, analysis, review of options, receipt of community input, land acquisition, and consensus building to develop a plan that the Wadleigh Library Board of Trustees feels meets the current needs of the community and anticipated evolution of library services into the future based on the Library's Strategic Plan.

The main portion of the Library was designed more than fifty years ago and an addition built in 1986 was designed for a 20-year lifespan. The entire facility was constructed before computers and associated technology became a mainstay to support library services. The current facility does not adequately address library service demands of the 21st century – either for staff or library users or as a physical plant that is energy efficient. Continued population growth and variable local and national economic conditions have resulted in the Library seeing one of the highest per capita usage rates in the State of New Hampshire. The facility was built for a community with a population of 12,000. Current Milford population estimates give Milford a population of approximately 15,200.

The Advisory Committee feels that the current plan genuinely reflects the amount of work done by the Trustees, staff, and the Community Facilities Committee to develop a plan that meets the Library's strategic plan to provide its services. The Committee did note concerns with cost and that site access will need to be carefully reviewed.

This project meets the following criteria for CIP project requests: alleviates substandard conditions or deficiencies, improves the quality of existing services, provides added capacity to serve growth, reduces long-term operating costs, provides incentive to economic development, addresses expanded public demand, and extends the useful life of the current facility and equipment.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be **Priority #4** for funding in 2016.

2016 Public Works – Highway (DPWH12-04) – Sidewalk Tractor/Plow with Sander - $ 185,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This project request is for a new sidewalk tractor/plow with sander to replace the 2000 'Holder' tractor plow with sander that has exceeded its useful life by five years. This piece of equipment is used for winter maintenance to plow more than ten miles of sidewalks during winter conditions. As it is anticipated that there will be continuing expansion of the Town's sidewalk network, reliable equipment is essential.

This project meets the following CIP project request criteria: alleviates substandard condition or deficiencies, improves the quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends that this request for equipment replacement be **Priority #5** for funding in 2016.

2016 Public Works - Highway (DPWH13-02) – Backhoe, Tractor Loader with Thumb Attachment - $145,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This project request is for a tractor loader backhoe with a thumb attachment to be utilized for right-of-way maintenance, winter snow maintenance, and Town construction and maintenance projects requiring a thumb attachment. It will replace the 2001 tractor loader backhoe.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends that this request for equipment replacement be **Priority #6** for funding in 2016.

2016 Public Works – Highway (DPWH10-01) – Truck, 36K GVW, 8 CY, w/Plow, Sander, Wet System - $185,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with plow, sander, and wet system de-icing unit. This piece of equipment will replace a 2000 Sterling dump truck which will be 16 years old upon replacement. This truck will be the primary unit utilized for maintenance of Town roadways, particularly for winter maintenance and snow removal. The request is consistent with the Public Works Department vehicle replacement program

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends this vehicle and equipment be **Priority #7** for funding in 2016.

2016 Public Works – Highway (DPW14-01) – Storm Sewer Video Inspection and Cleaning - $ 172,800

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This project request is for the videoing of approximately 30 miles of Milford's stormwater sewers and assessing approximately 1600 catch basins and manholes, cleaning as necessary for this purpose, and data input of assessment and condition into asset management software. The purpose of this project is to maintain compliance with federal MS4 stormwater requirements and to maintain stormwater infrastructure that has an estimated $10m asset worth.

This project qualifies for the NH Department of Environmental Services State Revolving Loan Fund whereby a loan for a total of $216,000 can be obtained by the Town with a 20% principal forgiveness, resulting in a projected net cost of $172,800.

This project alleviates substandard conditions and deficiencies, responds to federal or state requirements to implement, is eligible for matching funds for a limited time, is a continuation of an existing project, improves the quality of existing services, reduces long-term operating costs, and extends the useful life of the current infrastructure.

Advisory Committee Recommendation: The Advisory Committee recommends that this program be **Priority #8** for funding in 2016.

Note: Projects that are Water Utility requests are included in the CIP. However, unless there is a cost that is apportioned to the overall tax rate that is borne by non-water and sewer users, the cost of the project is not included in CIP Estimated Tax Impact Table.

2016 Water Utilities (WTR14-01) – New Water Source – Phase 1 - $520,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This project involves the preliminary expenses that are required to develop a new water source for the Town, a high priority of the Water and Sewer Commission. The Town currently has one source (the Curtis Wells) and also purchases water from Pennichuck Water Works. The Town is required to have a back-up source of water by law and the Department has been conducting an ongoing search of potential sources in the event the current existing source is no longer available. The project was identified in the 2001 Water Master Plan and Rate Study and incorporated into the 2009 Water Rate Study CIP utilized by the Water Commission. It is estimated that the proposed new water source will provide up to .864 MGD, increasing the Town's current Curtis Well capacity (1.5 MGD) by over 50%.

The total cost of Phase 1 is $520,000, and includes ongoing costs associated with groundwater modeling and land acquisition. The Advisory Committee determined that an equitable portion of the project should be funded by the Town (as opposed to the system users and other funding sources).

The project meets the following CIP project request criteria: provides added capacity to serve growth, provides incentive to economic development, addresses expanded public demand, and provides an alternate backup source in an emergency.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be funded in 2016 and the cost be apportioned fairly between system users and the Town as a whole.

2016 Water Utilities (WTR15-01) – UV Disinfection Replacement - $1,000,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This is a new project request submitted by Water Utilities and the purpose is to replace the current 1991 Ultra Violate (UV) lights utilized in the final wastewater disinfection process. The current system is in need of repair and the unit has become obsolete which makes for difficult maintenance and repair. A new model will be installed along with new concrete channel construction.

The project meets the following CIP project request criteria: Alleviates substandard condition or deficiencies, improves quality of existing services, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be funded in 2016 in accordance with the Water Utilities capital improvements plan.

2016 Water Utilities (WTR15-02) – Administrative Building HVAC Upgrades - $250,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

This is a new project request submitted by Water Utilities and is intended to replace the original 1979 Trane heating, ventilating and air-conditioning system installed in 1982 with a more energy-efficient unit with individual cartridges installed for each zone in the Water Utilities Administration building.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be funded in 2016 in accordance with the Water Utilities capital improvements plan.

2017 PROJECTS

Project requests submitted for Years 2017 through 2021 are not prioritized in order of urgency and need. Recommended prioritization of the projects will take place within the Advisory Committee during subsequent years.

2017 Fire Department (FIRE11-01) – Upgrades to Downtown Station - $2,000,000

Department Request: ***2017 Funding***
Advisory Committee Recommendation: ***2017 Funding***

This project request is for needed electrical upgrades, roof repairs, parking lot expansion, and facility renovations. As identified by the in-depth work conducted by the Community Facilities Committee in 2008 and 2009, the existing Fire Department facility was found to be in need of code upgrades, building renovations, space efficiency improvements, and additional parking. These necessary upgrades were proposed to be incorporated in the plans for a co-located Fire/Ambulance/Emergency Management facility that did not receive voter approval. With the change in direction to construct a separate ty stand-alone Ambulance Facility on Elm Street, the needed improvements to the existing Fire Station still remain. Current Department plans are to move forward with upgrades in 2017. A preliminary floor plan and elevations reflecting an additional fifth bay and a two-story addition on the easterly side of the current

facility within the existing limits of the property were presented by the Fire Chief to the Advisory Committee this year as a necessary step in developing necessary architectural and engineering plans.

The project request meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves the quality of existing services, provides incentive to economic development, expanded public demand, and extends the life of current facility or equipment.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be programmed for funding in 2017. As this is an expansion and renovation of an existing facility, the Advisory Committee recommends the next phase of design work be initiated in 2016 in anticipation of a 2017 warrant article.

2017 Community Development (CD10-03) – Nashua Street/Ponemah Hill Road Sidewalks and Signalization- $665,000

Department Request: ***2017 Funding***
Advisory Committee Request: ***2017 Funding***

This project request is a comprehensive improvement project that combines the Nashua Street/Ponemah Hill Road sidewalk improvements project with the signalization and intersection improvements planned for the intersection of Nashua Street and Ponemah Hill Road.

Originally submitted and included in the CIP in 2009 as separate projects (Phased Sidewalk Improvements and Intersection/Signalization Improvements), the Community Development Office provided revised cost estimates in 2013 that would result in anticipated savings if all improvements were combined into one project. If the projects were completed separately, the total sidewalk construction (Nashua Street segment only) was estimated to be $270,000. A separate signalization/intersection improvements project was estimated at $283,000. Sidewalk construction from the intersection southerly to the Quarrywood Green condominium site was estimated at $147,000. As three separate construction projects the cost would be $700,000. Because of the economy inherent in combining the projects due to savings in mobilization costs, if the projects were implemented as one there would be a 5%-10% reduction in overall costs. A 5% figure was chosen by the Advisory Committee resulting in a single project cost of $665,000.

The project is for the construction of approximately 2600 linear feet of new sidewalk between 504 Nashua Street (Medlyn Monument) and Walgreen's to provide a completed pedestrian connection from The Oval to the Lorden and Richmond Plaza commercial area. The entire length of Nashua Street is a high-traffic high-density mixed-use corridor and pedestrian usage continues to increase. The Planning Board, in its transportation master planning has made pedestrian and bicycle links a high priority. The Board in the past has encouraged sidewalks to be constructed as part of new commercial development and has received contributions that have paid for engineering for sidewalks in this corridor. Engineering was completed in 2009, and the project is set for implementation upon an updated review of the engineering plans. Phase I was included in previous CIPs as sidewalk construction from 504 Nashua Street to the intersection of Nashua Street and Ponemah Hill Road; Phase II was presented as sidewalk construction from the intersection to the

existing sidewalk at Walgreen's; and Phase III is sidewalk construction on Ponemah Hill Road from Nashua Street southerly to connect with a sidewalk built as part of the Quarrywood Green development.

This project was first submitted for the CIP by the Department of Public Works in 2009 for phased construction to begin in 2011. Since 2010 this project request and all capital roadway and sidewalk project requests, have been generated by the Community Development Office to reflect transportation-related improvements that are identified by the Planning Board and reflected in the 2012 Transportation chapter update of the Milford Master Plan. The Community Development Director recommended that the existing engineering drawings be reviewed and cost estimates be updated in 2016 so that the project can be prioritized for 2017 construction.

This project meets the following CIP project request criteria: removes imminent threat to public health or safety; alleviates substandard conditions or deficiencies; improves the quality of existing services; provides incentive to economic development; and responds to expanded public demand.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be programmed for funding in 2017.

2017 Public Works – Highway (DPWH12-03) – Truck, 36K GVW, 8 CY, w/Plow, Sander, Wet System - $185,000

Department Request: ***2017 Funding***
Advisory Committee Recommendation: ***2017 Funding***

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with front and side wing winter plows, a combination dump/sander body and a wet system de-icer unit. This piece of equipment will replace a 2002 International truck that will be 15 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. The request is consistent with the Public Works Department vehicle replacement program

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends this vehicle and equipment be programmed for funding in 2017.

2017 Water Utilities (WTR14-03) – New Water Source – Phase 2 - $1,000,000

Department Request: ***2017 Funding***
Advisory Committee Recommendation: ***2017 Funding***

This project is the final phase associated with developing a new water source to increase the Town's water supply and provide back-up capacity to the Curtis Wells. This final phase will include final land acquisition costs for a well site, construction of the well facility, and associated water transmission lines.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be funded in 2016 and the cost be apportioned fairly between system users and the Town as a whole.

2017 Water Utilities (WTR15-03) – Clarifier Mechanism Replacement - $1,500,000

Department Request: ***2017 Funding***
Advisory Committee Recommendation: ***2017 Funding***

This project request consists of replacing the steel infrastructure in all four clarifiers, or settling tanks. The infrastructure consists of an inlet baffle, raker arm assembly, inner retaining barrel and scum trough. The need for replacement is due to age and the corrosive environment the in which the parts sit. This infrastructure is original to the facility.

Advisory Committee Recommendation: The Advisory Committee recommends that his project be programmed for funding in 2017 in accordance with the Water Utilities Sewer Capital Improvement Program.

2018 PROJECTS

2018 Ambulance (AMB14-01) – Replace 2001 Ambulance - $229,250

Department Request: ***2018 Funding***
Advisory Committee Recommendations: ***2018 Funding***

This project request is for the replacement of the 2001 ambulance in 2018. This replacement will permit the resumption of staggered replacement of the two 2013 ambulances versus purchasing two ambulances at one time in 2023, or sooner, as was done in 2013. The 2001 ambulance currently has mileage in excess of 117,000 miles and is kept as a back-up or 'ready spare' vehicle in case one or both of the two front-line ambulances is out of service for a prolonged time due to maintenance or accident.

In 2014 the Department responded to 1,773 calls with over 1,328 patients transported to various hospitals in Nashua, Manchester, and Peterborough.

This 2013 ambulances are operated using a rotation pattern designed to spread mileage between the two ambulances on a 2:1 basis. The objective is to keep both ambulances in service for ten years. It is envisioned this rotation pattern will prolong the life of one

ambulance (3B) such that it would be rotated to first-due ambulance in five years with the 3A ambulance rotated to back-up and the requested replacement ambulance placed in the second due spot. This rotation would be continued going forward such that a five-year replacement cycle could be maintained.

In 16 months of operation, the two 2013 ambulances - 3A has traveled 42,439 miles and 3B has traveled 25,623 miles. Based on current call volume and miles traveled, in five years the 3A ambulance will have traveled 159,100 miles and the 3B ambulance will have traveled 96,100 miles. Once moved to first due, the 3B ambulance would then have accrued approximately 255,200 miles by 2023.

Trade in value for the 2001 ambulance is estimated at no more than $1,500.

The project request meets the following CIP project request criteria: improves the quality of existing services, provides added capacity to serve growth, reduces long-term operating cost, and addresses expanded public demand.

Advisory Committee Recommendation: The Advisory Committee recommends that this vehicle be programmed for funding in 2018.

2018 Community Development (CD11-02) – Osgood/Armory/Melendy Roads – Pedestrian and Bicycle Improvements - $140,000

Department Request: ***2018 Funding***
Advisory Committee Recommendation: ***2018 Funding***

This project request is for approximately 4000 LF multi-purpose striped lanes, 5' asphalt sidewalk, and crosswalks to create a safe pedestrian and bicycle connection from the intersection of West Street and Osgood Road, along Osgood Road to Adams Field, Osgood Pond, and Hazel Adams Burns Park, Leisure Acres mobile home park, and along Armory Road to its intersection with the Granite Town Rail-Trail. This location is heavily traveled by both motorized vehicles, pedestrians and cyclists and includes a walking route from a high density mobile home park to the High and Middle Schools. The project is eligible for application to the NHDOT Transportation Alternatives Program (TAP), formerly known as the Transportation Enhancements (TE) program, if the program is offered in 2016. This program provides an 80% federal funding/20% local matching funds opportunity. The project as presented to the Advisory Committee has a total estimated cost of $700,000 which includes a pedestrian underpass at the Rail-Trail's intersection with Melendy Road. The Town's 20% share equates to $140,000 if the TAP funds or similar program are available.

The project was originally submitted by the Community Development Office as a 2015 project to qualify for the 2014 TAP application process. However, upon direction from the Board of Selectmen to the Community Development Office that there was no commitment from the governing body at this time, caused the Advisory Committee to move the project to 2017 in anticipation that another round of TAP funding will be available from the NHDOT. To allow additional time to refine the engineering and costs for the project the Community Development Office requested the project be planned for 2018.

The project meets the following CIP project request criteria: removes imminent threat to public health or safety, alleviates substandard conditions or deficiencies, improves the quality of existing services, provides incentive to economic development, is eligible for matching funds available for limited time, it is a continuation of an existing project, and responds to expanded public demand.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be funded in 2018. If no federal funding is available the project estimate and scope should be reviewed and revised as necessary.

2018 Fire (FIRE14-01) – Replace Rescue 1 - $675,000

Department Request: ***2018 Funding***
Advisory Committee Recommendation: ***2018 Funding***

Rescue 1 is the Fire Department's heavy rescue unit which carries the "Jaws of Life" and other technical rescue equipment used on a regular basis. The current vehicle is a 1989 GMC Commercial Chassis with a custom body. It responds to all motor vehicle accidents, hazardous materials incidents, and water and technical rescues. In 2018 Rescue 1 will be 29 years old.

The project request meets the following CIP criteria: responds to federal or state requirements to implement, improves the quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends that this vehicle be funded for replacement in 2018.

2018 Public Works – Recreation – Community Development (DPWR13-01) – Brox Recreation Fields - $500,000

Department Request: ***2018 Funding***
Advisory Committee Recommendation: ***2018 Funding***

This project request is for the development of the first phase of a recreation complex on the 'community lands' portion of the Town-owned Brox Property to meet continued and growing usage on limited existing Town playing fields. A Milford Community Athletic Association (MCAA) *2013 Field Use Needs Analysis* documented and verified that a shortage of fields exists and there is extreme demand created by the schools, youth athletic programs, and community needs.

Since the initial studies and reports on future uses that could be accommodated on the Brox Property, dating from the late 1990s, governing bodies and citizens groups have envisioned the development of new recreational facilities on the community lands. In 2005 the Town commissioned the development of the Brox Community Lands Conceptual Master Plan, a conceptual master land use that designated acreages to accommodate Town facility requirements for the next 20-25 years. In 2014 this plan was updated by an ad-

hoc advisory committee and adopted for planning purposes by the Planning Board and other groups. Approximately 25-30 acres are designated for future recreational development based on the 2014 update. The dollar amount of $500,000 is an estimate that will be further refined as field development planning and engineering occurs. With the combined efforts of citizen groups, Town staff, and the Recreation Commission it is anticipated that by 2018 a development plan and associated engineering will be ready to be presented for construction in 2018. Preliminary grading plans associated with a 2014 earth materials removal plan initiated by the Board of Selectmen were designed to lay the groundwork for field development. Field needs will continue to be evaluated by stakeholders with the pending acquisition of the 127 Elm Street property by the Town which may accommodate potential recreational field expansion as well.

The project request meets the following CIP project request criteria: Alleviates substandard condition or deficiencies; improves the quality of existing services; provides added capacity to serve growth; provides incentive to economic development; meets expanded public demand; and extends useful life of current facilities and equipment.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be programmed for funding in 2018.

2018 Water Utilities (WTR15-04) – Dewatering Upgrade - $1,000,000

Department Request: ***2018 Funding***
Advisory Committee Recommendation: ***2018 Funding***

This project is for the purchase of a new sludge dewatering unit to replace the existing belt filter press dewatering unit. Parts for the existing unit are becoming less available. The replacement will incorporate new technology that is less labor intensive, more energy efficient and be able to achieve greater dewatering capabilities.

Advisory Committee Recommendation: The Advisory Committee recommends that his project be programmed for funding in 2017 in accordance with the Water Utilities Sewer Capital Improvement Program.

2018 Water Utilities (WTR15-05) – Backup Generator Replacement - $250,000

Department Request: ***2018 Funding***
Advisory Committee Recommendation: ***2018 Funding***

This project will replace the emergency generator that supplies power to the entire wastewater facility in the event of a power loss. The generator being replaced is the original installed in the 1980. Parts for the generator are becoming less available and it is oversized for the facility. The new generator will be properly sized and energy efficient.

Advisory Committee Recommendation: The Advisory Committee recommends that his project be programmed for funding in 2017 in accordance with the Water Utilities Sewer Capital Improvement Program.

2019 PROJECTS

2019 Public Works – Highway (DPWH13-03) – 8 CY 36,000 GVW Dump Truck with Plow, Sander, Wet System - $195,000

Department Request: ***2019 Funding***
Advisory Committee Recommendation: ***2019 Funding***

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with front and side wing winter plows, a combination dump/sander body and a wet system de-icer unit. This piece of equipment will replace a 2003 International truck that will be 16 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. The request is consistent with the Public Works Department vehicle replacement program.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends this vehicle and equipment be programmed for funding in 2019.

2019 Public Works – Transfer Station (DPWTS13-01) – Truck Rolloff for Transfer Station - $185,000

Department Request: ***2019 Funding***
Advisory Committee Recommendation: ***2019 Funding***

This project request is for the replacement of the 2004 Peterbuilt Rolloff truck currently being utilized for operations at the Transfer Station/Recycling Center. The truck is used in the delivery to market of recyclables and in the delivery of wastewater material to Merrimack. The Merrimack transport is a paid function. The request is consistent with the Public Works Department vehicle replacement program.

This project meets the following CIP project request criteria: alleviates substandard condition or deficiencies, improves the quality of existing services, provides added capacity to serve growth; reduces long-term operating costs, and expanded demand; and extends the useful life of the current facility or equipment.

Advisory Committee Recommendation: The Advisory Committee recommends that this request for vehicle replacement be programmed for 2019.

2019 Water Utilities (WTR15-06) – WAS Holding Tanks - $1,000,000

Department Request: ***2019 Funding***
Advisory Committee Recommendation: ***2019 Funding***

This project consists of building holding tanks for the storage of waste activated sludge (WAS). Storing the WAS will give the utility the capability of dewatering the sludge without having to send it to another part of the facility to be blended with other sludge. Blending sludge was an original design of the facility but has proven to be a poor methodology.

Advisory Committee Recommendation: The Advisory Committee recommends that his project be programmed for funding in 2019 in accordance with the Water Utilities Sewer Capital Improvement Program.

2019 Water Utilities (WTR15-07) – MLE Process Upgrade - $250,000

Department Request: ***2019 Funding***
Advisory Committee Recommendation: ***2019 Funding***

This project will consist of redesigning the wastewater treatment process utilizing the existing infrastructure to maximize its capabilities to meet future permit requirements. Additional piping and valve installation may be included as part of the project.

Advisory Committee Recommendation: The Advisory Committee recommends that his project be programmed for funding in 2019 in accordance with the Water Utilities Sewer Capital Improvement Program.

2020 PROJECTS

2020 Fire Department (FIRE15-01) – Replace Engine 2 - $650,000

Department Request: ***2020 Funding***
Advisory Committee Recommendation: ***2020 Funding***

This is a new project request that will replace the 2006 Pierce Enforcer Engine 2 which will reach the end of its 15-year life cycle in 2020. The Department had previously felt that Engine 1 would be scheduled for replacement in 2016, however due to approximately

$8000 in necessary maintenance and upgrades during the past year Engine 1 will be retained as a 'reserve' piece that will assist when needed for major calls.

The project request meets the following CIP criteria: responds to federal or state requirements to implement, improves the quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends that this vehicle be funded for replacement in 2020.

2020 Public Works (DPWH15-01) – Sicard Snow Blower - $75,000

Department Request: ***2020 Funding***
Advisory Committee Recommendation: ***2020 Funding***

This is a new project request for a Sicard Snow Blower that when acquired will replace a 15-year old 2006 2200M Sicard snow blower. This is the primary piece of equipment used for snow removal and attaches to the CAT Loader.

This project request meets the following CIP criteria: alleviates substandard condition or deficiencies, improves the quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs

2020 Water Utilities (WTR15-08) – Effluent Filtration - $3,000,000

Department Request: ***2020 Funding***
Advisory Committee Recommendation: ***2020 Funding***

This project will consist of installing a new treatment process at the wastewater plant to provide additional treatment of wastewater prior to its discharge to the Souhegan River. The reason for this project would be to reduce metals in the discharge as well as phosphorus which will be included in the future permit.

Advisory Committee Recommendation: The Advisory Committee recommends that his project be programmed for funding in 2020 in accordance with the Water Utilities Sewer Capital Improvement Program.

2020 Water Utilities (WTR15-09) – Influent Screenings Conveyor - $100,000

Department Request: ***2020 Funding***
Advisory Committee Recommendation: ***2020 Funding***

The existing equipment at the wastewater facility removes rags from the wastewater two stories below ground level. Staff has built a crude mechanism to lift the rags to ground level and transfer them to the dumpster. This process is not an efficient means of removal nor the safest. The project would consist of installing a new conveyor to lift the screenings into a dumpster at ground level safety.

Advisory Committee Recommendation: The Advisory Committee recommends that his project be programmed for funding in 2020 in accordance with the Water Utilities Sewer Capital Improvement Program.

2021 PROJECTS

No new Town projects are included for the year 2021 in the 2016-2021 Capital Improvements Plan. See Chapter 3 for School District projects which include Renovations – District Wide to be programmed for funding in 2021.

B. Major Town Projects On Horizon

The CIP Committee included five capital improvements projects that are considered to be 'on the horizon' and thus not included as projects planned for the six-year CIP time period of 2016 through 2021. However, these projects are identified so that prioritization, planning, and funding can be considered in the next several years. These projects are as described below.

Administration – Town Hall Renovations

The comprehensive Community Facilities Committee (CFC) review of the Fire Department and Ambulance Service in 2008/2009 also included in-depth documentation of the existing space needs and facility deficiencies of the Town Hall, last renovated in the late 1980s. Town Hall renovations were included due to the relocation of the Ambulance Service from the building. The CFC analysis and findings from SMP Architecture (refer to Fire/Ambulance/EMO Space Needs Study) document critical operational, energy efficiency, accessibility, and security deficiencies which must be addressed to support evolving administrative and governmental services for the public and staff. Preliminary cost estimates and drawings were completed by SMP in 2013 and this project was included in prior capital improvement plans from 2010 through 2015. There was no project request submitted for the project this year and as of the date of this CIP there is no plan or consensus on how to address Town Hall renovations. The Advisory Committee recommends that this project remain in the 2016-2021 CIP as on the horizon until there is an actual plan and timetable submitted.

Public Works – Highway – Bridges Years 2021-2024

Based upon information from the NHDOT Bridge Bureau it is anticipated that there will be 80% project funding available from the State beginning in 2023. The Town will be required to provide 20% matching funds. Bridge replacement, repairs and maintenance identified in the 2014 Town-wide Bridge Review study that were not a critical priority during 2016-2021 will be reviewed and included as necessary during the 2021-2024 time period.

Fire – West End Fire Station

This project has been included in previous 6-year capital improvement plans in anticipation of population growth and commercial/industrial development in the westerly portion of Milford, as it will be necessary to meet national response time and distance standards. Current Fire Department planning includes improvements to the Downtown Station to meet the Town's needs for the next ten years. However, with the planned development of the West Milford Commerce and Community District over the next 5-20 years a West End Station will be needed. The Fire Department notes this project may be required in 2022. Preliminary estimated cost $2,500,000.

Public Works – Recreation – Keyes Park Improvements

If the 127 Elm Street Property is acquired by the Town in 2015 an additional 5.8 acres will allow the expansion of facilities at Keyes Field, including a second needed access and parking necessary when the current access and parking becomes unavailable due to the Fletcher Site environmental cleanup project. Conceptual plans have been developed indicating a location for field expansion, a community center, and a dog park, and passive recreation. At this date it is unknown what facilities may be located on the site and it is anticipated that an advisory committee will be initiated to formulate development plans and costs.

Public Works – Solid Waste – Solid Waste Management Improvements/Transfer Station Upgrades

In 2009 a serious review of the Town's solid waste management system was undertaken that analyzed implementation of curbside pick-up, single-stream recycling, and costs associated with improvements to the current Transfer Station site on North River Road. In the summer of 2011 the Board of Selectmen reactivated the Town Recycling Committee to formulate recommendations on how to enhance recycling efforts and solid waste management. No project request or presentation was provided to the Advisory Committee this year. The Committee feels, based on discussions from prior years, that it is prudent to retain solid waste management improvements/transfer station upgrades in the CIP program and await further and recommendations from Town officials.

2. School District Projects

Capital improvement projects proposed by the School District are included in the Town's capital improvements plan in order to present a comprehensive overview of all potential large capital expenditures that may be facing the Town within the six-year capital improvements funding cycle. The Board of Selectmen and the School Board, and their respective departments, continue to cooperate in projecting and timing major expenses so to as to avoid dramatic jumps in the property tax rate. The Advisory Committee reviews School District project requests with this in mind, however the District is governed by a separate funding structure than the Town.

2016 School District (SCH09-03) – Renovations District-Wide - $ 5,000,000

Department Request: ***2016 Funding***
Advisory Committee Recommendation: ***2016 Funding***

The Milford School District operates five schools. The facilities deteriorate over time, requiring maintenance to restore them to appropriate and adequate operating condition. Additionally, technology that is utilized in the facilities changes over time requiring continual updating to meet current demands. The District conducts various improvements each year. Specific renovations proposed for 2016 funding will be further defined at the start of the next renovation cycle slated for 2016 in accordance with District's capital improvements plan. Capital projects have been identified by the District for the High School, Middle School, the Bales School, and Heron Pond School and are rated as either High, Medium, or Low priorities. HVAC systems, security improvements, code upgrades, and ongoing renovations generally rank as highest priorities.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves the quality of existing services, provides incentive to economic development, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be programmed for funding in 2016.

2021 School District (SCH15-01) – Renovations District-Wide - $5,000,000

Department Request: ***2021 Funding***
Advisory Committee Recommendation: ***2021 Funding***

This project request reflects the School District's priorities for ongoing maintenance and building facility upgrades based upon ongoing facility evaluations for improvements.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves the quality of existing services, provides incentive to economic development, and reduces long-term operating costs.

Advisory Committee Recommendation: The Advisory Committee recommends that this project be programmed for funding in 2016.

Chapter 3. Priority Project Listing and Recommendations for 2016 Town Warrant and Budget Consideration

The Capital Improvements Plan Citizens' Advisory Committee consulted with the Board of Selectmen in June 2013 to discuss the CIP process and to solicit the Board's philosophy on capital project spending and prioritization, specifically whether the Advisory Committee should review projects relative to holding to a suggested cap on spending and tax rate increase from the Board for the next year or rely on prioritizing projects for the upcoming warrant based on urgency, need, and ability to accomplish without a financial or tax rate impact cap.

The Board recommended the latter approach and requested that the Advisory Committee provide its recommendation on a prioritized list of projects to be considered for the upcoming warrant and budget process. The Advisory Committee operated under this direction for the 2016–2021 Capital Improvements Plan.

The Advisory Committee recommends all the following projects be considered for 2016 funding, ranked from highest priority (#1) to lesser priority (#8):

1.	Public Works – Highway (DPWH14-02)	Bridges Annual Capital Fund	$ 350,000 (Cash)
2.	Public Works – Highway (DPWH12-02)	Loader, 2-3 CY Bucket	$ 135,000 (5-year lease)
3.	Public Works – Highway (DPWH14-03)	Roads – Catch Up Project	$ 5,000,000 (15-year bond)
4.	Wadleigh Library (LIBR01-01)	Library Addition/Renovation Project	$ 5,108,000 (20-year bond)
5.	Public Works – Highway (DPWH12-04)	Sidewalk Tractor Plow, Sander	$ 185,000 (5-year lease)
6.	Public Works – Highway (DPWH13-02)	Backhoe, Tractor Loader, Thumb	$ 145,000 (5-year lease)
7.	Public Works – Highway (DPWH10-01)	Truck, 36K GVW, 8 CY, D/P/S	$ 172,000 (5-year lease)
8.	Public Works – Highway (DPWH14-01)	Storm Sewer Video Inspection/Cleaning	$ 172,800 (5-year lease)

Chapter 4. Listing of Projects Significantly Restructured, Removed From, or Fully Funded That Were Included in the *2015- 2020 Capital Improvements Plan*

In order to provide an accurate year to year record of project changes and implementation, the following listing explains significant changes between the 2015-2020 and the 2016-2021 Capital Improvements Plans:

1. 2015 CIP Project Request – DPW – Bridge Projects (DPWH13-01) for $250,000 was included on the 2015 Town Warrant as Article 8 as Bridge Replacement Capital Reserve - $175,000 and passed.

2. 2015 CIP Project Request – Water – West Elm Water Main Extension (WTR14-02) for $792,000 was included on the 2015 Town Warrant as Article 4 and passed.

3. 2015 CIP Project Request – Library – Library Building Project (LIBR01-01) for $5,460,000 was included on the 2015 Town Warrant as Article 3 and failed, needing 60% vote to pass (953-1188).

4. 2015 CIP Project Request – DPW – Storm Sewer Video Inspection Bond (DPWH14-01) for $216,000 was included on the 2015 Town Warrant as Article 5 and failed, needing 60% vote to pass (1178-904).

5. 2015 CIP Project Request – DPW – Dump Truck - 36K 8 CY (DPWH10-01) for $185,000 was included on the 2015 Town Warrant as Article 11 and failed (856-1178).

6. 2015 CIP Project Request – DPW – Sidewalk Tractor Plow (DPWH12-04) for $150,000 was included on the 2015 Town Warrant as Article 12 and failed ((789-1281).

7. 2015 CIP Project Request – Administration – Town Hall Renovations (ADMN10-01) was not submitted for 2016 and is “On Horizon”.

8. 2015 CIP Project Request – Fire – Replace Engine 1 (FIRE10-01) was not submitted for 2016 as the Fire Department for 2016 as Fire Department fleet management priorities shifted for 2016.

9. 2015 CIP Project Requests – Water – New Water Source Phases 1 and 2 (WTR14-01) for $520,000 and New Water Source Phase 3 (WTR14-03) for $1,000,000 were combined for 2016 into Phase 1 and Phase 2 with the same total amount of $1,520,000.

Chapter 5. CIP Estimated Tax Impact Table and Plan Recommendations

The CIP Estimated Tax Impact Table on the next two pages presents the recommended schedule for project requests reviewed by the Advisory Committee for the period 2016-2021. The intent of the Advisory Committee is to prioritize projects for funding, looking at all projects submitted. Based upon the information presented to the Advisory Committee and subsequent discussion, projects were placed in a manner to address the most urgent (2015) Town capital project needs. Projects for subsequent years were placed to try to minimize fluctuations in the overall debt service.

In 2013 the Advisory Committee, with the advice of the Town's Finance Director, adopted the following financing criteria to guide its recommendations on how a particular project should be financed:

PROJECT COST	FUNDING MECHANISM
Over $1,000,000	20-year bond
$600,000 - $1,000,000	15-year bond
$250,000 - $600,000	10-year bond
$75,000 - $250,000	Cash – warrant article or budget
VEHICLE/EQUIPMENT COST	
Over $250,000	7-year lease/lease purchase
$100,000 - $250,000	5-year lease/lease purchase
$75,000 - $100,000	3-year lease/lease/purchase

Final decision-making on which projects will move forward and which will be delayed rests with the Board of Selectmen, the School Board, the Water and Sewer Commissioners, and ultimately the voting public.

Capital Improvements Plan - Citizens' Advisory Committee 2016-2021

B	C	D	E	F	G	H	I	J	K	L	M	N	O	O	P
	CIP Estimated Tax Impact Table														
Project Number	Dept	Project Name	Bond, Cash, or Lease	Pay Term, Years	Re-quest Vote Year	Re-com-mend Vote Year	Purchase Price	Purchase Price Less Outside Funds	2015	2016	2017	2018	2019	2020	2021
LIBR01-01	Library	Addition / Renovation Project	Bond	20	2016	2016	5,618,000	5,108,000	-	-	359,404	359,404	359,404	359,404	359,404
DPWH14-03	DPW-Hwy	Roads - Catch Up Bond	Bond	15	2016	2016	5,000,000	5,000,000	-	-	434,125	434,125	434,125	434,125	434,125
DPWH14-02	DPW-Hwy	Bridges - Annual Capital Fund	Cash	1	2016	2016	350,000	350,000	-	350,000	350,000	350,000	350,000	350,000	350,000
DPWH12-04	DPW-Hwy	Sidewalk Tractor Plow, Sander	Lease	5	2016	2016	185,000	185,000	-	40,974	40,974	40,974	40,974	40,974	-
DPWH10-01	DPW-Hwy	Truck,36K GVW,8 CY,D/P/S	Lease	5	2016	2016	185,000	185,000	-	40,974	40,974	40,974	40,974	40,974	-
DPWH14-01	DPW-Hwy	Storm Sewer Video Inspect/Clea	Lease	5	2016	2016	216,000	172,800	-	34,560	34,560	34,560	34,560	34,560	-
DPWH13-02	DPW-Hwy	Backhoe,Tractor Loader,Thumb	Lease	5	2016	2016	145,000	145,000	-	32,115	32,115	32,115	32,115	32,115	-
DPWH12-02	DPW-Hwy	Loader, 2-3 CY Bucket	Lease	5	2016	2016	135,000	135,000	-	29,900	29,900	29,900	29,900	29,900	-
WTR15-01	Water	UV Disinfection Replacement	Bond	20	2016	2016	1,000,000	0	-	-	0	0	0	0	0
WTR14-01	Water	New Water Source - Phase 1	Bond	10	2016	2016	520,000	0	-	-	0	0	0	0	0
WTR15-02	Water	Admin Bldg HVAC Upgrades	Bond	10	2016	2016	250,000	0	-	-	0	0	0	0	0
FIRE11-01	Fire	Main Fire Station Upgrade	Bond	20	2017	2017	2,000,000	2,000,000	-	-	-	140,722	140,722	140,722	140,722
CD10-03	Comm. Dev.	Nashua/Ponemah Sidewalks/Signals	Bond	15	2017	2017	665,000	650,000	-	-	-	56,436	56,436	56,436	56,436
WTR14-03	Water	New Water Source - Phase 2	Bond	20	2017	2017	1,000,000	350,000	-	-	-	24,626	24,626	24,626	24,626
DPWH12-03	DPW-Hwy	Truck,36K GVW,8 CY,D/P/S	Lease	5	2017	2017	185,000	185,000	-	-	40,974	40,974	40,974	40,974	40,974
WTR15-03	Water	Clarifier Mechanism Replace	Bond	20	2017	2017	1,500,000	0	-	-	-	0	0	0	0
FIRE14-01	Fire	Replace Rescue 1	Lease	7	2018	2018	675,000	675,000	-	-	-	110,393	110,393	110,393	110,393
DPWR13-01	DPW-Rec	Brox Recreation Fields	Bond	10	2018	2018	500,000	500,000	-	-	-	-	60,121	60,121	60,121
AMB14-01	Ambulance	Replace 2001 Ambulance	Lease	5	2018	2018	229,250	229,250	-	-	-	50,775	50,775	50,775	50,775
CD11-02	Comm. Dev.	Osgood/Armory/Melendy sidewa	Cash	1	2018	2018	700,000	140,000	-	-	-	140,000	-	-	-
WTR15-04	Water	Dewatering Upgrade	Bond	20	2018	2018	1,000,000	0	-	-	-	-	0	0	0
WTR15-05	Water	Backup Generator Replace	Bond	10	2018	2018	250,000	0	-	-	-	-	0	0	0
DPWH13-03	DPW-Hwy	Truck,36K GVW,8 CY,D/P/S	Lease	5	2019	2019	195,000	195,000	-	-	-	-	43,189	43,189	43,189
DPWH13-01	DPW-Hwy	Truck,Rolloff,(Transfer Station)	Lease	5	2019	2019	185,000	185,000	-	-	-	-	40,974	40,974	40,974
WTR15-06	Water	WAS Holding Tanks	Bond	20	2019	2019	1,000,000	0	-	-	-	-	-	0	0
WTR15-07	Water	MLE Process Upgrade	Bond	10	2019	2019	250,000	0	-	-	-	-	-	0	0
FIRE15-01	Fire	Replace Engine 2	Lease	7	2020	2020	650,000	650,000	-	-	-	-	-	106,304	106,304
DPWH15-01	DPW-Hwy	Sicard Snow Blower	Cash	1	2020	2020	75,000	75,000	-	-	-	-	-	75,000	-
WTR15-08	Water	Effluent Filtration	Bond	20	2020	2020	3,000,000	0	-	-	-	-	-	-	0
WTR15-09	Water	Influent Screenings Conveyor	Cash	1	2020	2020	100,000	0	-	-	-	-	-	0	-
On horizon	Admin.	Town Hall Renovations	Plan and Costs Unknown						-	-	-	-	-	-	-
On horizon	DPW-Hwy	Bridges - Years 2021-2024	$7.3M of additional projects pending 80% state funding						-	-	-	-	-	-	-
On horizon	DPW-Rec	Keyes Park Improvements	Plan and Costs Unknown						-	-	-	-	-	-	-
On horizon	DPW-SW	Solid Waste Mgmt Improvements	Plan and Costs Unknown						-	-	-	-	-	-	-
On horizon	Fire	West End Fire Station	Bond, Perhaps 2022, $2.5M						-	-	-	-	-	-	-
									-	-	-	-	-	-	-
								New Projects (Town)	0	528,523	1,363,027	1,885,979	1,890,262	2,071,566	1,818,043
								Existing Projects (Town)	1,061,736	951,564	914,145	837,841	697,092	600,997	468,934
								Sub-Total (Town)	1,061,736	1,480,087	2,277,172	2,723,820	2,587,354	2,672,563	2,286,977
SCH09-03	School	Renovations (district wide)	Bond	20	2016	2016	5,000,000	5,000,000	-	-	351,805	351,805	351,805	351,805	351,805
SCH15-01	School	Renovations (district wide)	Bond	20	2021	2021	5,000,000	5,000,000	-	-	-	-	-	-	-
								New Projects (School)	0	0	351,805	351,805	351,805	351,805	351,805
								Existing Projects (School)	1,116,062	998,497	952,291	906,084	862,078	812,391	229,491
								Sub-Total (School)	1,116,062	998,497	1,304,096	1,257,889	1,213,883	1,164,196	581,296

CIP Tax Impact Table 2016-2021 as of 2015-10-06 - 2015 Requests - Printed 10/6/2015

Capital Improvements Plan - Citizens' Advisory Committee 2016-2021

CIP Estimated Tax Impact Table

B	C	D	E	F	G	H	I	J	K	L	M	N	O	O	P
Project Number	Dept	Project Name	Bond, Cash, or Lease	Pay Term, Years	Re-quest Vote Year	Re-com-mend Vote Year	Purchase Price	Purchase Price Less Outside Funds	2015	2016	2017	2018	2019	2020	2021
	Combined Debt Service						Total New Debt Service		0	528,523	1,714,832	2,237,784	2,242,068	2,423,372	2,169,849
							Total Existing Debt Service		2,177,798	1,950,061	1,866,436	1,743,925	1,559,170	1,413,388	698,425
							Total Debt Service		2,177,798	2,478,584	3,581,268	3,981,709	3,801,238	3,836,760	2,868,274
	Tax Rate Calculation, $ per $1,000 assessed valuation						New Projects (Town)		$0.00	$0.41	$1.06	$1.46	$1.47	$1.61	$1.41
	Assumption:						Existing Projects (Town)		$0.82	$0.74	$0.71	$0.65	$0.54	$0.47	$0.36
	$12,892 of spending equals $0.01 on the tax rate							Total (Town)	$0.82	$1.15	$1.77	$2.11	$2.01	$2.07	$1.77
	Town 2014 tax rate = $6.83						Annual % increase in town tax rate		0.0%	4.8%	9.1%	5.1%	-1.5%	1.0%	-4.4%
	School 2014 tax rate = $19.25						Cumulative % increase in town tax rate		0.0%	4.8%	13.8%	18.9%	17.3%	18.3%	13.9%
	County 2014 tax rate = $1.22						Annual % increase in total tax rate for Town Projects		0.0%	1.2%	2.3%	1.3%	-0.4%	0.2%	-1.1%
	Total 2014 tax rate = $27.30						Cumulative % increase in total tax rate for Town Projects		0.0%	1.2%	3.5%	4.7%	4.3%	4.6%	3.5%
							New Projects (School)		$0.00	$0.00	$0.27	$0.27	$0.27	$0.27	$0.27
							Existing Projects (School)		$0.87	$0.77	$0.74	$0.70	$0.67	$0.63	$0.18
							Sub-Total (School)		$0.87	$0.77	$1.01	$0.98	$0.94	$0.90	$0.45
							Annual % increase in school tax rate		0.0%	-0.5%	1.2%	-0.2%	-0.2%	-0.2%	-2.3%
							Cumulative % increase in school tax rate		0.0%	-0.5%	0.8%	0.6%	0.4%	0.2%	-2.2%
							Annual % increase in total tax rate for School Projects		0.0%	-0.3%	0.9%	-0.1%	-0.1%	-0.1%	-1.7%
							Cumulative % increase in total tax rate for School Projects		0.0%	-0.3%	0.5%	0.4%	0.3%	0.1%	-1.5%
							Total New Debt Service		$0.00	$0.41	$1.33	$1.74	$1.74	$1.88	$1.68
							Total Existing Debt Service		$1.69	$1.51	$1.45	$1.35	$1.21	$1.10	$0.54
							Total Debt Service		$1.69	$1.92	$2.78	$3.09	$2.95	$2.98	$2.22
							Annual % increase in total tax rate for all debt service		0.0%	0.9%	3.1%	1.1%	-0.5%	0.1%	-2.8%
							Cumulative % increase in total tax rate for all debt service		0.0%	0.9%	4.0%	5.1%	4.6%	4.7%	2.0%

Notes/Rules

School year is town year plus six months, e.g. 2015 town year = Jul 2015 to Jun 2016 school year
Existing debt service is net of state aid (schools used to get 30-40% state construction aid over time)
Bond and lease payments are estimates only based on a single interest rate for the entire planning horizon - 3.5% was used for this year
Any project that combines a number of different funding methods must be broken into separate projects
Any project that relies on a series of annual cash appropriations must be broken into separate projects
Leases - Treated as a normal loan with uniform payments using the standard interest rate. Payments start the year of the vote.
Bonds - Treated as a normal loan with uniform payments using the standard interest rate. Payments start the year following the vote.
- In practice, bonds hold principal payments uniform with decreasing interest payments over time.
Tax increase percentages all relate to the tax year 2014; expected intervening increases are not included.
Project number represents Dept/Year First Requested/Request # for that year

CIP Tax Impact Table 2016-2021 as of 2015-10-06 - 2015 Requests - Printed 10/6/2015

Chapter 6. Open Borrowings Table

The Open Borrowings Table provides Town, Water and Sewer, and School District projects that are currently being financed by a bond, lease, or note. State statutes limit the amount of general obligation debt that a municipality may issue up to 3% of its total equalized assessed valuation for the Town and 7% of its total equalized assessed valuation for the School. The Table below illustrates the computation of Legal Debt for the Town and the School District.

Open Borrowings 2015

Description	Original Amount Borrowed	Term	Year Started	Final Payment Year	Average Annual Principal Payment (No Interest)	Remaining Principal Balance	Remaining Interest Balance	Remaining Building Aid (Schools)	Net Remaining Payments Due
Town Projects									
Brox Property Purchase	$1,400,000	15 Year Bond	2000	2015	$90,000	$90,000	$4,725		$94,725
Backhoe / Tractor / Loader	$104,923	5 Year Lease	2012	2016	$21,000	$42,399	$1,366		$43,765
Water Main Upgrade - West, Osgood, etc	$764,000	20 Year Bond	1997	2017	$35,000	$105,000	$11,113		$116,113
Dump Truck, 6 cy	$124,500	5 Year Lease	2013	2017	$25,000	$74,687	$2,388		$77,075
Fire Engine # 4	$437,000	7 Year Lease	2012	2018	$62,000	$252,379	$14,612		$266,991
Dump Truck, 6 cy	$144,000	5 Year Lease	2014	2018	$28,000	$113,904	$6,478		$120,382
Sidewalk Tractor	$144,000	5 Year Lease	2014	2018	$28,000	$114,077	$5,615		$119,692
Ambulances (two)	$324,000	7 Year Lease	2013	2019	$46,000	$231,361	$12,074		$243,435
Street Sweeper	$222,440	7 Year Lease	2013	2019	$31,000	$158,839	$8,289		$167,128
Ladder Truck	$767,500	7 Year Lease	2014	2020	$109,000	$649,571	$58,007		$707,578
Police Station	$2,925,260	20 Year Bond	2004	2024	$150,000	$1,500,000	$347,850		$1,847,850
Mileslip Road Land Purchase	$2,300,000	20 Year Bond	2005	2025	$120,000	$1,220,000	$279,720		$1,499,720
Ambulance Building	$2,214,000	20 Year Bond	2013	2033	$110,700	$2,103,300	$604,700		$2,708,000
Town Projects Total					**$855,700**	**$6,655,517**	**$1,356,937**		**$8,012,454**
Water and Sewer Projects									
Old Wilton Road Water Main	$600,000	15 Year Bond	2001	2016	$40,000	$80,000	$4,039		$84,039
Holland Water Tank	$1,600,000	20 Year Bond	2005	2025	$80,000	$880,000	$217,280		$1,097,280
Dram Cup Water Tank Renewal (pending)	$192,710	10 Year Note	2016	2025	$19,000	$192,710	$26,616		$219,326
Outfall Diffuser	$337,395	20 Year Bond	2006	2026	$15,000	$180,000	$55,200		$235,200
Elm Street Phase 1 Water Main	$758,486	20 Year Bond	2006	2026	$35,000	$435,000	$130,300		$565,300
Septage Facility - SRF Clean Water	$594,138	20 Year Bond	2013	2032	$30,000	$545,004	$140,826		$685,830
Elm Street Water Main Extension (est.)	$792,000	20 Year Bond	2015	2035	$40,000	$796,000	$245,000		$1,041,000
Water and Sewer Projects Total					**$259,000**	**$3,108,714**	**$819,261**		**$3,927,975**
School District Projects									
Jacques Addition for Kindergarten	$438,009	5 Year Note	2010	2016	$65,204	$1,700	$63,503		$65,203
Heron Pond School/Jacques Renovation	$10,895,000	20 Year Bond	2000	2020	$545,000	$2,720,000	$474,534	($854,000)	$2,340,534
VOIP, HS Fire Alarm, MS Roof/Flooring	$1,604,565	10 Year Bond	2013	2024	$160,000	$1,440,000	$162,000		$1,602,000
HS Renovations/Bales Roof/Track	$4,393,500	20 Year Bond	2008	2028	$220,000	$2,855,000	$858,184	($926,000)	$2,787,184
School District Projects Total					**$990,204**	**$7,016,700**	**$1,558,221**	**($1,780,000)**	**$6,794,921**
Grand Total for All					**$2,104,904**	**$16,780,931**	**$3,734,419**	**($1,780,000)**	**$18,735,350**

Notes: Info is as of fiscal year end: Town and Water/Sewer - December 31, 2014; School District - June 30, 2015.

CIP Tax Impact Table 2016-2021 as of 2015-10-06 - 2015 Open Notes - 10/6/2015