

Milford Capital Improvements Plan (CIP) Report for 2006 – 2011

**Capital Improvements Plan (CIP) Report
For
2006 – 2011**

Table of Contents

CIP CHAIRMAN’S OPENING COMMENTS	1
CIP CHAIRMAN’S SUMMARY	2
CIP: Introduction, Definition, Purpose, and Process	4
Table 1: CIP Committee Recommendations - Listed by Plan Year	6
Table 2: Debt Service Schedules and Estimated Tax Impact of Existing Approved Projects	9
Table 3: CIP Submitted Project Ranking - Sorted by Composite Score	11

CIP CHAIRMAN'S OPENING COMMENTS

Chuck Sweeney

I would like to thank the members of the Capital Improvement Plan (CIP) Committee for their time and effort in reviewing the 40 projects that were submitted this year. The department heads and commission chairpersons who submitted projects are to be commended for the thought and analysis that was done by them in the preparation of their submissions. The committee also appreciated the willingness of the department heads to educate beyond the scope of the presented projects. Their readiness to answer all questions greatly enhances the process. Surprising, a few department heads did not provide the requested follow up information or reply to requested information in the time frame of the CIP. This lack of follow through for the requested information had a detrimental impact on the assessment of the requests by these departments in the process to be outlined later.

The CIP Committee was fortunate to have a diverse group of members of the committee. These members had a great deal of experience and knowledge within the Milford community and all members are or have been members of other boards or committees within Milford. Members included Dawn Condra, Donna Barr, Paul Blanchette, Peter Bragdon and Chuck Sweeney. We did not have a member of the Budget Advisory Committee (BAC) on the CIP Committee, and participation by a member of the BAC in this process each year can provide the BAC valuable background information for budget planning and warrant article consideration during the annual budget review process. However, the CIP Committee will look to present our report to the Budget Advisory Committee in the coming weeks.

It is recommended the future committees continue with the following composition: the Chairperson, a Planning Board member, a Budget Advisory Committee member, a School Board member, a Facilities Committee member and either two or three "non-aligned" citizens depending on the commitment of a Facilities Committee member to the CIP Committee.

Last year's CIP chairman repeated a recommendation that the process of appointing the CIP committee be accomplished by April each year in consideration of our present fiscal year system. A chairperson, selected by the Planning Board, must begin organizing the committee and scheduling meetings in early May to complete the process and brief the Planning Board and the Board of Selectmen in July - before the crush of the annual budgeting process. Additionally, an earlier beginning to the CIP process provides a scheduling advantage. If the CIP process flows too far into the summer season, finding volunteers becomes more difficult. I would encourage the CIP Committee to meet with the BAC as early in the budget process as possible.

I would like to take a moment to thank Rodney Richey for whom this refined CIP process and reporting methodology was established in prior years. This year's committee was able to maintain these efficiencies of the process established by Rodney in past Capital Improvement Committees.

CIP CHAIRMAN'S SUMMARY

Chuck Sweeney

The number of important requests for capital improvements for the Town of Milford; either proposed by town departments, by the schools, or for the Water and Waste Water Department (for which those specific expenses are usually picked up exclusively by user fees) is quite large for the upcoming 7 years. It was challenging for the CIP Committee to determine the priority of so many needed capital improvement projects. One of the largest challenges encountered as we were trying to leverage the continuation of the CIP work from 2004 to 2005 was the unplanned expense for the town taxpayers for the purchase of the Mile Slip Road land purchase. The approval of this multi-million purchase by the voters as presented as a warrant article by the Conservation Committee last year was done so with no advance budget within the CIP process. This purchase will begin impacting our general fund debt in the amount of \$212,760 in 2006 and will continue to be part of the ongoing General Fund Debt through 2026. This unplanned land purchase outside of the CIP process had an impact on a number of other project time lines as the Committee made an effort to keep the continued yearly debt impact on the tax rate to taxpayers as level as possible from prior years.

There were a number of projects reviewed that the CIP Committee wanted to comment on in addition to challenges created by the unplanned land purchase. These specific comments were related to the requests for the Wadleigh Library Renovation and Expansion, the Keyes Field Expansion & Upgrade, the Milford High School Renovation, the Bales School Renovation, and a number of Water and Waste Water Department requests. These comments are the views of the committee in general, and do not necessarily reflect the opinions of all individual members.

The request for the **Wadleigh Library** submitted to be included in this year's CIP was for a 2010 renovation and expansion in the amount of \$2.4 million. The committee would like to see a project design for a staged approach to both renovation and/or expansion. Considering the number of other large projects needed in the community over the next 7 – 10 years, it is the belief of the committee that a new segmented plan should be developed to lessen the immediate impact on the tax base compared to the single large plan presented this year. While the project has been placed on the CIP for 2010, it is the belief of the committee that preparation for next year's CIP should begin now with development of a detailed plan with the Facilities Committee. The Committee has recommended that the Park & Recreation Department create a new plan for **Keyes Field Upgrades and Expansion**. This year's request for 2008 for a \$1.1 million project is too large for the tax base to absorb with all the other large capital improvements on the calendar. The Committee would like to see a segmented approach to improvements and/or expansion with perhaps even a more segmented approach than we saw in the two phase approach outlined in the 2004 CIP request. The good news is that the Committee intentionally left a small "dip" in the tax rate impact for 2007 in the Capital Improvement Plan for one of these projects or other expected capital improvement needs that might come up for next year's CIP Committee and/or consideration by the Budget Advisory Committee.

The **Milford High School Renovation** approach is a complex one. With the aging of the Milford High School, we have been appropriately investing in regular renovations and improvements with yearly warrant articles in the amount of roughly \$250K each year. While this approach makes the budgeting and tax impact minimal each year, by taking this approach, we are missing out on our opportunity to obtain State Building Aid in the amount of 30% (40% if Mason high school students join Milford in the future). If we choose to pursue all the needed renovations and improvements in a single project in the amount of \$8 million, the town would be able to secure State Building Aid of \$2.4 million over 20 years. The problem is that we would have to bond the difference in a single project versus regular and ongoing expenses each year. The CIP Committee has outlined an approach for regular \$250K improvement projects for the next three years with a proposal for a single project in 2008. This does create a significant "bubble" of tax rate impact that will need to be debated by both town entities (town and school) with further refinement of the long term plan in the 2006 CIP process. It should be noted that if the approach of pursuing a single large bond fund in 2008 in order to secure building aid from the state, the CIP should be adjusted in 2006 to revert back to annual renovation projects of \$250K annually.

The **Bales School Renovation** was another difficult topic for the Committee. The Committee visited and toured the Bales School during this year's CIP process. The Bales School is in serious need of renovation, and something needs to be done to enable Milford to continue to utilize at least part of the school as we are today. Additional evaluation on the investment of \$3.4 million and the overall long term school plan is needed. The committee felt that something should be done with the building, but some members had concerns in investment of such a large amount in debt versus the potential gain in school space. We have included the Bales School Renovation in the CIP Plan for 2008 (versus the submission for 2007). Additional research and consideration should be made with detailed enrollment, overall space planning, and documentation by the School Board and the School Budget Committee and submitted for consideration in the 2006 Capital Improvement Plan.

The CIP Committee also had some questions regarding a number of proposals submitted to the CIP Committee by the **Water Department and Waste Water Treatment Facility** within the DPW. Comparing to last year's CIP submissions, there were multiple projects that were moved to an earlier date, there were large increases in the same proposals for specific projects, and the proposed projects had much larger contingency fees included in the submissions. Since user fees exclusively support these capital improvement projects, we would like to see a rate study completed that aligns with a detailed capital improvement plan exclusive for the Water Department and the Waste Water Treatment Facility. The CIP was reluctant to prioritization a number of these projects for 2006 based on the changes in the projects from the 2004 CIP Plan compared to the submissions for consideration under the 2005 CIP Plan.

CAPITAL IMPROVEMENT PLAN: Introduction, Definition, Purpose, and Process

Introduction

The Milford Capital Improvements Plan, or CIP, is a critical component of the Town's short-term and long-range community planning process. As authorized in NH RSA 674:5, in a municipality that has an adopted master plan, the local legislative body may authorize the Planning Board to prepare and amend a recommended program of municipal capital improvement projects over a period of at least six years. The CIP may encompass major projects currently underway, and/or future projects to be undertaken with public funds. Tailoring the CIP to the needs of the community allows projects to be classified according to urgency and the need to see them realized to support Town services. Included in the CIP are estimated costs for each project, probable operating costs when known, eligibility for impact fee assessment, and anticipated funding sources.

Definition

The Capital Improvements Plan (CIP) contains the capital improvement projects recommended by the CIP Committee, as approved by the Planning Board and the Board of Selectmen. CIP projects were requested from all Town Departments and Commissions and the Milford School. Project requests/plans were submitted by the following:

Town Administrator

Town Department Heads (Ambulance, Department of Public Works (Highway, Water, WWTF), Fire, Library, Parks and Recreation, Planning,)

Milford School Board

A project is eligible for consideration if the total cost is over \$75,000 and the project 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.

Purpose

The Milford 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 master plan with fiscal realities. A well-supported and thoughtfully prepared Plan should provide the following benefits to the community:

- *Provides a plan which anticipates the investments necessary to address the demands of growth or non-growth situations;*
- *Establishes a format for improved communication and coordination between the Planning Board, Town departments, Administrator, the Selectmen, the School Board, and various other boards, committees, and commissions;*
- *Projects the distribution of the tax burden across the Plan years;*
- *Develops a fair distribution of capital costs through the use of capital reserves, bonding, user fees, and other funding mechanisms;*
- *Establishes a foundation for impact fees and growth management techniques;*
- *Supports economic development by indicating where and how the Town plans to invest in its infrastructure.*

Process

The Planning Board is charged with directing the capital improvement planning process, based upon the Town's adopted master plan goals and recommendations. The Planning Board established a CIP Committee consisting of volunteers representing several elements of town operation. The following individuals served on the CIP Committee for 2005:

Chairperson	Chuck Sweeney
Planning Board	Paul Blanchette
Member at Large	Dawn Condra

Budget Committee	None
School Board	Peter Bragdon
Facilities Committee	Donna Barr

The committee follows a five-step process in accumulating, analyzing, evaluating, ranking, and allocating to Plan years the projects submitted for review.

Step 1 Request update of previously submitted projects and submission of new projects using the Town CIP form. For future years, projects are to be submitted with a reference to their Project # (listed in each of the Tables in this Report) 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 should enable the committee to understand why the project is required for continuation or increase of Town services and the impact of delaying or not accomplishing the project.

Step 2 Listen to the presentations and discuss each project with the submitting Department Head or Commission Chairperson. The Committee started later in the calendar year than desired and had difficulty scheduling all Department Heads. Recommend the next CIP Committee begin requesting Project submissions shortly after April 15th.

Step 3 The committee members study the projects individually and through group discussions. Evaluation includes review of the level of preparation applied to the requested project. The Committee determined that a policy shall be established 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) years of the CIP "window". All projects submitted in 2004 are being recommended for inclusion in the Report. Such result may not always be the case if the Committee determines that a project has not established sufficient need or is not likely to achieve support during the plan years. The Planning Board can bring a project back onto the CIP during their review.

Step 4 The committee ranks all projects on a 1 – 5 numerical scale based on perceptions of Need (is the project vital to Town operation); Urgency (what will be the consequences if the project is postponed or never accomplished); and Completeness of Request (concept, rationale, pictures, drawings, demand level by citizens).

Step 5 Using the requestor's recommendation as a starting point, the committee discusses and develops a consensus on the recommendation for the year in which the Project should be placed on the Town Warrant. For projects requiring bonding the tax impact will be felt the year after the Warrant Article passes. The committee adjusts recommended Warrant Article and funding years to smooth the fiscal impact and maintain an affordable debt level each year. The committee considers the overall debt load from all bonded or lease purchase acquisitions by the Town and the School.

Upon completion of the five-step process, the committee:

- Prepares the final report;

- Prepares a summary and briefing of their results for the Planning Board

- If requested by the Planning Board – briefs the Board of Selectmen on the CIP Committee results.

- Provides electronic copies of the report to the Planning Board and Planning Director for report publication and distribution.

Table 1 - Final Recommendations by Planning Board for Plan Years 2006-2011

The table contains the following information:

- 1.) Project Number identifies the Department Name (abbreviated), the sequence number of the project for that Department and the Year the Project was first included in the CIP.
- 2.) Proposed project and the recommended sources of funding.
- 3.) Vote Year identifies the year in which the project is recommended to be placed on the Town Warrant
- 4.) Year of Tax Impact identifies the year in which a tax impact will be recognized for the recommended project.

Table 1 - Recommended Projects Listed by Plan Year

PROJECT NUMBER	DEPARTMENT	PROPOSED PROJECTS & SOURCE OF FUNDING		Vote Year	Year of Tax Impact	TOTAL COST	2006 AMOUNT	2007 AMOUNT	2008 AMOUNT	2009 AMOUNT	2010 AMOUNT	2011 AMOUNT
		(Impact Fee)	IF									
ADMN01-01	Administration	Osgood Pond Maintenance -	No	2006	2006	\$ 2,067,000	\$ 2,067,000	-	-	-	-	-
		Federal Grant					(1,331,550)	-	-	-	-	-
		In-Kind Contribution of Town Material and Svcs					(648,450)	-	-	-	-	-
		Capital Reserve Funds					(87,000)	-	-	-	-	-
DPWH01-01	Public Works	Dump Truck w/Plow & Sander Assembly	No	2006	2006	\$ 120,000						
		5 Year Lease Purchase					25,200	27,540	26,400	26,460	26,460	-
DPWH04-02	Public Works	Sicard Model 2200 Detachable Snow Blower	No	2006	2006	\$ 85,000						
		5 Year Lease Purchase					17,850	19,508	18,700	18,743	18,743	-
DPWH05-05	Public Works	Nashua Street Paving - Phase 1	No	2006	2007	\$ 300,000						
		10 Year Bond					-	45,000	43,500	42,000	40,500	39,000
PREC04-01	Parks & Recreation	Kaley Park	Yes	2006	2007	\$ 500,000						
		15 Year Bond					-	58,333	56,667	55,000	53,333	51,667
SCHL02-05	Milford Schools	Milford High School Small Renovations	No	2006	2006-08	\$ 750,000						
		3 Year Capital Outlay					250,000	250,000	250,000			
SCHL04-05	Milford Schools	Milford High School Parking	No	2006	2006	\$ 201,069						
		Capital Outlay					201,069	-	-	-	-	-
WATR01-01	Water Department	Elm St. Phase 1 Water Main Replacement	No	2006	2007	\$ 770,000						
		10 Year Bond					-	115,500	111,650	107,800	103,950	100,100
		Water Fund User Fees					-	(115,500)	(111,650)	(107,800)	(103,950)	(100,100)
WATR02-01	Water Department	Mayflower Water Tank Rehabilitation	No	2006	2007	\$ 125,000						
		10 Year Bond						18,750	18,125	17,500	16,875	16,250
		Water Fund User Fees						(18,750)	(18,125)	(17,500)	(16,875)	(16,250)
WWTF02-02	Waste Water	Outfall Diffuser	No	2006	2007	\$ 342,500						
		10 Year Bond					-	51,375	49,663	47,950	46,238	44,525
		State Grant - (20% of Principal)					-	(6,850)	(6,850)	(6,850)	(6,850)	(6,850)
		Sewer User Fees					-	(44,525)	(42,813)	(41,100)	(39,388)	(37,675)
AMBS02-01	Ambulance	Replace 1999 Ambulance	No	2007	2007	\$ 82,000						
		3 Year Lease Purchase					-	28,700	28,905	28,413		
DPWH03-02	Public Works	Johnson Street Sweeper & Steel Hopper	No	2007	2007	\$ 110,000						
		5 Year Lease Purchase						23,100	25,245	24,200	24,255	24,255
DPWH07-05	Public Works	Elm Street Paving - Phase 1	No	2007	2008	\$ 300,000						
		10 Year Bond					-	-	45,000	43,500	42,000	40,500
FIRE01-05	Fire	Refurbish Ladder 1	No	2007	2007	\$ 103,000						
		Capital Outlay					-	103,000	-	-	-	-
FIRE03-02	Fire	Fire Station Expansion (School Street)	Yes	2007	2008	\$ 2,050,000						
		20 Year Bond					-	-	205,000	199,875	194,750	189,625

Table 1 - Recommended Projects Listed by Plan Year

PROJECT NUMBER	DEPARTMENT	PROPOSED PROJECTS & SOURCE OF FUNDING		Vote Year	Year of Tax Impact	TOTAL COST	2006 AMOUNT	2007 AMOUNT	2008 AMOUNT	2009 AMOUNT	2010 AMOUNT	2011 AMOUNT
		(Impact Fee)	IF									
WATR04-02	Water Department	Union Street Water Main Replacement	No	2007	2008	\$ 541,584						
		15 Year Bond					-	-	63,185	61,380	59,574	57,769
		Water Fund User Fees					-	-	(63,185)	(61,380)	(59,574)	(57,769)
WATR04-05	Water Department	Curtis Wells-Phase 1	No	2007	2008	\$ 259,875						
		10 Year Bond					-	-	38,981	37,682	36,383	35,083
		Water Fund User Fees					-	-	(38,981)	(37,682)	(36,383)	(35,083)
WATR07-05	Water Department	Curtis Wells-Phase 2	No	2007	2008	\$ 350,900						
		10 Year Bond					-	-	52,635	50,881	49,126	47,372
		Water Fund User Fees					-	-	(52,635)	(50,881)	(49,126)	(47,372)
DPWH09-05	Public Works	Mont Vernon Street - Paving	No	2008	2009	\$ 300,000						
		10 Year Bond					-	-	-	45,000	43,500	42,000
DPWH10-05	Public Works	Union Street Railroad Crossing	No	2008	2008	\$ 125,000				125,000		
		Federal Grant (80%)					-	-	-	(100,000)		
PREC02-02	Parks & Recreation	Adams Field Improvements	No	2008	2008	\$ 89,900						
		Capital Outlay					-	-	89,900	-	-	-
SCHL03-02	Milford Schools	Milford High School Renovation	No	2008	2009	\$ 8,000,000						
		20 Year Bond								800,000	780,000	760,000
		State Building Aid - (30% of Principal)					-	-	-	(120,000)	(120,000)	(120,000)
SCHL05-05	Milford Schools	Bales School Renovations	No	2008	2009	\$ 3,500,000						
		20 Year Bond								350,000	341,250	332,500
		State Building Aid - (30% of Principal)					-	-	-	(52,500)	(52,500)	(52,500)
WATR05-05	Water Department	Water Service building	No	2008	2009	\$ 282,282						
		10 Year Bond					-	-	-	42,342	40,931	39,519
		Water User Fees					-	-	-	(42,342)	(40,931)	(39,519)
WWTF01-01	Waste Water	Aeration WAS Tanks	No	2008	2009	\$ 960,988						
		15 Year Bond					-	-	-	112,115	108,912	105,709
		State Grant - (20% of Principal)					-	-	-	(22,423)	(21,782)	(21,142)
		Sewer User Fees					-	-	-	(89,692)	(87,130)	(84,567)
WWTF05-02	Waste Water	Main Influent Pump Upgrade	No	2008	2009	\$ 638,000						
		10 Year Bond					-	-	-	95,700	92,510	89,320
		State Grant - (20% of Principal)					-	-	-	(12,760)	(12,760)	(12,760)
		Sewer User Fees					-	-	-	(82,940)	(79,750)	(76,560)
WWTF02-05	Waste Water	Sewer Separation Manhole Rehabilitation	No	2008	2008	\$ 172,629						
	(Collection System)	Capital Outlay					-	-	172,269	-	-	-
		Sewer User Fees					-	-	(172,269)	-	-	-
DPWH02-01	Public Works	Dump Truck w/Plow & Sander Assembly	No	2009	2009	\$ 120,000						
		5 Year Lease Purchase					-	-		25,200	27,540	26,400
DPWH06-05	Public Works	Town Wide Drainage Replacement	No	2009	2010	\$ 225,000						
		10 Year Bond					-	-	-	-	33,750	32,625
DPWH08-05	Public Works	Tractor/Loader Backhoe	No	2009	2009	\$ 90,000						
		5 Year Lease Purchase					-	-	-	18,900	20,655	19,800
WATR06-05	Water Department	Elm St. Phase 2 Water Main Replacement	No	2009	2010	\$ 1,240,000						
		15 Year Bond					-	-	-	-	144,667	140,533
		Water Fund User Fees					-	-	-	-	(144,667)	(140,533)

Table 1 - Recommended Projects Listed by Plan Year

PROJECT NUMBER	DEPARTMENT	PROPOSED PROJECTS & SOURCE OF FUNDING		Vote Year	Year of Tax Impact	TOTAL COST	2006 AMOUNT	2007 AMOUNT	2008 AMOUNT	2009 AMOUNT	2010 AMOUNT	2011 AMOUNT
		(Impact Fee)	IF									
WWTF04-02	Waste Water	Septage Receiving Facility	No	2009	2010	\$ 1,127,467	-	-				
		20 Year Bond					-	-	-	-	112,747	109,928
		State Grant - (20% of Principal)					-	-	-	-	(11,275)	(11,275)
		Sewer Septage Fees					-	-	-	-	(101,472)	(98,653)
WWTFC01-05	Waste Water	Sewer Rehabilitation	No	2009	2009	\$ 307,993						
	(Collection System)	Capital Outlay					-	-	-	307,993	-	-
		Sewer User Fees					-	-	-	(307,993)	-	-
WWTF08-02	Waste Water	Mechanical Screen at Main Pump Station	No	2009	2010	\$ 892,403						
		15 Year Bond					-	-	-	-	104,114	101,139
		State Grant - (20% of Principal)					-	-	-	-	(11,899)	(11,899)
		Sewer User Fees					-	-	-	-	(92,215)	(89,240)
FIRE04-05	Fire	Rescue 1 Replacement	No	2010	2010	\$ 450,000						
		5 Year Lease Purchase					-	-	-	-	94,500	103,275
LIBR01-01	Library	Library Expansion and Renovation	Yes	2010	2011	\$ 2,400,000	-	-	-	-	-	-
		Webster Trust Fund & Donations					-	-	-	-	-	240,000
		20 Year Bond					-	-	-	-	-	(200,000)
PREC06-02	Parks & Recreation	Heron Pond Recreation Complex	Yes	2011	2012	\$ 650,000						
		10 Year Bond					-	-	-	-	-	-
SCHL01-02	Milford Schools	Milford High School Track & Fields	Yes	2011	2012	\$ 1,500,000						
		Donations/Bequests				\$ (300,000)	-	-	-	-	-	-
		Total of New Projects - paid by General Taxation:					\$ 494,119	\$ 555,181	\$ 789,317	\$ 1,529,791	\$ 1,568,736	\$ 1,529,147
		Estimated Tax Rate per Thousand - New Projects					\$ 0.59	\$ 0.65	\$ 0.91	\$ 1.73	\$ 1.74	\$ 1.66
		Total of Existing Projects paid by General Taxation - from Table 2					\$ 2,421,483	\$ 2,218,007	\$ 2,107,387	\$ 1,980,876	\$ 1,709,110	\$ 1,590,646
		Estimated Tax Rate per Thousand - Existing Projects					\$ 2.91	\$ 2.61	\$ 2.43	\$ 2.24	\$ 1.90	\$ 1.73
		TOTAL OF ALL PROJECTS					\$ 2,915,602	\$ 2,773,188	\$ 2,896,704	\$ 3,510,667	\$ 3,277,846	\$ 3,119,793
		ESTIMATED TAX RATE PER THOUSAND					\$ 3.50	\$ 3.27	\$ 3.34	\$ 3.97	\$ 3.64	\$ 3.39
		ESTIMATED ASSESSED VALUATION (\$\$)					\$ 832,360,341	\$ 849,007,548	\$ 865,987,699	\$ 883,307,453	\$ 900,973,602	\$ 918,993,074
		(Assumes 2% Growth)										

Table 2 - Debt Service Schedule and Estimated Tax Impact of Existing Approved Projects						
	2006	2007	2008	2009	2010	2011
GENERAL FUND DEBT:						
Sewer Treatment Facility	180,000	172,500	165,000	157,500	-	-
Town Hall Renovation	76,332	71,700	67,038	62,346	-	-
Old Wilton/Perry Rds Sewer Mains	44,433	42,595	40,740	38,850	36,925	-
West/Osgood/Mason Water Mains	62,535	60,635	58,715	56,775	54,795	47,775
Brox Property	141,745	136,995	132,245	127,495	122,745	112,995
Police Station	235,375	255,750	250,200	244,650	239,100	233,550
Mileslip Road Land Purchase	212,760	207,960	203,160	198,360	193,560	188,760
Sewer Treatment Facility- (State Aid)	(138,846)	(132,787)	(126,729)	(120,673)	-	-
Old Wilton/Perry Rds Sewer Mains - (State Aid)	(3,784)	(3,628)	(3,470)	(3,309)	(3,145)	-
Gestetner 3355 Digital Copier/Printer	1,710	-	-	-	-	-
Pierce Pumper Fire Engine	79,548	-	-	-	-	-
Tri-Axle w/Containers/Rolloffs	28,562	28,562	-	-	-	-
Communications Equipment	44,161	44,161	44,161	-	-	-
Caterpillar Loader	21,687	-	-	-	-	-
Pierce Pumper Fire Engine	71,966	71,966	71,966	71,966	-	-
Sterling Dump Truck with Plow & Sander	24,262	24,262	24,262	24,262	-	-
TOTALS FOR GENERAL FUND:	\$ 1,082,446	\$ 980,671	\$ 927,288	\$ 858,222	\$ 643,980	\$ 583,080
WATER FUND DEBT:						
Elm St Mains	14,190	13,500	12,800	12,100	11,400	10,700
Old Wilton/Perry Rd Mains	59,680	58,030	56,380	54,660	52,910	51,110
Holland Water Tank	144,640	141,440	138,240	135,040	131,840	128,640
Water User Fees Offset	(218,510)	(212,970)	(207,420)	(201,800)	(196,150)	(190,450)
TOTALS FOR WATER FUND:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 2 - Debt Service Schedule and Estimated Tax Impact of Existing Approved Projects						
	2006	2007	2008	2009	2010	2011
SEWER FUND DEBT:						
Sewer Mains	69,795	66,110	62,425	58,713	-	-
Aeration System	16,583	15,795	-	-	-	-
SCADA System	32,391	31,094	29,797	-	-	-
SCADA System - (State Aid)	(7,133)	(6,847)	(6,562)			
4WD Chevy Pickup Trk w/Utility	10,540	-	-	-	-	-
Sewer User Fees Offset	(122,176)	(106,152)	(85,660)	(58,713)	-	-
TOTALS FOR SEWER FUND:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SCHOOL DISTRICT DEBT:						
Heron Pond & Jacques	999,651	969,676	939,700	909,726	879,752	849,776
Middle School	377,655	360,442	342,975	325,380	307,784	290,190
High School Renovations	116,510	112,718	108,924	105,048	101,094	97,100
Heron Pond Addition - (estimate)		150,000	144,000	138,000	132,000	126,000
State Building Aid Offset	(265,500)	(355,500)	(355,500)	(355,500)	(355,500)	(355,500)
Energy Conservation	110,721	-	-	-	-	-
TOTALS FOR SCHOOL DISTRICT:	\$ 1,339,037	\$ 1,237,336	\$ 1,180,099	\$ 1,122,654	\$ 1,065,130	\$ 1,007,566
TOTAL OF ALL EXISTING PROJECTS:	\$ 2,421,483	\$ 2,218,007	\$ 2,107,387	\$ 1,980,876	\$ 1,709,110	\$ 1,590,646
PROPOSED NEW PROJECTS - (TABLE 1):	\$ 494,119	\$ 555,181	\$ 789,317	\$ 1,529,791	\$ 1,568,736	\$ 1,529,147
TOTAL OF ALL PROJECTS:	\$ 2,915,602	\$ 2,773,188	\$ 2,896,704	\$ 3,510,667	\$ 3,277,846	\$ 3,119,793
ESTIMATED ASSESSED VALUATION	\$ 832,360,341	\$ 849,007,548	\$ 865,987,699	\$ 883,307,453	\$ 900,973,602	\$ 918,993,074
(2005 Base Year Valuation = Actual as of April 1, 2005)						
(2006-2011 projections assume a 2% increase per year)						
ESTIMATED TAX RATE PER THOUSAND	\$ 3.50	\$ 3.27	\$ 3.34	\$ 3.97	\$ 3.64	\$ 3.39

Table 3 - CIP Submitted Project Ranking - Sorted by Composite Score

Project #	Project details								Vote Year								
Dept/Seq/ Intro Yr XXXX/00-00	Department	Title	Request Year	Cost	Expected life in years	Need?	Urgency	Completeness of Request	Composite Score	2006	2007	2008	2009	2010	2011	Later	Redo
SCHL05-05	Milford Schools	Bales School Renovations	2007	\$3,500,000	30	3.9	3.7	4.75	12.35			x					
DPWH01-01	DPW	8CY 36,000 GVW Dump Truck with Plow and Sander Assembly (1991)	2006	\$120,000	10	4.2	4.2	3.75	12.15	x							
WATR01-01	DPW	Elm St Area Phase I Water Main Rplcmt	2006	\$770,000	25	4.3	4.4	3.2	11.9	x							
SCHL02-05	Milford Schools	Milford High School Small Renovation Projects	2006	\$750,000	on-going	4.2	4.4	3.25	11.85	x	x	x					
DPWH04-02	DPW	Sicard Model 2200 Series Detachable Self Contained Snow Blower	2006	\$85,000	15-20	3.8	4	3.5	11.3	x							
DPWH05-05	DPW	Nashua St Paving Phase I	2006	\$300,000	15-20	3.4	3.2	4	10.6	x							
FIRE01-05	Fire Dept	Refurbish Ladder 1	2006	\$103,000	15-20	3.8	3.2	3.6	10.6		x						
SCHL03-02	Milford Schools	Milford High School Renovation	2008	\$8,000,000	20	4	3.6	3	10.6			x					
SCHL04-05	Milford Schools	High School Parking	2006	\$201,069	30+	3.9	3.7	3	10.6	x							

Table 3 - CIP Submitted Project Ranking - Sorted by Composite Score

Project #	Project details								Vote Year								
Dept/Seq/ Intro Yr XXXX/00-00	Department	Title	Request Year	Cost	Expected life in years	Need?	Urgency	Completeness of Request	Composite Score	2006	2007	2008	2009	2010	2011	Later	Redo
DPWH07-05	DPW	Elm St Paving Phase I	2007	\$300,000	15-20	3.4	3.4	3.5	10.3		x						
WATR02-01	DPW	Mayflower Water Tank Rehabilitation	2006	\$125,000	15	3.6	3.4	3.3	10.3	x							
DPWH10-05	DPW	Union St RR Crossing	2008	\$125,000	25	4	3	3.25	10.25			x					
WWTC01-05	DPW-Collection System	Sewer Rehabilitation	2009	\$307,993	25	4	3.5	2.6	10.1				x				
WATR04-05	DPW	Curtis Wells-Phase 1	2006	\$259,875	20	3.2	3.8	2.8	9.8		x						
WATR04-02	DPW	Union St Water Main Rplc	2007	\$541,584	25	3.7	3	2.6	9.3		x						
DPWH09-05	DPW	Mont Vernon St Paving	2008	\$300,000	15-20	3	2.8	3.25	9.05			x					

Table 3 - CIP Submitted Project Ranking - Sorted by Composite Score

Project #	Project details								Vote Year								
Dept/Seq/ Intro Yr XXXX/00-00	Department	Title	Request Year	Cost	Expected life in years	Need?	Urgency	Completeness of Request	Composite Score	2006	2007	2008	2009	2010	2011	Later	Redo
ADMN01-01	Administration	Osgood Pond Maintenance	2006	\$2,067,000	50	2.4	2.6	4	9	x							
DPWH03-02	DPW	Johnson Street Sweeper w/8CY Stainless Steel Hopper	2007	\$110,000	10	2.6	2.8	3.5	8.9		x						
WWTC02-05	DPW-Collection System	Sewer Separation Manhole Rehab	2007	\$172,629	25	3.2	3.1	2.6	8.9			x					
WWTF04-02	Waste Water Treatment Facility	Septage Receiving Facility	2009	\$1,127,467	25	3.4	3	2.4	8.8				x				
WATR06-05	DPW	Elm St Area Phase II Water Main Rplcmt	2009	\$1,240,000	25	3.5	2.8	2.4	8.7				x				
DPWH08-05	DPW	Tractor/Loader Backhoe	2008	\$90,000	10	3.2	2.2	3.25	8.65				x				
AMBS02-01	Ambulance Service	Replace 1999 Ambulance	2006	\$82,000	7	3.2	2	3.4	8.6		x						
FIRE03-02	Fire Dept	Fire Station Expansion at 39 School Street	2007	\$2,050,000	30+	3	2.8	2.8	8.6		x						
WWTF02-02	Waste Water Treatment Facility	Outfall Diffuser	2006	\$342,500	25	3.1	3.1	2.4	8.6	x							
WWTF05-02	Waste Water Treatment Facility	Influent Pump Upgrade	2008	\$638,000	20	3.2	3	2.4	8.6			x					

Table 3 - CIP Submitted Project Ranking - Sorted by Composite Score

Project #	Project details								Vote Year								
Dept/Seq/ Intro Yr XXXX/00-00	Department	Title	Request Year	Cost	Expected life in years	Need?	Urgency	Completeness of Request	Composite Score	2006	2007	2008	2009	2010	2011	Later	Redo
WWTF08-02	Waste Water Treatment Facility	Mechanical Screen at Main Pump Station	2009	\$892,403	25	3.2	3	2.4	8.6				x				
DPWH02-01	DPW	8CY 36,000 GVW Dump Truck with Plow and Sander Assembly (1995)	2007	\$120,000	10	2.8	2.2	3.25	8.25				x				
FIRE04-05	Fire Dept	Rescue 1 Replacement	2010	\$450,000	25	2.8	2.4	2.9	8.1					x			
PREC04-01	Parks and Recreation	Kaley Park	2006	\$500,000	25+	2.6	2.6	2.8	8	x							
FIRE02-02	Fire Dept	West End Fire Substation	2006	\$1,200,000	30+	2.7	2.2	3	7.9							x	
WWTF01-01	Waste Water Treatment Facility	Aeration WAS	2007	\$960,988	25	3	2.8	2.1	7.9			x					
PREC08-01	Parks and Recreation	Keyes Field Expansion and Upgrade	2008	\$1,100,000	20	2.8	3	1.8	7.6								x
WATR07-05	DPW	Curtis Wells-Phase 2	2008	\$350,900	50	2.8	2.8	2	7.6		x						
LIBR01-01	Wadleigh Memorial Library	Library Expansion and Renovation	2008	\$2,400,000	20	2.2	2	3.3	7.5					x			
DPWH06-05	DPW	Town wide drainage replacement	2009	\$225,000	25+	2.8	2	2.5	7.3				x				

Table 3 - CIP Submitted Project Ranking - Sorted by Composite Score

Project #	Project details								Vote Year								
Dept/Seq/ Intro Yr XXXX/00-00	Department	Title	Request Year	Cost	Expected life in years	Need?	Urgency	Completeness of Request	Composite Score	2006	2007	2008	2009	2010	2011	Later	Redo
DPWC01-05	DPW-Cemeteries	Riverside Cemetery building	2006	\$200,000	50	2	2	3.2	7.2								x
PREC06-02	Parks and Recreation	Heron Pond Community Recreation Complex	2008	\$650,000	30+	2.2	1.6	3	6.8						x		
WATR05-05	DPW	Water Service Building	2006	\$282,282	50	2.7	1.3	2.4	6.4			x					
SCHL01-02	Milford Schools	Milford High School Track and Fields	2011	\$1,500,000	15-20	2.6	1.4	2.375	6.375						x		
PREC02-02	Parks and Recreation	Adams Field Improvements	2007	\$89,900	15	2.2	2	2.1	6.3			x					
SCHL06-05	Milford Schools	Middle School Roof Replacement	2010	\$468,000	15	1.8	1	3	5.8							x	
CONS02-05	Conservation	Rail Trail Improvement (Armory Rd)	2007	\$185,000	25+	1.5	1.2	3	5.7								x
INFS01-05	Information Systems	VoIP Phone System	2006	\$85,000	10-15	2.375	1.75	1.375	5.5								x
CONS01-03	Conservation	Rail Trail Improvement (Melendy Rd)	2009	\$93,000	50+	1.4	1.6	2.3	5.3								x
CONS03-05	Conservation	Land purchases (Open Space)	2010	\$350,000	Forever	1.6	1	2.5	5.1							x	

Table 3 - CIP Submitted Project Ranking - Sorted by Composite Score

Project #	Project details								Vote Year								
Dept/Seq/ Intro Yr XXXX/00-00	Department	Title	Request Year	Cost	Expected life in years	Need?	Urgency	Completeness of Request	Composite Score	2006	2007	2008	2009	2010	2011	Later	Redo

Equipment requests less than \$75,000 (Do not qualify as CIP projects)

2	2+2	One ton 4 x 4 Dump truck with plow assembly	2007	\$34,000	8-10				N/A								
DPW	Highway	One ton 4 x 4 Dump truck with plow assembly	2008	\$34,000	8-10				N/A								
DPW	Highway	Holder Sidewalk tractor plow with mower	2007	\$65,000	10				N/A								
DPW	Highway	3-5 Ton Roller and trailer	2007	\$30,000	10				N/A								
DPW	Highway	Self propelled paving machine	2008	\$25,000	10				N/A								
DPW	Highway	Vacuum Unit / Catchbasin cleaner trailer mounted	2007	\$60,000	10				N/A								
DPW	Cemeteries and Parks	Kubota tractor loader with mower	2007	\$36,000	10				N/A								