

Town of Milford, New Hampshire
2009-2014 Capital Improvements Plan
November 2008



**Town of Milford Planning Board
Capital Improvements Plan Citizens' Advisory Committee
Department of Community Development**

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Approved by the Milford Planning Board: December 16, 2008

Planning Board Chairperson: Janet A. Langdell

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 Town of Milford annually prepares a six-year capital improvements plan (CIP) to lay out a program of municipal programs and projects that cost a minimum \$75,000.00. 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 analysis are estimated costs for each project, probable operating costs when known, eligibility for impact fee assessment, and anticipated funding sources.

The Capital Improvements Plan (CIP) contains the capital improvement projects recommended by the Capital Improvements Plan Citizens' Advisory Committee (Committee) based on review and analysis of project requests submitted by Town department heads, commissions, and the Milford School District. For the 2009-2014 CIP, project requests, both new and ongoing, were submitted by the following: Ambulance Service; Community Development; Fire Department; Department of Public Works (DPW) – Highway; DPW-Recreation; DPW-Solid Waste; the Milford School District; and the Wadleigh Memorial Library. A project is deemed eligible for inclusion in the CIP if the total cost is at least a minimum of \$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.

B. 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 CIP should provide the following benefits to the community (as noted in *The Planning Board in New Hampshire, A Handbook for Local Officials*, January 2006, 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 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. Process

The Milford Planning Board is charged with directing the capital improvements planning process, based upon the Town's adopted master plan goals and recommendations. In 2008, the Planning Board, with the support of the citizen-based Community Facilities Committee adopted an updated Community Facilities chapter for inclusion in the 1999 Milford Master Plan. During the formulation of the Community Facilities chapter, the 2007 CIP Citizens' Advisory Committee, the Community Facilities Committee, the Community Development Department, the Planning Board, and the Board of Selectmen agreed to a "Facilities Planning Process" (Appendix I). This process formalizes steps to increase communication between department heads and the groups noted with the goal of refining and improving the CIP process. The CIP process normally begins in the spring of each year as the Planning Board appoints a citizen committee representing several areas of Town operation. Members serving on the 2008-2014 citizens' advisory committee were:

Planning Board representative:	Paul Blanchette
Community Facilities Committee representative:	Donna Barr
School Board representative:	Paul Dargie
Budget Advisory Committee representative:	Gil Archambault
Member-at-large:	Paul Johnson
Member-at-large:	Dawn Condra
Community Development Dept. support:	Bill Parker

The Committee follows a five-step process in accumulating, analyzing, evaluating, ranking, and allocating to years in the six-year timeframe the projects submitted for review.

- Step 1:** The Community Development Department transmits project request forms to all 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 should enable the CIP 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:** The CIP Committee reviews project requests, determines whether a meeting with the respective department is necessary and if so, schedules a presentation to discuss each project.
- Step 3:** The CIP Committee studies projects individually and through group discussions. Evaluation includes review of the level of preparation applied to the requested project. The CIP 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 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 a project back into the CIP during its review and the public hearing process.

- Step 4:** Once all project requests have been reviewed, the CIP Committee ranks 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, cost estimates, and demand level by citizens).
- Step 5:** Using the requestor's recommendation as a starting point, the CIP 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 is noted the year after the Warrant Article is presumed to pass. The CIP Committee adjusts recommended Warrant Article and funding years to smooth the fiscal impact and maintain a reasonable debt level each year. The CIP Committee considers the overall debt load from all bonded or lease purchase acquisitions by the Town and the School District.

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

1. Prepares the final report;
2. Transmits a copy of the final report to department heads, the Board of Selectmen, the Budget Advisory Committee, and the Planning Board;
3. Schedules a public hearing date with the Planning Board;
4. Meets with the Board of Selectmen to brief it on the Plan;
5. Presents the Plan at a Planning Board for the required public hearing and adoption.

Chapter 2. 2009 – 2014 Project Requests

A. New Projects

The CIP Committee received nineteen (19) project requests for inclusion in the 2009-2014 Capital Improvements Plan. A majority of the projects were carry-overs from previous years, however there were five (5) new requests. The new requests include the need for a Snow Storage Area (DPWH01-09) that meets Federal and State stormwater regulations; a Catch Basin Cleaner (DPWH02-09); Curbside Trash Pick-Up Implementation (DPWSW01-09); Keyes Pool Splash Park (DPWREC01-09); and Rescue 1 Ladder Truck Replacement (FIRE01-09). One project, the West Side Fire Station (FIRE02-02), was brought back into the CIP. Several other project requests were revised from previous years to reflect changes in proposed cost and implementation.

The **Snow Storage Area** project request for \$75,000 was submitted by the Department of Public Works as a result of federal Environmental Protection Agency mandates for the Town to comply with MS4 Phase II permit requirements regulating the treatment and discharge of stormwater. Current locations for snow storage, off Souhegan Street, Keyes Field, and various other locations in Town do not meet the EPA's minimum requirements. A long-term solution to this issue needs to be investigated and new locations for storage need to be located. Given the urgency of meeting federal regulations and avoiding possible fines, the Committee first included the Snow Storage Area for funding in 2009. However, due to the time necessary to determine feasible locations and snow storage options, the request was moved to 2010.

A **Vacuum Unit/Catch Basin Cleaner-Trailer Mounted** project request for \$80,000 was submitted by the Department of Public Works for funding in 2011. Used for cleaning catch basin sumps, the new unit will help the Town comply with EPA MS4 Phase II permit requirements.

Curbside Trash Pick-up Implementation was submitted by the Department of Public Works as a means to better address solid waste disposal issues in Town. Curbside pick-up would replace the current dropoff system in place at the municipal transfer station/recycling center. The new system would provide solid waste containers to property owners with pick-up to be done by municipal trucks. Goals for the new system are to increase recycling (through single-stream collection), a reduction in vehicle trips to the existing transfer station facility that result in traffic congestion downtown, energy and resource conservation, and avoidance of the significant costs associated with rehabilitation or relocation of the current transfer station on North River Road. Start-up costs for implementation include those associated with the purchase of containers, two (2) trucks, and modifications to the existing facility to accommodate the requirements of single-stream recycling and solid waste dropoff. The planned implementation cost is \$950,000, to be paid for through a 5-year bond.

A new **Keyes Pool Splash Park** project request was submitted by the Department of Public Works-Recreation as part of ongoing Keyes Field upgrades. The Splash Park is intended to enhance the swimming pool area and add more summertime recreation options. The proposed cost is \$80,000 and it is planned to be similar to the newly constructed amenity in the town of Exeter, New Hampshire. The Recreation Department indicated that private funding will be sought to complement proposed public funding.

Also included in the 2009-2014 CIP is a planned **Replacement for Ladder Truck 1**. In 2007 the current 1991 Ladder Truck 1 received a limited refurbishment after an evaluation by several apparatus maintenance companies. This evaluation concluded that based on both age and condition the vehicle would need to be replaced within five to six years. The CIP includes a planned replacement for 2012. The cost for replacement is anticipated to be \$750,000.

B. Recurring Projects

Most projects listed in the 2009-2014 CIP are ongoing projects that have been included in the CIP over the course of several funding cycles. Several projects are phased-in while the remaining are one-time purchases or implementation. A brief description of the bulk of the project requests follows:

1. **Ambulance Replacement (1999 Ambulance):** The existing 1999 ambulance is scheduled for replacement in 2010 due to electrical system use, rust, clock hours on the vehicle systems (drivetrain), and general emergency use. Mileage as of June 2008 was approximately 104,000 with an anticipated additional 14,000 miles to be added within the following year. Maintenance requirements in 2008 included four-wheel brake replacement. The proposed replacement vehicle is planned to be wider than the existing ambulance due to a larger patient compartment box offering increased patient care benefits. Cost is \$94,000 with lease/purchase.

2. **Ambulance Replacement (2003 Ambulance):** The existing 2003 ambulance is scheduled for replacement in 2012 due to electrical system use, rust, clock hours on the vehicle systems (drivetrain), and general emergency use. Mileage as of June 2008 was approximately 62,100 with an anticipated additional 14,000 miles to be added within the following year. Stretcher costs included in the total costs include a power-assist stretcher. As with the 1999 replacement, this new ambulance is planned to be wider to accommodate a larger patient compartment box. Cost is \$94,500 with lease/purchase.
3. **Oval Area Traffic Improvements Phase II, III, and IV:** This request is necessary to complete the Town matching funds requirements with the Federal Highway Administration Special Project "earmarked" funding for downtown Milford traffic improvements. The total Town match requirement is \$700,000, of which \$235,000 has been appropriated (\$80,000 in 2006 and \$155,000 in 2007). The Federal contribution is \$2,800,000. Planning is well underway for South Street improvements covered by existing Federal Transportation Enhancement funding and a portion of the earmark funding will be utilized for related South Street improvements. Areas proposed for additional traffic congestion and safety improvements include Oval/Union Square, the Nashua Street/Edgewood Shopping Center/Tonella Road area; the Westside Neighborhood (Lincoln, Union, Garden, Cottage Streets), and the Amherst/Mont Vernon/Grove Streets area. Improvements are to be prioritized and implemented through at least the year 2012. \$155,000 is planned each year 2009, 2010, and 2011.
4. **Town-wide Drainage Replacement Phases I through V:** Ongoing replacement and upgrades of the Town-wide storm drainage system is necessary to meet Federal and State mandates for stormwater management and to address a deteriorating system of pipes and structures that do not adequately handle stormwater and drainage. Drainage improvements will be coordinated with the Department of Public Works pavement management program and road reconstruction projects. An implementable plan is set to be phased in starting in 2010 with funding set at \$75,000 for each phase.
5. **Rubber-Tired Excavator:** A new $\frac{3}{4}$ yard rubber-tired excavator is planned to be added to the Highway Department fleet for use in excavating town drainage systems. This cost of this piece of equipment is \$175,000, to be paid for over 5-years through a lease/purchase of beginning in 2010.
6. **Union Street Railroad Crossing:** This project will replace the existing at-grade railroad crossing on Union Street between Lincoln and Garden Streets. The project will be coordinated with the NHDOT and Oval Area Traffic Improvements. The Town's share of the project is anticipated to be \$125,000 and is scheduled for funding in the CIP for 2010.
7. **Street Sweeper w/8 CY Stainless Steel Hopper:** The existing 1992 "Johnson" street sweeper is scheduled for replacement due to continued costly maintenance. This cost of this piece of equipment is \$150,000, to be paid for over 5-years through a lease/purchase beginning in 2012.
8. **Dump Truck, Plow, Sander:** A new dump truck with a plow/sander to replace the existing 2000 truck is scheduled for 2011 at a cost of \$144,000, to be paid for over 5-years through a lease/purchase beginning in 2011.

9. **Rescue 1 Replacement:** This project request is to replace the 1987 Heavy Rescue vehicle with a new combination Rescue/Pumper. This replacement will allow for combining the functions of an engine and rescue truck into one vehicle thus reducing the need to send two pieces of apparatus to motor vehicle and industrial accidents. This vehicle would also be used to respond to alarms, fires, and other emergencies. Combining functions allows for more efficient operations with limited personnel. The Rescue 1 Replacement is scheduled for 2011 when the current Heavy Rescue vehicle will be three years beyond its standard 20-year life expectancy. The cost is \$450,000, to be paid for over 5-years through a lease/purchase.
10. **West Side Fire Station:** Depending upon future growth and development projections, a West Side Fire Station has been identified as potentially necessary to provide adequate emergency response to the west side of Town. The need for this facility must be planned in conjunction with ongoing study of a new emergency services facility downtown. The preliminary cost estimate for a West Side facility is \$1,500,000 and is scheduled for 2014 to be paid for by a bond issue, and impact fees if appropriately determined.
11. **Fire Station – Land Acquisition and Facility:** The current Fire Station, located downtown on School Street, was built in 1974 with a facility life expectancy of 25 years. With the ongoing growth of the community and the increased demands placed on Department services, the Station capacity has been exceeded. Based upon the final results of an ongoing study yet to be completed by the Community Facilities Committee at the direction of the Board of Selectmen, a new or expanded facility is projected for downtown. The new facility may also house a relocated ambulance service and emergency management operations. The preliminary cost estimate for land acquisition if required is \$750,000 and is scheduled for 2009, and the preliminary cost estimate for a expanded or new facility is \$4,000,000 scheduled for 2012.
12. **Library – Addition and Renovation:** The Wadleigh Memorial Library project request is for an approximately 12,400 square foot addition as well as renovation of the existing facility in accordance with the Library's long range development plan. The existing Library was built with a capacity to serve a community with a population of 12,500. The project is supported by space needs analysis studies, a community needs survey, and a 2007 independent Library Building Project consultant report. The Library is continuing efforts to pursue additional property acquisition as part of the project to address site egress and parking concerns. An architectural firm has produced preliminary drawings, renderings, and cost estimates based on the Building report. The project is estimated to cost approximately \$7,000,104, partially funded by private donations for an anticipated public cost, including furnishings and equipment, of \$6,450,104. The project is scheduled in the CIP for 2012 to be paid for by a 20-year bond.
13. **Milford School District – Kindergarten:** As mandated by the State of New Hampshire, all school districts must provide for public kindergarten. The Milford School District currently does not offer public kindergarten education. However, to meet the State mandate the School District is proposing a expansion of the Jacques Elementary School building with additional classrooms in order to allow conversion of existing classroom space for kindergarten education. The District is proposing a building project for Town vote in 2009 with a cost of \$2,120,000 to accommodate the addition and necessary renovations to the Jacques Elementary building. State building aid will pay for 75% of the building costs, thus the proposed cost for Milford is estimated to be \$530,000.

14. **Milford School District – High School Parking:** To allow for additional parking at the High School intended to alleviate a shortage of parking for the facility, this School District project request is for the acquisition of additional property adjacent to the High School to create parking. The School District has scheduled this project to be on the 2010 Town Warrant for a cost of \$150,000.
15. **Milford School District – Renovations of Milford High School, Milford Middle School, and the Bales School:** This project request addresses ongoing renovations necessary for the Middle and High Schools, and the Bales School. The anticipated cost of these renovations is \$10,000,000, of which \$4,000,000 will be paid for by State of New Hampshire building aid, and \$6,000,000 will be paid for by a 20-year bond scheduled for the Town Warrant in 2012.

C. Future Identified Projects Not Yet Scheduled in the 2009-2014 CIP

The CIP Committee discussed five projects that had previously been included in past six-year capital improvement plans relative to each project's potential inclusion in subsequent plans. These projects are not included for funding in the 2009-2014 CIP for reasons as noted below:

1. **BROX Recreation Fields:** Approximately 46 acres has been delineated in the 2005 BROX Community Lands Master Plan for future recreation facility and field development. The BROX Community Lands Master Plan based its determination on recreation space needs projected to meet Milford's needs through the year 2030. Although considerable work has been done by various groups relative to long-range BROX community property land uses, no formal implementation has yet to be developed. Recent recreation facility work done by the Town has focused on development of Kaley Park, the community track at Milford High School, and improvements at Keyes Field.
2. **Kaley Park:** Development of Phase I of Kaley Park was undertaken in 2008 and consists of a single large irrigated open recreational playing field with limited associated parking. Public access has been formalized and accomplished. Although planned for recreational uses since 1995, public funding of future phases has not been determined, nor has a timeline been set for the construction of a canoe launch, field expansion, and other recreational amenities. Limited future development is dependent on private funding sources and grant acquisition.
3. **BROX Industrial/Commercial Development Infrastructure:** The Town purchased the 270-acre BROX Property in 2000 with the intent of marketing the 125 acres zoned for industrial and commercial uses for property tax revenue generating development. Although many efforts have been undertaken to conceptually plan development and design necessary infrastructure, including the establishment of a tax increment financing district, development has not occurred due to an absence of a coherent Town economic development plan. Also important to note is the need to provide secondary access to Heron Pond Elementary School which has been laid out in conceptual development plans.

4. **Osgood Pond Dredging:** The Town has planned for several years, in conjunction with the Army Corps of Engineers, a project to dredge Osgood Pond to return this community-identified natural and recreational resource to a usable condition for recreation and wildlife habitat. The Town has matching funding set aside in capital reserve funds, but obtaining federal funding continues to be problematic.
5. **Town Hall Renovations:** No formal plan has been determined to renovate Town Hall office space to address space needs, provide better efficiency, increase security, and improve public access. However, if there is a relocation of the Ambulance Service away from the Middle Street level of Town Hall, it is anticipated that funding will be required to renovate the Ambulance space for Town-government related services.

Chapter 4. Plan Recommendations

The CIP Estimated Tax Impact Table presents the recommended schedule of project requests reviewed by the CIP Committee.

The CIP Committee utilized the CIP Estimated Tax Impact Table spreadsheet tool developed by previous CIP committee's to determine a reasonable approach to scheduling the project requests from 2009 through 2014. Significant and high-cost new projects proposed in the Town-related project list include Fire Station Land Acquisition (2009), Curbside Pickup (2010), the Wadleigh Library Addition/Renovation (2011), and the Fire Station Facility (2011). It will be necessary to develop full plans and justification for each of the above projects. Funding of these projects during the next six-year CIP cycle indicates a significant increase in required funding and subsequent debt service. However the existing debt service declines during this same period. Projects on the School-side are timed for implementation as the debt service declines.

The CIP process is evolutionary and becomes more refined each year it is undertaken. Recommendations for the 2010-2015 process include:

1. The Facilities Planning Process (Appendix I) should be adhered to, with the CIP process beginning in late March with appointments to the CIP Committee by the Planning Board.
2. The CIP Committee is a volunteer group of individuals who have time constraints. Planning Board appointments to the Committee should insure that individuals serving can devote time to regular meetings during a relatively short timeframe to put together the CIP.
3. The CIP Committee depends on thorough, well-prepared project requests by Department heads. Every effort should be made by Department heads to utilize their own long-range plans in conjunction with the Town Facilities Master Plan to provide enough documentation and background to explain and justify need and urgency. A complete project request saves time and the need for extra meetings.

In conclusion, the CIP Committee would like to thank Department heads for their efforts to assist in putting together the 2009-2014 Capital Improvements Plan.

CIP Estimated Tax Impact Table

	2010	Project Name	Bond, Cash, or Lease	Pay Term, Years	Req'd Vote Year	Rec'd Vote Year	Purchase Price	Purchase Price Less Outside Funds	2009	2010	2011	2012	2013	2014	Place-holder requiring more study	Impact fee currently being collected	Impact fee potential						
Project Number																							
AMBS01-01	Ambulance	Ambulance Repl. - 1999	Lease	5	2010	2010	94,000	94,000	-	18,900	18,900	18,900	18,900	18,900									
AMBS02-06	Ambulance	Ambulance Repl. - 2003	Lease	5	2012	2012	94,500	94,500	-	-	-	18,900	18,900	18,900									
CD02-08	Comm. Dev.	Oval Area Traffic Improv. II	Cash	1	2009	2009	155,000	155,000	155,000	-	-	-	-	-									
CD03-08	Comm. Dev.	Oval Area Traffic Improv. III	Cash	1	2010	2010	155,000	155,000	-	155,000	-	-	-	-									
CD04-08	Comm. Dev.	Oval Area Traffic Improv. IV	Cash	1	2011	2011	155,000	155,000	-	-	155,000	-	-	-									
DPWH07-05	DPW-Hwy	Town-Wide Drainage Repl. I	Cash	1	2010	2010	75,000	75,000	-	75,000	-	-	-	-									
DPWH07-05	DPW-Hwy	Town-Wide Drainage Repl. II	Cash	1	2011	2011	75,000	75,000	-	-	75,000	-	-	-									
DPWH07-05	DPW-Hwy	Town-Wide Drainage Repl. III	Cash	1	2012	2012	75,000	75,000	-	-	-	75,000	-	-									
DPWH07-05	DPW-Hwy	Town-Wide Drainage Repl. IV	Cash	1	2013	2013	75,000	75,000	-	-	-	-	75,000	-									
DPWH07-05	DPW-Hwy	Town-Wide Drainage Repl. V	Cash	1	2014	2014	75,000	75,000	-	-	-	-	-	75,000									
DPWH08-05	DPW-Hwy	Rubber-Tired Excavator	Lease	5	2010	2010	175,000	175,000	-	35,000	35,000	35,000	35,000	35,000									
DPWH09-05	DPW-Hwy	Union Street RR Crossing	Cash	5	2010	2010	125,000	125,000	-	125,000	-	-	-	-									
DPWH02-02	DPW-Hwy	Street Sweeper	Lease	5	2012	2012	150,000	150,000	-	-	-	30,000	30,000	30,000									
DPWH01-09	DPW-Hwy	Snow Storage Area	Cash	5	2009	2010	75,000	75,000	-	75,000	-	-	-	-	X								
DPWH02-09	DPW-Hwy	Catch Basin Cleaner	Lease	5	2011	2011	80,000	80,000	-	-	16,000	16,000	16,000	16,000									
DPWH04-01	DPW-Hwy	Dump Truck, plow, sander	Lease	5	2011	2011	144,000	144,000	-	-	28,800	28,800	28,800	28,800									
DPWR01-09	DPW-Rec	Keyes Pool Splash Park	Cash	1	2010	2010	80,000	65,000	-	65,000	-	-	-	-	X								
DPWSW01-09	DPW-SW	Curbside Pickup	Bond	5	2009	2010	950,000	950,000	-	-	190,000	190,000	190,000	190,000	X								
FIRE04-08	Fire	Rescue I Replacement	Lease	5	2011	2011	450,000	450,000	-	-	90,000	90,000	90,000	90,000									
FIRE02-02	Fire	West Side Fire Station	Bond	20	2014	2014	1,500,000	1,500,000	-	-	-	-	-	-	X		X						
FIRE01-09	Fire	Fire - Replace Ladder 1	Lease	10	2012	2012	750,000	750,000	-	-	-	75,000	75,000	75,000									
FIRE03-02	Fire	Fire Station - Buy Land	Bond	10	2009	2009	750,000	750,000	-	75,000	75,000	75,000	75,000	75,000	X		X						
FIRE03-02	Fire	Fire Station - School St	Bond	20	2010	2010	4,000,000	4,000,000	-	-	200,000	200,000	200,000	200,000	X		X						
LIBR01-01	Library	Addition /Renovation Project	Bond	20	2012	2012	7,000,104	6,450,104	-	-	-	-	322,505	322,505		X							
On horizon	DPW-Rec	Brox Recreation Fields	46 Acres in Master Plan, perhaps \$1.5M, more study needed						-	-	-	-	-	-			X						
On horizon	DPW-Hwy	Brox Indus. Infrastructure	Phase plan needed to meet economic devel & school access goals						-	-	-	-	-	-									
On horizon	Admin	Town Hall Renovations	Dependent on Emergency Management Changes						-	-	-	-	-	-									
On horizon	DPW-Rec	Kaley Field	Will eventually need Nashua St turn lane and additional field improvements						-	-	-	-	-	-									
On horizon	DPW	Osgood Pond Dredging	Needs federal funding to start						-	-	-	-	-	-									
New Projects (Town)									155,000	623,800	883,800	852,500	1,175,005	1,175,005									
Existing Projects (Town)									875,650	662,901	583,080	566,445	566,445	549,793									
Sub-Total (Town)									1,030,650	1,286,701	1,466,880	1,418,945	1,741,450	1,724,798									
SCH01-09	School	Kindergarten	Bond	10	2009	2009	2,120,000	530,000	-	53,000	53,000	53,000	53,000	53,000									
SCH02-09	School	High School Parking - Land	Cash	1	2010	2010	150,000	150,000	-	150,000	-	-	-	-									
SCH03-09	School	Renovations MHS MMS Bales	Bond	20	2012	2012	10,000,000	6,000,000	-	-	-	-	300,000	300,000									
New Projects (School)									0	203,000	53,000	53,000	353,000	353,000									
Existing Projects (School)									1,256,032	1,210,952	1,165,814	928,265	835,429	804,700									
Sub-Total (School)									1,256,032	1,413,952	1,218,814	981,265	1,188,429	1,157,700									
Combined Debt Service									Total New Debt Service									155,000	826,800	936,600	905,500	1,528,005	1,528,005
									Total Existing Debt Service									2,131,682	1,873,953	1,748,894	1,494,710	1,401,874	1,354,493
									Total Debt Service									2,286,682	2,700,653	2,685,494	2,400,210	2,929,879	2,882,498

Notes/Rules

1. School year is town year plus six months, e.g. 2009 town year = 2009/2010 school year
2. Existing debt service is net of state aid (schools receive 30-40% state construction aid over time)
3. Do not change info in the grey cells, they are calculated automatically.
4. Bond and lease payments are estimates only
5. Any project that combines a number of different funding methods must be broken into separate projects
6. Any project that relies on a series of annual cash appropriations must be broken into separate projects
7. Leases - Treated as a normal loan based on Excel calculations using the Rate, below. Payments start the year of the vote.
8. Bond - Treated as a normal loan based on Excel calculations using the Rate, below. Payments start the year following the vote. Rate 5%
9. Project placement by year is a recommendation only and does not imply the project will be placed in the warrant or in budget for that year.
10. Projects are identified by Dept-Project Sequence-Year First Requested for inclusion in the CIP

Appendix I: Facilities Planning Process

