

Town of Milford, New Hampshire  
**2014-2019 Capital Improvements Plan**  
October 15, 2013



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

Adopted by the Milford Planning Board: October 15, 2013

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 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. 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 cost is 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.

The Capital Improvements Plan (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 Milford Conservation Commission, the Water and Sewer Commission, and the Milford School District. For the 2014-2019 CIP, project requests (both new and recurring) were submitted by the following: Administration; Community Development; Fire Department; Public Works; Recreation; Wadleigh Memorial Library; Water Utilities; and the School District. No project requests were submitted this round by the Assessing, Community Media, Conservation Commission, Finance, Information Technology, or the Police Department.

### **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 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*, 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 2014 -2019 Advisory Committee were:

Paul Dargie	Chair, School Board Representative
Joe O'Neail	Vice-Chair, Member-at-Large
Rose Evans	Secretary, Budget Advisory Committee Representative
Gil Archambault	Member-at-Large
Steve Duncanson	Planning Board Representative
Judy Plant	Planning Board Representative
Tim Finan	Member-at-Large
Matt Lydon	Alternate, 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.

**It is important to note that individual Advisory Committee members may or may not support the actual 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 2012 stood at \$25.55 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

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. 2014 – 2019 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.

Twenty-four capital projects from Town departments, one from the Water Utilities Department, and three from the School District were submitted for this year's CIP. A brief description of each project and the Advisory Committee recommendation follows below.

The Advisory Committee reviewed each project request and the year in which it was requested by the department head. 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 Estimated Tax Impact Table was unanimously approved 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 included for planning and budgeting 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.

### **1. Town Projects by Year**

#### **2014 Administration (ADMN10-01) – Town Hall Renovations - \$ 500,000**

<b><i>Department Request:</i></b>	<b><i>2014 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2014 Funding</i></b>

The comprehensive Community Facilities Committee (CFC) review of the Fire Department and Ambulance Service in 2008/2009 included in-depth documentation of the existing space needs and facility deficiencies of the Town Hall, last renovated in the late 1980s. 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 administrative and governmental services for the public and staff. In addition to these documented existing conditions of Town Hall, Town social services will need to be relocated from "the Annex" once the Wadleigh Library begins its expansion project within the next several years (see project description for the Library Addition/Renovation). The relocation of the Ambulance Service from Town Hall to the new facility on Elm Street in late 2013 will provide valuable additional space that can be renovated for increased efficiencies and service delivery.

Although only a preliminary space needs and deficiencies assessment of Town Hall has been completed, the Town Administrator explained to the Advisory Committee that it was his intent, with the support of the Board of Selectmen, to seek a qualified architectural firm to further refine space needs and allocation by department and develop cost estimates based on the most effective design options. This effort is scheduled to be completed by late 2013 with the intent to place a warrant article for Town Hall renovations on the 2014 warrant.

The project meets the following CIP project criteria: removes imminent threat to public health or safety; 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; serves expanded public demand; and extends useful life of current facility or equipment.

***Advisory Committee Recommendation:*** The Advisory Committee recommends that this project be programmed for funding in 2014.

**This project is priority #5 of 5 projects recommended for 2014 by the Advisory Committee.**

## **2014 Public Works – Highway (DPWH04-01) – 6 CY Under 26,000 GVW Dump Truck with Plow and Sander Assembly - \$144,000**

<b><i>Department Request:</i></b>	<b><i>2014 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2014 Funding</i></b>

This is a new request for a 6 cubic yard under 26,000 gross vehicle weight dump truck with a plow, wing, and sander. This dump truck will be the second of two replacement dump trucks requested by the Department of Public Works as a similar truck was purchased in 2013. This vehicle will be utilized for maintenance of Town rights-of-way and winter maintenance.

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 2014.

**This project is priority #4 of 5 projects recommended for 2014 by the Advisory Committee.**

#### **2014 Public Works – Highway (DPWH04-10) – Sidewalk Tractor/Plow with Sander - \$ 95,000**

<b><i>Department Request:</i></b>	<b><i>2014 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2014 Funding</i></b>

This project request is for a new sidewalk tractor/plow with sander to replace the 18 year-old 1995 'Holder' tractor plow with sander that has exceeded its useful life by more than twelve 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 equipment be programmed for funding in 2014.

**This project is priority #3 of 5 projects recommended for 2014 by the Advisory Committee.**

#### **2014 Public Works – Highway (DPWH13-01) – Bridge Projects - \$250,000**

<b><i>Department Request:</i></b>	<b><i>2014 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2014 Funding</i></b>

This project request is for funding an amount of \$250,000 to be utilized for testing, engineering, maintenance, and construction as necessary for bridges on municipally maintained roadways. Currently nine bridges have been identified by the Department of Public Works as 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).

This funding was requested by the Public Works Director as a means to initiate the preliminary work and fund the cost of engineering that will lead to further refinement of the priority list.

***Advisory Committee Recommendation:*** The Advisory Committee supports this funding dedicated to maintenance and repair of bridges to be programmed for initial funding in 2014. The expectation of the Advisory Committee is that proposed funding amounts in subsequent capital improvement plans will be revisited based on additional bridge-specific recommendations.

**This project is priority #2 of 5 projects recommended for 2014 by the Advisory Committee.**

## **2014 Fire (FIRE09-01) – Ladder 1 Replacement - \$770,000**

<b><i>Department Request:</i></b>	<b><i>2014 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2014 Funding</i></b>

This project request is for the replacement of the 1991 Pierce Manufacturing 105' aerial ladder truck. The Department proposes to replace the apparatus with a ladder truck with similar capabilities. A minimum ladder height of 100' is required to meet current specifications of the National Fire Protection Association standards.

Ladder 1 was first submitted for the CIP in 2009 as a result of inspections completed in 2007 as part of the vehicle refurbishment program. It was noted by two different apparatus inspection programs that the vehicle would become a significant maintenance problem within 5-7 years of the evaluation, or as soon as 2012.

This project request meets the following CIP project request criteria: alleviates substandard conditions or deficiencies; responds to federal or state requirements to implement; improves the quality of existing service; and reduces long-term operating costs.

***Advisory Committee Recommendation:*** The Advisory Committee recommends that this project be programmed for funding in 2014.

**This project is priority #1 of 5 projects recommended for 2014 by the Advisory Committee.**

## **2015 Community Development (CD10-03) – Nashua Street/Ponemah Hill Road Sidewalk and Signalization Project -\$665,000**

***Department Request:*** **2015**  
***Advisory Committee Request:*** **2015**

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 as separate projects (Phased Sidewalk Improvements and Intersection/Signalization Improvements), the Community Development Office provided revised cost estimates 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. 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, as are 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.

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 2015.

**2015 Public Works – Highway (DPWH10-01) – 8 CY 36,000 GVW Dump Truck with Plow and Sander Assembly -  
\$ 185,000**

***Department Request:*** ***2015 Funding***

***Advisory Committee Recommendation:*** ***2015 Funding***

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with plow and sander assembly. This piece of equipment will replace a 2000 Sterling dump truck which will be 15 years old upon replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal.

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 2015.

**2015 Wadleigh Memorial Library (LIBR01-01) – Addition and Renovation of Wadleigh Memorial Library -  
\$ 5,736,000**

***Department Request:*** ***2015 Funding***

***Advisory Committee Recommendation:*** ***2015 Funding***

This project request is for renovations and a planned 8,000-10,000 SF expansion to the current library facility on Nashua Street. 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 21<sup>st</sup> century – either for staff or library users. 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 Library staff and Board of Trustees have been planning for the necessary expansion for over twelve years, having purchased (with Trustee funds) abutting properties and undertaking space needs planning and conceptual design work. These efforts have been supported by a community needs survey, professional in-depth needs analysis, and nationally recognized library building consultants. Impact fees, implemented by the Town to fund impacts from population growth have been, and will continue to be, utilized to supplement expenses for facility expansion to meet population growth.

The Library Trustees and Library Director, at the recommendation of the Advisory Committee, spent considerable time and resources from 2010 to 2013 to refine and further evaluate facility needs. As of the date of this CIP, the Trustees have completed initial work with the Community Facilities Committee (CFC) which has led to enlisting the services of an architectural firm to review the Library's 2013 Strategic Plan and preliminary evaluations and recommendations of the CFC. It is anticipated that a new Library renovation and expansion plan will be ready for public review and input in 2014 in anticipation of being placed on the Town warrant in 2015.

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, with an updated renovation/expansion plan and revised costs to be based on current efforts of the Trustees, be programmed for funding in 2015.

## **2016 Community Development (CD11-02) – Osgood Road Sidewalk/Bicycle Lane Phase II - \$ 75,000**

<b><i>Department Request:</i></b>	<b><i>2016 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2016 Funding</i></b>

This project request is for approximately 1700 linear feet of new 5' asphalt sidewalk, granite curbing, and a striped bicycle lane to be constructed within the existing right-of-way of Osgood Road. The sidewalk will extend from the intersection of West Street and Osgood Road and provide for a safe pedestrian and bicycle route along a heavily travelled roadway, linking the Osgood Pond and Adams Field natural resource and recreation areas to existing sidewalks at the Middle and High Schools. This project is Phase II of a sidewalk improvement project. Phase I was the 2004 construction of sidewalks, curbing, and parking between the two school facilities. This current phase was not built at that time due to funding limitations. The 2004 project was funded 80% by Federal Transportation Enhancement (TE) funds, and 20% by local matching funds. In 2009 the Town applied for TE matching funding through the 2009 NH Department of Transportation TE process. The project was one of the top three ranking projects submitted by the Nashua Regional

Planning Commission, however it was not awarded TE funding in 2010, nor did it receive voter approval on the 2010 warrant for matching funds.

Although it was explained by the Community Development Director that it was originally anticipated federal funding would be available in 2012 for the TE program, the date was revised based on information the Director received from both the NH Department of Transportation and the Nashua Regional Planning Commission that distribution and programming of federal funding is uncertain and it was unlikely that any funding would be available until sometime in 2014-2015. The Town's matching funds share is currently estimated at \$75,000 (20%) and the Federal match at \$300,000 (80%). The project is supported by the Planning Board, Traffic Safety Committee, Conservation Commission, and School District and the submittal of the 2009 application was supported by the Board of Selectmen. Making Milford more pedestrian-friendly, to reduce reliance on motorized vehicles and subsequently reduce vehicle-miles travelled, as well as for public safety and public health purposes, is a high priority goal in the 2012 Transportation Chapter of the Milford Master Plan

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 programmed for funding in 2016. If no federal funding is available the project estimate and scope should be reviewed and revised as necessary. and the project should still be undertaken in 2016.

## **2016 Public Works – Highway (DPWH12-02) –Loader, 2-3 CY Bucket - \$125,000**

<b><i>Department Request:</i></b>	<b><i>2016 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2016 Funding</i></b>

This request for is for tractor/loader to be utilized for right-of-way maintenance and winter snow maintenance. This loader will replaces the 1996 Kobelco backhoe which will be 20 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 that this request for equipment replacement be programmed for funding in 2016.

**2016 Public Works - Highway (DPW13-02) – Backhoe, Tractor Loader with Thumb Attachment - \$145,000**

<b>Department Request:</b>	<b>2016 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2016 Funding</b>

This is a new project request 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.

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

### 2016 Fire (FIRE10-01) – Engine 1 Replacement - \$485,000

<b>Department Request:</b>	<b>2016 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2016 Funding</b>

This project request is for the replacement of the 1991 Pierce Manufacturing custom fire engine with a vehicle with similar capabilities and capacity. The replacement engine will require a minimum 1000 gallons of water capacity to meet the current National Fire Protection Association standards. Engine 1 will be 25 years old in 2016 and should be technically utilized as a 'reserve engine'.

This project request meets the following CIP project request criteria: alleviates substandard condition or deficiencies, responds to federal or state requirements to implement, improves the quality of existing services, and reduces long-term operating costs.

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

**2017 Community Development (CD11-04) – Kaley Park Center-Turning Lane - \$ 317,625**

<b>Department Request:</b>	<b>2017 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2017 Funding</b>

This project request is for the construction of an eastbound center turning lane on Nashua Street adjacent to St. Joseph/Milford Medical Center for access to Kaley Park. Upon the full development and utilization of Kaley Park as a major community recreational

area, a center turning lane for eastbound traffic was deemed necessary in 1999 to alleviate future traffic congestion and mitigate safety concerns on Nashua Street. Engineering design has been completed for this project. Construction of this project, which will include roadway widening for additional pavement width, is planned to be phased in to complete Nashua Street corridor improvements planned to begin in 2013 with sidewalk construction. If redevelopment of the Milford Medical Center site occurs, these planned improvements will be incorporated in the required site planning for that site.

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, and is the continuation of an existing project.

***Advisory Committee Recommendation:*** The Advisory Committee recommends this project be programmed for funding in 2017. If planned expansion and redevelopment occurs at the Milford Medical Center facility, this project will need to be reevaluated.

## **2017 Public Works – Highway (DPWH12-03) – 8 CY 36,000 GVW Dump Truck with Plow and Sander Assembly (#2) - \$ 185,000**

<b><i>Department Request:</i></b>	<b><i>2017 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2017 Funding</i></b>

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with plow and sander assembly. This piece of equipment will replace a 2000 Sterling truck that will be 14 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. This is the first year this project has been submitted for the CIP.

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 FIRE (FIRE11-01) – Upgrades to Downtown Station - \$1,500,000**

<b><i>Department Request:</i></b>	<b><i>2017 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2017 Funding</i></b>

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 the separate high priority stand-alone Ambulance Facility, the needed improvements to the existing Fire Station still remain. Current Department plans are to move forward with upgrades in 2017.

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 preliminary design work be initiated in anticipation of a 2017 warrant article.

#### **2018 Public Works – Highway (DPWH12-04) – Sidewalk Tractor/Plow with Sander - \$ 105,000**

***Department Request:*** ***2018 Funding***

***Advisory Committee Recommendation:*** ***2018 Funding***

This is a new project request to be utilized to replace a 2000 sidewalk plow which will be 18 years old in 2018. The sidewalk tractor/plow is needed to meet continued increased demand for maintenance of Town sidewalks, particularly with snow removal.

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 equipment be programmed for funding in 2018.

#### **2018 Public Works – Highway (DPWH12-05) – Bucket Loader, 2-3 CY - \$165,000**

***Department Request:*** ***2018 Funding***

***Advisory Committee Recommendation:*** ***2018 Funding***

This project request is intended to replace the 2002 Cat tractor/bucket loader. This piece of equipment is used to meet the demand for right-of-way maintenance and winter snow maintenance.

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 equipment be programmed for funding in 2018.

## **2018 Public Works – Recreation (DPWR13-01) – Brox Recreation Fields - \$500,000**

<b><i>Department Request:</i></b>	<b><i>2018 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2018 Funding</i></b>

This project request is for the development 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.

In 2005 the Town commissioned a conceptual master land use plan for the community lands that designated acreages to accommodate Town facility requirements for the next 20-25 years. A 46-acre portion of the site was designated for future recreational development. The Milford Planning Board is currently undertaking an update of the 2005 master plan to insure that there is adequate property to meet community needs relative to any changes in Town priorities that have occurred over the past ten years. 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.

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.

**2019 Public Works – Highway (DPWH13-03) – 8 CY 36,000 GVW Dump Truck with Plow and Sander Assembly (#3) - \$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 plow and sander assembly. This piece of equipment will replace a 2000 Sterling truck that will be 19 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. This is the first year this project has been submitted for the CIP.

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 (DPWTS13-02) – Truck Rolloff for Transfer Station**

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

This is a new project request for the replacement of the 2004 Peterbuilt truck rolloff currently being utilized for operations at the Transfer Station/Recycling Center.

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 equipment replacement be programmed for 2019.

**2019 Public Works – Solid Waste (DPWSW09-01) – Solid Waste Management Improvements/Transfer Station Upgrades - \$500,000**

***Department Request:***

***2019 Placeholder***

***Advisory Committee Recommendation:***

***2019 Placeholder***

In 2009 a project request for curbside pickup of solid waste was introduced into the Capital Improvements Plan with a suggested implementation year of 2011. The project implementation year was adjusted in the 2011–2016 CIP for implementation in 2016. The curbside pickup project was formulated to implement a conversion to town-wide pickup of solid waste and single stream recyclables. The cost included the purchase of two solid waste pickup vehicles, construction of site modifications at the Transfer Station/Recycling Center, and receptacles ('totes') for property owners. The goal for curbside pickup of solid waste and recyclables is intended to increase recycling, reduce vehicle trips to the existing Transfer Station/Recycling Center (allowing for a reduction in traffic congestion in the downtown Oval area), energy and resource conservation, and avoidance of cost to either rehabilitate or relocate the existing Transfer Station/Recycling Center located 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 as curbside pickup, as a stand-alone project, is currently not being actively pursued.

The Advisory Committee, in reviewing information provided by the Town Administrator and Public Works Director, felt that because recycling and solid waste management is being actively studied by the Recycling Committee with recommendations for long range improvements to be made to the Board of Selectmen, that it was prudent to retain solid waste management improvements/transfer station upgrades in the CIP program and await further and recommendations from Town officials.

This project, although undefined at this time meets the following CIP project request criteria: improves the quality of existing services, alleviates substandard conditions or efficiencies, provides added capacity to serve growth, provides incentive to economic development, and extends the useful life of current facility or equipment.

***Advisory Committee Recommendation:*** The Advisory Committee recommends that this project be programmed for funding in 2019.

## **4. 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 Capital Improvements Plan Citizens' Advisory Committee reviews School District project requests with this in mind, however the District is governed by a separate funding structure than the Town.

### **2014 School District (SCH09-02a) – High School Parking Phase I - \$60,000**

<b><i>Department Request:</i></b>	<b><i>2014 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2014 Funding</i></b>

This project request is for the purchase of property adjacent to the High School on West Street to be developed for additional parking to serve the High School staff, students, and visitors.

The High School does not have enough parking capacity to handle current routine needs, especially in the spring months as sophomores begin driving vehicles to school. Students often cannot find a parking space and consequently must park a distance from school in adjacent neighborhoods or illegally nearby. Event parking is also insufficient, and visitor parking adjacent to the High School is very limited causing a problem for visiting parents, vendor business and delivery, recruitment visits, Windows on West Street restaurant patrons, travel to/from the Sage School, sending school arrivals and departures, and miscellaneous events.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, provides added capacity to serve growth, and responds to expanded public demand.

***Advisory Committee Recommendation:*** The Advisory Committee recommends that this project be programmed for funding in 2014.

### **2015 School District (SCH09-02b) – High School Parking Phase II - \$120,000**

<b><i>Department Request:</i></b>	<b><i>2015 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2015 Funding</i></b>

This project request is the second phase to planned District efforts to provide additional needed parking at the High School (see Project Request SCH09-02a) and anticipates the site development and construction on the parcel recommended to be funded for acquisition in 2014.

The project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, provides added capacity to serve growth, and responds to expanded public demand.

***Advisory Committee Recommendation:*** The Advisory Committee recommends that this project be programmed for funding in 2015.

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

<b><i>Department Request:</i></b>	<b><i>2016 Funding</i></b>
<b><i>Advisory Committee Recommendation:</i></b>	<b><i>2016 Funding</i></b>

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 is conducting major renovations in 2013 as approved and noted in the 2013 – 2018 Capital Improvements Plan. Specific renovations proposed for 2016 funding will be further defined at the start of the next renovation cycle slated for 2016.

This project request is for district-wide building renovations including, but not necessarily limited to the following: Bales Building – window replacements, carpet and flooring replacements, and general fit-up improvements including but not limited to an elevator at the Bales School and continuation and completion of a full building renovation plans including energy upgrades, HVAC, and electrical and mechanical improvements at the High School

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

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

## **B. Major Town Projects On Horizon**

The CIP Committee included four 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 2014 through 2019. 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.

**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 as required in 2022. Preliminary estimated cost is \$2,500,000.

**Rescue 1 Replacement:** This project is for the replacement of the Rescue 1 truck, the Department's heavy rescue unit which carries the 'Jaws of Life' and all other technical rescue equipment utilized on a regular basis. The current rescue vehicle is a 1989 GMC commercial chassis vehicle with a custom body and responds to all motor vehicle accidents, hazardous materials incidents, and water and technical rescue situations. Replacement will be with a vehicle with similar capabilities. The Fire Department notes this apparatus as being required in 2020. Preliminary estimated cost is \$675,000.

**West Milford Tax Increment Financing (TIF) District Commercial-Industrial Infrastructure :** This project request is for the first phase of funding for design and construction of roadway and municipal utilities (water, sanitary sewer, and stormwater) to access the West Milford TIF District. Preliminary engineering plans and cost estimates for construction have been developed for this infrastructure. Development of the TIF District is contingent on property acquisition that may include the sale of the former Police Station property on Elm Street. Mechanisms allowing the Board of Selectmen to place up to \$500,000 from the sale of that property into TIF District development were put in place by Town warrant in 2012. Economic conditions of the past six years, feasibility of access from NH Rte. 101, and the complexity of federal EPA requirements relative to the site development of the former police station site have slowed efforts to develop the District for anticipated property tax generating uses.

**New Water Source:** This project request is in anticipation that an additional water source to augment the municipal water system will be developed within the next 7-8 years. Preliminary estimated cost is \$500,000.

### **Chapter 3.      Priority Project Listing and Recommendations for 2014 Town Warrant and Budget Considerations**

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 2014 projects 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 2014 projects to be considered for the 2014 Town Warrant and budget process.

The Advisory Committee recommends all the following projects be considered for 2014 funding, ranked from highest priority (#1) to least priority (#5):

- |                                       |  |                           |
|---------------------------------------|--|---------------------------|
| 1. Fire (FIRE09-01)                   | Ladder 1 Replacement                                     | \$770,000, 7-year lease.  |
| 2. Public Works – Highway (DPWH13-01) | Bridge Projects  | \$250,000, cash.          |
| 3. Public Works – Highway (DPWH04-10) | Sidewalk Tractor/Plow with Sander                        | \$ 95,000, 3-year lease.  |
| 4. Public Works – Highway (DPWH04-01) | 6 CY 26,000 GVW Dump Truck<br>w/Plow and Sander Assembly | \$ 144,000, 5-year lease. |
| 5. Administration (ADMN10-01)         | Town Hall Renovations                                    | \$ 500,000, 10-year bond. |



## **Chapter 4. Listing of Projects Restructured, Removed From, or Fully Funded That Were Included in the *2013 – 2018 Capital Improvements Plan***

In order to provide an accurate year to year record of project changes and implementation, the following listing explains significant changes from the 2013 - 2018 Capital Improvements Plan.

1. 2013 CIP Project Request (AMBS01-01) for Ambulance Replacement – 1999/2003 approved by Warrant Article 7 on March 12, 2013 in the total amount of \$334,000.
2. 2013 CIP Project Request (DPWH03-10) for Combined Phases 1 and 2 Nashua Street Sidewalk Construction was not approved by Warrant Article 3 in the amount of \$286,000.
3. 2013 CIP Project Request (DPWH03-10 and CD11-03) for Nashua Street Sidewalk Construction (Phases 1-3) and Nashua Street/Ponemah Hill Road Signalization combined into one project request for 2014 – 2019 CIP.
4. 2013 CIP Project Request (DPWH11-02) Vacuum Sweeper approved and included in amended 2013 budget.
5. 2013 CIP Project Request (DPWH04-01) Dump Truck, 8 CY was submitted as Warrant Article 10 for a 6 CY dump truck and approved on March 12, 2013 with a total purchase price of \$124,500.
6. 2013 CIP Project Requests (SCH12-01, -02, -03, and -04) for MHS Fire Alarm System Upgrades, District-Wide VOIP System, MMS Carpet/Tile Replacement, and MMS Roof Replacement respectively were approved on March 12, 2013 warrant.
7. 2013 CIP Project Request from Community Development for Kaley Park Improvements 'On Horizon' removed for 2014-2019 CIP as no anticipated improvement exceeds \$75,000.

## **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 2014-2019. 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 (2014) Town capital project needs. Projects for subsequent years were placed to try to minimize fluctuations in the overall debt service.

This year the Advisory Committee sought the counsel of the Town's Finance Director and 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 2014-2019

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-request Vote Year	Re-recommend Vote Year	Purchase Price	Purchase Price Less Outside Funds	2013	2014	2015	2016	2017	2018	2019
ADMN10-01	Admin.	Town Hall Renovations	Bond	10	2014	2014	500,000	500,000	-	-	61,645	61,645	61,645	61,645	61,645
DPWH04-01	DPW-Hwy	Truck,26K GVW,6 CY,D/P/S	Lease	5	2014	2014	144,000	144,000	-	32,346	32,346	32,346	32,346	32,346	-
DPWH04-10	DPW-Hwy	Sidewalk Tractor Plow, Sander	Lease	3	2014	2014	95,000	95,000	-	34,233	34,233	34,233	-	-	-
DPWH13-01	DPW-Hwy	Bridge Projects	Cash	1	2014	2014	250,000	250,000	-	250,000	250,000	250,000	250,000	250,000	250,000
FIRE01-09*	Fire	Replace Ladder 1	Lease	7	2014	2014	770,000	770,000	-	128,289	128,289	128,289	128,289	128,289	128,289
CD10-03	Comm. Dev.	Nashua/Ponemah Sidewalks/Signals	Bond	15	2015	2015	665,000	665,000	-	-	-	59,811	59,811	59,811	59,811
DPWH10-01	DPW-Hwy	Truck,36K GVW,8 CY,D/P/S	Lease	5	2015	2015	185,000	185,000	-	-	41,556	41,556	41,556	41,556	41,556
LIBR01-01	Library	Addition / Renovation Project	Bond	20	2015	2015	5,736,500	4,686,500	-	-	-	344,841	344,841	344,841	344,841
CD11-02	Comm. Dev.	Osgood Rd/Sidewalk Bike	Bond	10	2016	2016	375,000	375,000	-	-	-	-	46,234	46,234	46,234
DPWH12-02	DPW-Hwy	Loader, 2-3 CY Bucket	Lease	5	2016	2016	125,000	125,000	-	-	-	28,078	28,078	28,078	28,078
DPWH13-02	DPW-Hwy	Backhoe,Tractor Loader,Thumb	Lease	5	2016	2016	145,000	145,000	-	-	-	32,571	32,571	32,571	32,571
FIRE10-01*	Fire	Replace Engine 1	Lease	7	2016	2016	485,000	485,000	-	-	-	80,806	80,806	80,806	80,806
CD11-04	Comm. Dev.	Kaley Park Center Turn Lane	Bond	10	2017	2017	317,625	317,625	-	-	-	-	-	39,160	39,160
DPWH12-03	DPW-Hwy	Truck,36K GVW,8 CY,D/P/S	Lease	5	2017	2017	185,000	185,000	-	-	-	-	41,556	41,556	41,556
FIRE11-01	Fire	Upgrades to Downtown Station	Bond	20	2017	2017	1,500,000	1,500,000	-	-	-	-	-	110,373	110,373
DPWH12-04	DPW-Hwy	Sidewalk Tractor Plow, Sander	Lease	5	2018	2018	105,000	105,000	-	-	-	-	-	23,586	23,586
DPWH12-05	DPW-Hwy	Loader, 2-3 CY Bucket	Lease	5	2018	2018	165,000	165,000	-	-	-	-	-	37,063	37,063
DPWR13-01	DPW-Rec	Brox Recreation Fields	Bond	10	2018	2018	500,000	500,000	-	-	-	-	-	-	61,645
DPWH13-03	DPW-Hwy	Truck,36K GVW,8 CY,D/P/S	Lease	5	2019	2019	195,000	195,000	-	-	-	-	-	-	43,802
DPWSW13-01	DPW-Hwy	Truck,Rolloff,(Transfer Station)	Lease	5	2019	2019	165,000	165,000	-	-	-	-	-	-	37,063
DPWSW09-01	DPW-SW	Solid Waste Mgmt Improvements	Bond	10	2019	2019	500,000	500,000	-	-	-	-	-	-	-
									-	-	-	-	-	-	-
On horizon	Fire	West End Fire Station	Potential 2022 Bond (\$2.5M )						-	-	-	-	-	-	-
On horizon	Fire	Replace Rescue 1	Potential 2020 Bond (estimated at \$675K in 2012)						-	-	-	-	-	-	-
On horizon	Comm. Dev.	West Milford TIF District	Probably self funding program, timing unknown						-	-	-	-	-	-	-
On horizon	Water	New Water Source	Potential 2020 Bond (\$500K?)						-	-	-	-	-	-	-
									-	-	-	-	-	-	-
							New Projects (Town)		0	444,869	548,070	1,094,177	1,147,734	1,357,916	1,468,081
							Existing Projects (Town)		1,272,440	1,307,902	1,271,446	1,151,754	1,063,091	972,763	883,210
							Sub-Total (Town)		1,272,440	1,752,771	1,819,516	2,245,931	2,210,825	2,330,679	2,351,291
SCH09-02a	School	High School Parking - Phase 1	Cash	1	2014	2014	60,000	60,000	-	60,000	-	-	-	-	-
SCH09-02b	School	High School Parking - Phase 2	Cash	1	2015	2015	120,000	120,000	-	-	120,000	-	-	-	-
SCH09-03	School	Renovations (district wide)	Bond	20	2016	2016	5,000,000	5,000,000	-	-	-	-	367,909	367,909	367,909
							New Projects (School)		0	60,000	120,000	0	367,909	367,909	367,909
							Existing Projects (School)		1,069,104	1,032,203	1,163,224	1,075,560	958,991	908,945	861,099
							Sub-Total (School)		1,069,104	1,092,203	1,283,224	1,075,560	1,326,900	1,276,854	1,229,008
	Combined Debt Service						Total New Debt Service		0	504,869	668,070	1,094,177	1,515,643	1,725,825	1,835,990
							Total Existing Debt Service		2,341,544	2,340,105	2,434,670	2,227,314	2,022,082	1,881,708	1,744,309
							Total Debt Service		2,341,544	2,844,974	3,102,740	3,321,491	3,537,725	3,607,533	3,580,299

# Capital Improvements Plan - Citizens' Advisory Committee 2014-2019

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-request Vote Year	Re-com-mend Vote Year	Purchase Price	Purchase Price Less Outside Funds	2013	2014	2015	2016	2017	2018	2019
	Tax Rate Calculation, \$ per \$1,000 assessed valuation						New Projects (Town)		\$0.00	\$0.28	\$0.34	\$0.69	\$0.72	\$0.85	\$0.92
	Assumption:						Existing Projects (Town)		\$0.80	\$0.82	\$0.80	\$0.72	\$0.67	\$0.61	\$0.55
	\$15,936 of spending equals \$0.01 on the tax rate						Total (Town)	\$0.80	\$1.10	\$1.14	\$1.41	\$1.39	\$1.46	\$1.48	
	Town 2012 tax rate = \$6.06			Cumulative % increase in town tax rate				0.0%	5.0%	5.7%	10.1%	9.7%	11.0%	11.2%	
	Total 2012 tax rate = \$25.55		Cumulative % increase in total tax rate for Town Projects					0.0%	1.2%	1.3%	2.4%	2.3%	2.6%	2.6%	
							New Projects (School)		\$0.00	\$0.04	\$0.08	\$0.00	\$0.23	\$0.23	\$0.23
							Existing Projects (School)		\$0.67	\$0.65	\$0.73	\$0.67	\$0.60	\$0.57	\$0.54
							Sub-Total (School)		\$0.67	\$0.69	\$0.81	\$0.67	\$0.83	\$0.80	\$0.77
							Total New Debt Service		\$0.00	\$0.32	\$0.42	\$0.69	\$0.95	\$1.08	\$1.15
							Total Existing Debt Service		\$1.47	\$1.47	\$1.53	\$1.40	\$1.27	\$1.18	\$1.09
							Total Debt Service		\$1.47	\$1.79	\$1.95	\$2.08	\$2.22	\$2.26	\$2.25
	Notes/Rules														
	School year is town year plus six months, e.g. 2014 town year = 2014/2015 school year														
	Existing debt service is net of state aid (schools used to get 30-40% state construction aid over time)														
	Do not change info in the grey cells, they are calculated automatically.														
	Bond and lease payments are estimates only based on a single interest rate for the entire planning horizon - 4.0% 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 based on Excel calculations using the standard interest rate. Payments start the year of the vote.														
	Bond - Treated as a normal loan based on Excel calculations using the standard interest rate. Payments start the year following the vote.														
	Project number represents Dept/Year First Requested/Request # for that year														

## 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.

COMPUTATION OF LEGAL DEBT LIMIT				
	12/31/2012	6/30/2013	12/31/2012	Total in
	Town	School	Water & Sewer	Limits
Total Debt Principal Outstanding	\$ 7,043,232	\$ 8,765,629	\$ 1,954,170	\$ 17,763,031
Less:				
Water & Sewer Exempt from Limits	-	-	(1,954,170)	(1,954,170)
Capital Leases Exempt from Limits	(1,124,232)	-	-	(1,124,232)
Total Outstanding Debt subject to Debt Limit	\$ 5,919,000	\$ 8,765,629	\$ -	\$ 14,684,629
Legal debt % of Base	3.00%	7.00%		
Value for Debt Limits (1)				
2012 Base Value for Debt Limits (2)	\$ 1,241,181,704	\$ 1,241,181,704		
Debt Limits	37,235,451	86,882,719		
Unused Capacity	\$ 31,316,451	\$ 78,117,090		
Percentage Used	15.9%	10.1%		
(1) Legal Debt % Rates and exemptions are set by NH State Statutes (RSA 33:4-a, 33:5, 33:5-a and 33:7-e)				
(2) Base Value for Debt Limits are computed by the New Hampshire Department of Revenue Administration				
(3) Principal Outstanding is as of the most recent fiscal year end for both the Town & School District				

## Open Borrowings 2013

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
<b>Town Projects</b>									
Brox Property Purchase	\$1,400,000	15 Year Bond	2000	2016	\$90,000	\$270,000	\$28,125		\$298,125
Backhoe / Tractor / Loader	\$104,923	5 Year Lease	2012	2016	\$21,000	\$83,040	\$4,490		\$87,530
Water Main Upgrade - West, Osgood, etc	\$764,000	20 Year Bond	1997	2017	\$35,000	\$175,000	\$27,669		\$202,669
Dump Truck	\$124,500	5 Year Lease	2013	2017	\$25,000	\$124,500	\$3,939		\$128,439
Fire Engine # 4	\$437,000	7 Year Lease	2012	2018	\$62,000	\$370,252	\$30,235		\$400,487
Ambulances	\$324,000	7 Year Lease	2013	2019	\$46,000	\$324,000	\$16,809		\$340,809
Street Sweeper	\$222,440	7 Year Lease	2013	2019	\$31,000	\$222,440	\$11,540		\$233,980
Police Station	\$2,925,260	20 Year Bond	2004	2025	\$150,000	\$1,800,000	\$487,200		\$2,287,200
Milesip Road Land Purchase	\$2,300,000	20 Year Bond	2005	2026	\$120,000	\$1,460,000	\$393,240		\$1,853,240
Ambulance Building	\$2,214,000	20 Year Bond	2013	2033	\$110,700	\$2,214,000	\$668,351		\$2,882,351
<b>Town Projects Total</b>					<b>\$690,700</b>	<b>\$7,043,232</b>	<b>\$1,671,598</b>		<b>\$8,714,830</b>
<b>Water and Sewer Projects</b>									
740 Wheel Loader with Coupler	\$92,490	5 Year Lease	2009	2013	\$19,170	\$19,170	\$724		\$19,894
Old Wilton Road Water Main	\$600,000	15 Year Bond	2001	2016	\$40,000	\$160,000	\$13,817		\$173,817
Holland Water Tank	\$1,600,000	20 Year Bond	2005	2025	\$80,000	\$1,040,000	\$298,560		\$1,338,560
Elm Street Phase 1 Water Main	\$758,486	20 Year Bond	2006	2026	\$35,000	\$515,000	\$177,753		\$692,753
Outfall Diffuser	\$337,395	20 Year Bond	2006	2026	\$15,000	\$220,000	\$75,323		\$295,323
<b>Water and Sewer Projects Total</b>					<b>\$189,170</b>	<b>\$1,954,170</b>	<b>\$566,177</b>		<b>\$2,520,347</b>
<b>School District Projects</b>									
Jacques Addition for Kindergarten	\$438,009	5 Year Note	2010	2016	\$95,000	\$256,329	\$12,377		\$268,706
Heron Pond School/Jacques Renovation	\$10,895,000	20 Year Bond	2000	2020	\$545,000	\$3,810,000	\$864,265	(\$1,377,440)	\$3,296,825
VOIP, HS Fire Alarm, MS Roof/Flooring	\$1,404,300	10 Year Bond	2013	2024	\$140,000	\$1,404,300	\$418,853		\$1,823,153
HS Renovations/Bales Roof/Track	\$4,393,500	20 Year Bond	2008	2028	\$220,000	\$3,295,000	\$1,144,844	(\$1,025,963)	\$3,413,881
<b>School District Projects Total</b>					<b>\$1,000,000</b>	<b>\$8,765,629</b>	<b>\$2,440,339</b>	<b>(\$2,403,403)</b>	<b>\$8,802,565</b>
<b>Grand Total for All</b>					<b>\$1,879,870</b>	<b>\$17,763,031</b>	<b>\$4,678,114</b>	<b>(\$2,403,403)</b>	<b>\$20,037,742</b>
Notes: Info is as of fiscal year end: Town and Water/Sewer - December 31, 2012; School District - June 30, 2013.									