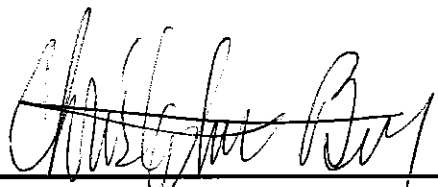


Town of Milford, New Hampshire
2015-2020 Capital Improvements Plan

Adopted on October 21, 2014



Prepared by:
Town of Milford Planning Board
Capital Improvements Plan Citizens' Advisory Committee
Office of Community Development



Planning Board Chairman



Capital Improvements Citizens' Advisory Chairman

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 Water and Sewer Commission, the Wadleigh Library Board of Trustees, and the Milford School District. For the 2015-2020 CIP, project requests (both new and recurring) were submitted by the following: Administration; Community Development; Fire Department; Public Works; Recreation; Wadleigh 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 Milford Master Plan and department priorities with fiscal realities. A well-supported and thoughtfully prepared CIP should provide the following benefits to the community (as noted in *The Planning Board in New Hampshire, A Handbook for Local Officials*, November 2012, New Hampshire Office of Energy and Planning, Chapter VI):

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

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

- ***Anticipating the demands of growth.*** When related to the master plan, the capital improvements programming process works to anticipate investments in community facilities which are needed to serve or shape the pattern of growth and development in the Town. The portions of selected capital improvement expenditures which are necessitated by growth may be eligible for funding by impact fees as authorized in RSA 674:21.
- ***Improving communication and coordination.*** Communication among the Planning Board, municipal departments, administrative officials, the Budget Advisory Committee, the Board of Selectmen, and citizens can result in cost savings and avoidance of duplication of facilities and expenditures.
- ***Avoiding undue tax increases.*** Capital improvements programming is a means of avoiding the surprise of expensive projects generating large property tax increases. While cost impacts cannot always be precisely determined in advance, the CIP fosters discussion of the distribution of the tax burden of new capital expenditures over time. A consequential benefit of fiscal stability and sound community facility planning may be an improved bond rating.
- ***Developing a fair distribution of capital costs.*** The capital improvements programming process allows for a public discussion of the preferred means of distributing capital costs not only over time, but also among users of the facilities to be financed.
- ***Building a foundation for growth management and impact fees.*** The development and formal adoption of a capital improvements program is a statutory prerequisite to the enactment of growth management and impact fee ordinances. A properly constructed CIP is an integral part of a land use regulatory process which implements either type of ordinance.
- ***Identifying "scattered and premature" development.*** New Hampshire statutes allow planning boards to adopt subdivision regulations which provide against scattered or premature subdivision of land. The capital improvements program is one measure which a planning Board may use to judge whether a development is scattered or premature based on an absence of essential public services and infrastructure.
- ***Supporting economic development.*** Communities exhibiting sound fiscal health and quality services and facilities are attractive to business and industry. New business investment and reinvestment may be influenced by improvements which enhance the quality of life for residents and labor. Private decision-making for investment is based not only on availability of utilities, but also on the quality of community schools, public safety facilities, recreation opportunities, and cultural amenities such as libraries.

C. Capital Improvements Planning Process

As specified in NH RSA 674:5, the Milford Planning Board is charged with directing the capital improvements planning process, based upon the Town's adopted master plan goals and recommendations. The CIP process begins in late spring of each year with the distribution of project request forms by the Community Development Office. The Planning Board at that time also appoints a seven regular member/one alternate member committee representing several areas of Town operation and general citizenry. Members serving on the 2015 -2020 Advisory Committee were:

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

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 2013 stood at \$26.97 per \$1000 property valuation. Thus the Capital Improvements Plan becomes an important tool to be utilized by the Board of Selectmen, Budget Advisory Committee, department heads, and citizens in the evaluation of spending on capital projects both in the short and long-term.

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

Step 1: The Community Development Department transmits project request forms to all applicable department heads, commissions, and the Milford School District SAU office. Projects are referenced by either a new or previously given project number to facilitate easier identification and review of projects. Each project is also to have a Statement of Need in addition to the Description. The Statement of Need enables the Advisory Committee to understand why the project is required for a continuation or increase of Town services and the impact of delaying or not accomplishing the project. When applicable, project requests are cross-referenced to where they are included in the Milford Master Plan.

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

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

- Step 2:** The Advisory Committee reviews project requests, and schedules a meeting with the respective department if needed to discuss each project.
- Step 3:** The Advisory Committee studies projects individually and through group discussions. Evaluation includes review of the level of preparation applied to the requested project. The Advisory Committee utilizes a policy that a minimum of a conceptual drawing or architect's rendering is required for any facility which is expected to be placed in the next three (3) year "window". Not all projects submitted each year are necessarily recommended for inclusion in the CIP Plan. This may result if the Committee determines that a project has not established sufficient need or if it is unlikely to achieve support to implement during the plan years. The Planning Board can bring back a project back into the CIP based on its review, public input, and further department justification.
- Step 4:** Using the requestor's recommendation as a starting point, the Advisory Committee discusses and develops a consensus on the recommendation for the year in which the project should be placed on the Town Warrant. A project that is included in the CIP does not mean the project will be implemented as implementation is subject to additional factors. For projects requiring bonding the tax impact is noted the year after the warrant article is presumed to pass which is when the tax rate impact occurs. The CIP Committee adjusts recommended warrant article and funding years to smooth and balance the fiscal impact and maintain a reasonable debt level each year. The Committee considers the overall debt load from all bonded or lease purchase acquisitions by the Town and the School District.
- Step 5:** The Advisory Committee considers the projects that are recommended for placement on the next year's Town warrant and prioritizes those particular projects to provide its recommendations on urgency and need. This prioritization gives the Board of Selectmen, Budget Advisory Committee, and the public the input needed from the Advisory Committee when those bodies deliberate during the ensuing development of the next year's budget and warrant articles.

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

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

Chapter 2. 2015 – 2020 Project Requests: Project Descriptions and Advisory Committee Recommendations

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

For this cycle there were 26 projects included for funding consideration between 2015 and 2020 (24 Town-related and 2 School-related). Four additional projects were identified as 'on horizon'. A brief description of each project and the Advisory Committee's recommendation follows. Although individual opinions may have varied among Committee members, the recommendations reflect a consensus to place the projects as indicated in the CIP Estimated Tax Impact Table (Chapter 5). The 2015-2020 Capital Improvements Plan in its entirety, with the Estimated Tax Impact Table was approved by a vote of 5 in favor, none opposed by the Committee.

Placeholder and On Horizon Projects

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

1. Town Projects by Year

Eight projects proposed for funding in 2015 are listed by the priority each project was given by the Advisory Committee relative to urgency and need for implementation. This prioritization is meant to assist the Board of Selectmen and the Budget Advisory Committee in their deliberations during the budget and warrant article preparation process.

2015 Public Works – Highway (DPWH14-01) – Bridges Year 2015 - \$290,980

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

This project request is for funding an amount of \$290,000 to be utilized for testing, engineering, maintenance, and construction as necessary for bridges on municipally maintained roadways. This is an ongoing project based on a comprehensive 10-year program and

May 2014 Hoyle, Tanner Associates, Inc. Town-Wide Bridge Review study that identified the needed repairs and upgrades to 18 bridges. Currently nine bridges have been identified by the Department of Public Works as high priority projects for either replacement or repair in place, including: Hartshorn Brook/Jennison Road (replacement) in 2016; Great Brook/Mason Road (replacement); Souhegan River/NH Rte. 13 (repair in place); Souhegan River/Elm Street (repair in place); Great Brook/Elm Street (repair in place); Hartshorn Brook/North River Road (replacement); Purgatory Brook/Purgatory Road (replacement); Tucker Brook/Mason Road (replacement); and Hartshorn Brook/Hartshorn Road (replacement).

This funding was requested by the Public Works Director as a means to continue the preliminary work and fund the cost of engineering that will lead to further refinement of the priority list for bridge replacement as well as move forward with repair and maintenance work.

Advisory Committee Recommendation: The Advisory Committee recommends this funding for bridge-related work be **Priority #1** for funding in 2015.

2015 Public Works – Highway (DPWH10-01) – Truck, 36K GVW, 8 CY, D/P/S - \$185,000

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

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 **Priority #2** for funding in 2015.

2015 Public Works – Highway (DPWH12-04) – Sidewalk Tractor/Plow with Sander - \$ 150,000

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

This project request is for a new sidewalk tractor/plow with sander to replace the 2000 'Holder' tractor plow with sander that has exceeded its useful life by four 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 **Priority #3** for funding in 2015.

2015 Public Works – Highway (DPW14-02) – Storm Sewer Video Inspection and Cleaning - \$ 172,800

Department Request:

2015 Funding

Advisory Committee Recommendation:

2015 Funding

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

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

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

Advisory Committee Recommendation: The Advisory Committee recommends that this program be **Priority #4** for funding in 2015.

2015 Wadleigh Memorial Library (LIBR01-01) – Addition and Renovation of Wadleigh Memorial Library - \$ 4,958,000

Department Request:

2015 Funding

Advisory Committee Recommendation:

2015 Funding

This project request is for the construction of a 2-story, 21,000 SF library facility that will consist of an 8,100 SF first phase of construction, followed by demolition of the existing library and rebuild of 12,900 SF of space on the existing foundation. This plan was developed over the course of 2013 and 2014 by the Wadleigh Library Board of Trustees in conjunction with architectural design services of the firm Lavallee Brensinger.

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

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

As in prior years this project generated significant discussion within the Advisory Committee. The Advisory Committee feels that the current plan genuinely reflects the amount of work done by the Trustees, staff, and the Community Facilities Committee to develop a plan that meets the Library's strategic plan to provide its services. The Committee did note concerns with cost and that site access will need to be carefully reviewed. The Committee felt strongly that the project was at a point that it needed to be presented to townspeople and the voters 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 be **Priority #5** for funding in 2015.

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

Department Request:

Advisory Committee Request:

2015 Funding

2015 Funding

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

Originally submitted and included in the CIP several years ago as separate projects (Phased Sidewalk Improvements and Intersection/Signalization Improvements), the Community Development Office provided revised cost estimates in 2013 that would result in anticipated savings if all improvements were combined into one project. If the projects were completed separately, the total sidewalk construction (Nashua Street segment only) was estimated to be \$270,000. A separate signalization/intersection improvements project was estimated at \$283,000. Sidewalk construction from the intersection southerly to the Quarrywood Green condominium site

was estimated at \$147,000. As three separate construction projects the cost would be \$700,000. Because of the economy inherent in combining the projects due to savings in mobilization costs, if the projects were implemented as one there would be a 5%-10% reduction in overall costs. A 5% figure was chosen by the Advisory Committee resulting in a single project cost of \$665,000.

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

This project was first submitted for the CIP by the Department of Public Works in 2009 for phased construction to begin in 2011. Since 2010 this project request and all capital roadway and sidewalk project requests, have been generated by the Community Development Office to reflect transportation-related improvements that are identified by the Planning Board and reflected in the 2012 Transportation chapter update of the Milford Master Plan.

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 **Priority #6** for funding in 2015.

2015 Water Utilities (WTR14-02) – West Elm Water Main Extension - \$625,000

<i>Department Request:</i>	<i>2015 funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2015 funding</i>

This project request includes the bid and construction of approximately 3,000 LF of 12" ductile iron water main along with approximately 17 commercial property service extensions, gate valves and hydrants. The project area is from Jones Road located approximately 1,620 feet from the Rte. 101/Route101A intersection to the intersection of Rte. 101 and Wilton Road. The project is proposed at this time due to the anticipated Route 101 improvements planned by the NHDOT beginning in late 2015 and into 2016.

The intent of the project is to provide municipal water service to businesses along the corridor where property owners have a demonstrated limited and restricted groundwater availability for on-site wells, as well as enhancing firefighting capacity. Additionally,

the extension of the water line allows for future connection to the Town of Wilton municipal water supply thus achieving a recommended intermunicipal connection. The estimated total project cost is approximately \$800,000, however this cost is proposed to be offset by \$140,000 by the Water and Sewer Commission (replacing an existing 8" water main segment with 12") and a reduction in final paving costs if completed as part of the NHDOT improvements project.

In its deliberations relative to funding, the Advisory Committee listened to the Water and Sewer Commissioners and the Board of Selectmen to see how funding should be shared between system users and the town-wide tax rate given there is town-wide benefit due to enhanced firefighting ability, future intermunicipal connection, and economic development generated by increased property values.

The project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, provides added capacity to serve growth, and provides incentive to economic development

Advisory Committee Recommendation: The Advisory Committee recommends that this project be **Priority #7** and funded in 2015.

2015 Water Utilities (WTR14-01) – New Water Source – Phases 1 and 2 - \$122,500

<i>Department Request:</i>	<i>2015 funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2015 funding</i>

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

The total cost of Phases 1 and 2 is \$520,000, and the Advisory Committee determined that the portion of the project that should be funded by the Town (as opposed to the system users and other funding sources) to be \$122,500.

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

Advisory Committee Recommendation: The Advisory Committee recommends that this project be **Priority #8** for funding in 2015.

The following projects are identified by Department for the years 2016 – 2020:

2016 Fire (FIRE10-01) – Engine 1 Replacement - \$500,000

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

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'. At this point (25 years of service) the Fire Department loses credit in its ISO rating.

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.

2016 Water Utilities (WTR14-03) – New Water Source – Phase 3 - \$350,000

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

This project is the third phase for completion of the development of a new water source and includes land acquisition of a well site and construction of the well facility and associated water transmission lines.

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

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

2016 Public Works – Highway (DPWH14-03) – Bridges Year 2016 -\$212,250

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

This project request is for ongoing funding to implement the 10-year Hoyle, Tanner & Associates, Inc. Town-Wide Bridge Review recommendations for replacement, repair and maintenance plan as prioritized and implemented by the Department of Public Works.

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

2016 Public Works – Highway (DPWH12-02) –Loader, 2-3 CY Bucket - \$145,000

Department Request: ***2016 Funding***

Advisory Committee Recommendation: ***2016 Funding***

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 (DPWH13-02) – Backhoe, Tractor Loader with Thumb Attachment - \$145,000

Department Request: ***2016 Funding***

Advisory Committee Recommendation: ***2016 Funding***

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.

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.

2017 Administration (ADMN10-01) – Town Hall Renovations - \$2,000,000

Department Request: ***2015 Funding***
Advisory Committee Recommendation: ***2017 Funding***

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 provided valuable additional space that can be renovated for increased efficiencies and service delivery.

A preliminary space needs and deficiencies assessment of Town Hall has been completed, as well as preliminary cost estimates by an architectural consulting firm (SMP) in 2013. As of the date of the preparation of this CIP, there was no input from either the Town Administrator or the Board of Selectmen as to the direction that has been decided for Town Hall renovations. However, the Advisory Committee was provided updated information (July 2014) from the Community Development Director that provided costs for a single-phase and a three-phase renovation. The Advisory Committee feels that this project is important, and its potential cost, should be included in the CIP for planning purposes as it has been identified in the CIP for five years. An estimated cost of \$2,000,000 has been noted based on the 2014 SMP update but it is anticipated that more refined plans and cost estimates will be available in 2015.

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 2017.

2017 Fire Department (FIRE11-01) – Upgrades to Downtown Station - \$1,500,000

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

This project request is for needed electrical upgrades, roof repairs, parking lot expansion, and facility renovations. As identified by the in-depth work conducted by the Community Facilities Committee in 2008 and 2009, the existing Fire Department facility was found to be in need of code upgrades, building renovations, space efficiency improvements, and additional parking. These necessary upgrades were proposed to be incorporated in the plans for a co-located Fire/Ambulance/Emergency Management facility that did not receive

voter approval. With the change in direction to construct 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 2015 in anticipation of a 2017 warrant article.

2017 Public Works – Highway (DPWH14-04) – Bridges Year 2017 - \$665,756

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

This project request is for ongoing funding to implement the 10-year Hoyle, Tanner & Associates, Inc. Town-Wide Bridge Review recommendations for replacement, repair and maintenance plan as prioritized and implemented by the Department of Public Works.

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

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

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

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

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

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

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

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

Advisory Committee Recommendation: The Advisory Committee recommends that this project be funded in 2017. If no federal funding is available the project estimate and scope should be reviewed and revised as necessary.

2018 Public Works – Highway (DPWH14-04) – Bridges Year 2018 - \$617,923

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

This project request is for ongoing funding to implement the 10-year Hoyle, Tanner & Associates, Inc. Town-Wide Bridge Review recommendations for replacement, repair and maintenance plan as prioritized and implemented by the Department of Public Works.

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

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

Department Request:	2018 Funding
Advisory Committee Recommendation:	2018 Funding

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 the development of the Brox Community Lands Conceptual Master Plan a conceptual master land use that designated acreages to accommodate Town facility requirements for the next 20-25 years. This plan was updated by an ad-hoc advisory committee and adopted for planning purposes by the Planning Board in 2014. Approximately 25-30 acres are designated for future recreational development. 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. Field needs will continue to be evaluated by stakeholders with the pending acquisition of the 127 Elm Street property by the Town which may accommodate potential recreational field expansion.

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

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

2018 Ambulance (AMB14-01) – Replace 2003 Ambulance - \$229,500

<i>Department Request:</i>	<i>2018 Funding</i>
<i>Advisory Committee Recommendations:</i>	<i>2018 Funding</i>

This project request is for the replacement of the 2003 ambulance in 2018. This replacement will permit the resumption of staggered replacement of the two 2013 ambulances versus purchasing two ambulances at one time in 2023, or sooner, as was done in 2013. The 2003 ambulance currently has mileage in excess of 174,000 miles and is kept as a back-up or 'ready spare' vehicle in case one or both 2013 ambulances are out of service.

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

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

2019 Public Works – Highway (DPWH13-03) – 8 CY 36,000 GVW Dump Truck with Plow and Sander Assembly (#3) - \$195,000

<i>Department Request:</i>	<i>2019 Funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2019 Funding</i>

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 (DPWTS13-01) – Truck Rolloff for Transfer Station

<i>Department Request:</i>	<i>2019 Funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2019 Funding</i>

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.

2020 Fire (FIRE14-01) – Replace Rescue 1 - \$675,000

Department Request:

Advisory Committee Recommendation:

2020 Funding

2020 Funding

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

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

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

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 2015 through 2020. 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.

Public Works – Highway – Bridges Years 2021-2024

Based upon information from the NHDOT Bridge Bureau it is anticipated that there will be 80% project funding available from the State beginning in 2021. The Town will be required to provide 20% matching funds. Bridge replacement, repairs and maintenance identified in the 2014 Town-wide Bridge Review study that were not a critical priority during 2015-2020 will be reviewed and included as necessary during the 2021-2024 time period.

Fire – West End Fire Station

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

Public Works – Recreation – Keyes Field Expansion Project

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

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

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

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 as to avoid dramatic jumps in the property tax rate. The Advisory Committee reviews School District project requests with this in mind, however the District is governed by a separate funding structure than the Town.

2015 School District (SCH14-01) – Middle School HVAC System - \$500,000

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

This project request is for updating or replacement of the HVAC system at the Milford Middle School, including boiler replacement or removal, heating, ventilating, and air conditioning unit replacement, and replacement of the building automation system equipment with energy efficient systems, with the intent of serving the facility for the next 20-25 years.

The project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves the quality of existing services, reduces long-term operating costs, and extends the useful life of the current facility or equipment.

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

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

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

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 conducted various improvements in 2013 and 2014. Specific renovations proposed for 2016 funding will be further defined at the start of the next renovation cycle slated for 2016 in accordance with District's capital improvements plan.

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.

Chapter 3. Priority Project Listing and Recommendations for 2015 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 projects to be considered for the upcoming warrant and budget process. The Advisory Committee operated under this direction for the 2015 – 2020 Capital Improvements Plan.

The Advisory Committee recommends all the following projects be considered for 2015 funding, ranked from highest priority (#1) to lesser priority:

1. Public Works – Highway (DPW14-01)	Bridges – Year 2015	\$ 290,980 (10-year bond)
2. Public Works – Highway (DPWH10-01)	Truck 36K GVW, 8 CY, D/P/S	\$ 185,000 (5-year lease)
3. Public Works – Highway (DPWH12-04)	Sidewalk Tractor/Plow with Sander	\$ 150,000 (5-year lease)
4. Public Works – Highway (DPW14-02)	Storm Sewer Video Inspection/Cleaning	\$ 172,800 (5-year lease)
5. Wadleigh Library (LIBR01-01)	Library Addition/Renovation Project	\$4,958,000 (20-year bond)
6. Community Development (CD10-03)	Nashua/Ponemah Hill Road Sidewalks/Signalization	\$ 665,000 (15-year bond)
7. Water Utilities (WTR14-02)	West Elm Street Water Main Extension	\$ 625,000 (10-year bond)
8. Water Utilities (WTR14-01)	New Water Source –Phases 1 and 2	\$ 122,500 (15-year bond)

Chapter 4. Listing of Projects Restructured, Removed From, or Fully Funded That Were Included in the *2014 - 2019 Capital Improvements Plan*

In order to provide an accurate year to year record of project changes and implementation, the following listing explains significant changes between the 2014-2019 and the 2015-2020 Capital Improvements Plans:

1. 2014 CIP Project Request – DPW – Bridge Projects (DPWH13-01) for \$250,000 was included on the 2014 Town Warrant as Article 8 as Bridge Replacement Capital Reserve - \$125,000 and passed.
2. 2014 CIP Project Request – Fire – Replace Ladder 1 (Fire09-01) for \$770,000 was included on the 2014 Town Warrant as Article 9 and passed.
3. 2014 CIP Project Request – DPW – Truck, 26K GVW, 6 CY D/P/S (DPWH04-01) was included on the 2014 Town Warrant as Article 10 and passed.
4. 2014 CIP Project Request – CD – Kaley Park Center Turn Lane (CD11-04) proposed for funding in 2017 was deleted from the 2015-2020 CIP as the turn lane was incorporated into site plan improvements approved by the Planning Board for Milford Medical Center and constructed as a joint venture between St. Joseph Hospital and the Town.

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 2015-2020. The intent of the Advisory Committee is to prioritize projects for funding, looking at all projects submitted. Based upon the information presented to the Advisory Committee and subsequent discussion, projects were placed in a manner to address the most urgent (2015) Town capital project needs. Projects for subsequent years were placed to try to minimize fluctuations in the overall debt service.

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

PROJECT COST

FUNDING MECHANISM

Over \$1,000,000

20-year bond

\$600,000 - \$1,000,000

15-year bond

\$250,000 - \$600,000

10-year bond

\$75,000 - \$250,000

Cash – warrant article or budget

VEHICLE/EQUIPMENT COST

Over \$250,000

7-year lease/lease purchase

\$100,000 - \$250,000

5-year lease/lease purchase

\$75,000 - \$100,000

3-year lease/lease/purchase

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

Capital Improvements Plan - Citizens' Advisory Committee 2015-2020

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	2014	2015	2016	2017	2018	2019	2020
LIBR01-01	Library	Addition / Renovation Project	Bond	20	2015	2015	5,458,000	4,958,000	-	-	364,818	364,818	364,818	364,818	364,818
CD10-03	Comm. Dev.	Nashua/Ponemah Sidewalks/Signals	Bond	15	2015	2015	665,000	665,000	-	-	59,811	59,811	59,811	59,811	59,811
WTR14-02	Water	West Elm Water Main Ext.	Bond	10	2015	2015	800,000	625,000	-	-	77,057	77,057	77,057	77,057	77,057
DPWH14-	DPW-Hwy	Bridges Year 2015	Bond	10	2015	2015	290,980	290,980	-	-	35,875	35,875	35,875	35,875	35,875
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	-
DPWH14-	DPW-Hwy	Storm Sewer Video Inspect/Clea	Lease	5	2015	2015	216,000	172,800	-	38,816	38,816	38,816	38,816	38,816	-
DPWH12-04	DPW-Hwy	Sidewalk Tractor Plow, Sander	Lease	5	2015	2015	150,000	150,000	-	33,694	33,694	33,694	33,694	33,694	-
WTR14-01	Water	New Water Source - Phase 1/2	Bond	15	2015	2015	520,000	122,500	-	-	11,018	11,018	11,018	11,018	11,018
FIRE10-01	Fire	Replace Engine 1	Lease	7	2016	2016	500,000	500,000	-	-	83,305	83,305	83,305	83,305	83,305
WTR14-03	Water	New Water Source - Phase 3	Bond	20	2016	2016	1,000,000	350,000	-	-	-	25,754	25,754	25,754	25,754
DPWH14-	DPW-Hwy	Bridges Year 2016	Bond	5	2016	2016	215,250	215,250	-	-	-	48,351	48,351	48,351	48,351
DPWH12-02	DPW-Hwy	Loader, 2-3 CY Bucket	Lease	5	2016	2016	145,000	145,000	-	-	32,571	32,571	32,571	32,571	32,571
DPWH13-02	DPW-Hwy	Backhoe, Tractor Loader, Thumb	Lease	5	2016	2016	145,000	145,000	-	-	32,571	32,571	32,571	32,571	32,571
ADMN10-01	Admin.	Town Hall Renovations	Bond	20	2015	2017	2,000,000	2,000,000	-	-	-	-	147,164	147,164	147,164
FIRE11-01	Fire	Upgrades to Downtown Station	Bond	20	2017	2017	1,500,000	1,500,000	-	-	-	-	110,373	110,373	110,373
DPWH14-	DPW-Hwy	Bridges Year 2017	Bond	15	2017	2017	665,756	665,756	-	-	-	-	59,879	59,879	59,879
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	41,556
CD11-02	Comm. Dev.	Osgood/Armory/Melendy sidewa	Cash	1	2015	2017	700,000	140,000	-	-	-	140,000	-	-	-
DPWH14-	DPW-Hwy	Bridges Year 2018	Bond	15	2018	2018	617,923	617,923	-	-	-	-	-	55,577	55,577
DPWR13-01	DPW-Rec	Brox Recreation Fields	Bond	10	2018	2018	500,000	500,000	-	-	-	-	-	61,645	61,645
AMB14-01	Ambulance	Replace 2003 Ambulance	Lease	5	2018	2018	229,250	229,250	-	-	-	-	51,496	51,496	51,496
DPWH13-03	DPW-Hwy	Truck,36K GVW,8 CY,D/P/S	Lease	5	2019	2019	195,000	195,000	-	-	-	-	-	43,802	43,802
DPWH13-01	DPW-Hwy	Truck,Rolloff,(Transfer Station)	Lease	5	2019	2019	165,000	165,000	-	-	-	-	-	37,063	37,063
FIRE14-01	Fire	Replace Rescue 1	Lease	7	2020	2020	675,000	675,000	-	-	-	-	-	-	112,461
On horizon	DPW-Hwy	Bridges - Years 2021-2024	\$6.8M of additional projects pending 80% state funding						-	-	-	-	-	-	-
On horizon	Fire	West End Fire Station	Potential Bond, Unknown Date, \$2.5M						-	-	-	-	-	-	-
On horizon	DPW-Rec	Keyes Park Improvements	Plan and Costs Unknown						-	-	-	-	-	-	-
On horizon	DPW-SW	Solid Waste Mgmt Improvements	Plan and Costs Unknown						-	-	-	-	-	-	-
							New Projects (Town)		0	114,066	811,091	1,066,752	1,295,663	1,493,751	1,492,146
							Existing Projects (Town)		1,081,769	1,061,736	951,565	914,146	837,841	697,091	600,997
							Sub-Total (Town)		1,081,769	1,175,802	1,762,656	1,980,898	2,133,504	2,190,842	2,093,143
SCH14-01	School	Middle School HVAC System	Bond	10	2015	2015	500,000	500,000	-	-	61,645	61,645	61,645	61,645	61,645
SCH09-03	School	Renovations (district wide)	Bond	20	2016	2016	5,000,000	5,000,000	-	-	-	367,909	367,909	367,909	367,909
							New Projects (School)		0	0	61,645	429,554	429,554	429,554	429,554
							Existing Projects (School)		1,163,224	1,075,560	958,991	908,945	861,099	807,921	221,706
							Sub-Total (School)		1,163,224	1,075,560	1,020,636	1,338,499	1,290,653	1,237,475	651,260
	Combined Debt Service						Total New Debt Service		0	114,066	872,737	1,496,306	1,725,217	1,923,305	1,921,701
							Total Existing Debt Service		2,244,993	2,137,296	1,910,556	1,823,091	1,698,940	1,505,012	822,703
							Total Debt Service		2,244,993	2,251,362	2,783,293	3,319,397	3,424,157	3,428,317	2,744,404

Capital Improvements Plan - Citizens' Advisory Committee 2015-2020

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	2014	2015	2016	2017	2018	2019	2020
	Tax Rate Calculation, \$ per \$1,000 assessed valuation						New Projects (Town)		\$0.00	\$0.09	\$0.63	\$0.83	\$1.01	\$1.16	\$1.16
	Assumption:						Existing Projects (Town)		\$0.84	\$0.83	\$0.74	\$0.71	\$0.65	\$0.54	\$0.47
	\$12,825 of spending equals \$0.01 on the tax rate							Total (Town)	\$0.84	\$0.92	\$1.37	\$1.54	\$1.66	\$1.71	\$1.63
	Town 2013 tax rate = \$6.35				Annual % increase in town tax rate				0.0%	1.2%	7.2%	2.7%	1.9%	0.7%	-1.2%
					Cumulative % increase in town tax rate				0.0%	1.2%	8.4%	11.0%	12.9%	13.6%	12.4%
	Total 2013 tax rate = \$26.97		Annual % increase in total tax rate for Town Projects					0.0%	0.3%	1.7%	0.6%	0.4%	0.2%	-0.3%	
			Cumulative % increase in total tax rate for Town Projects					0.0%	0.3%	2.0%	2.6%	3.0%	3.2%	2.9%	
							New Projects (School)		\$0.00	\$0.00	\$0.05	\$0.33	\$0.33	\$0.33	\$0.33
							Existing Projects (School)		\$0.91	\$0.84	\$0.75	\$0.71	\$0.67	\$0.63	\$0.17
							Sub-Total (School)		\$0.91	\$0.84	\$0.80	\$1.04	\$1.01	\$0.96	\$0.51
							Total New Debt Service		\$0.00	\$0.09	\$0.68	\$1.17	\$1.35	\$1.50	\$1.50
							Total Existing Debt Service		\$1.75	\$1.67	\$1.49	\$1.42	\$1.32	\$1.17	\$0.64
							Total Debt Service		\$1.75	\$1.76	\$2.17	\$2.59	\$2.67	\$2.67	\$2.14
	Notes/Rules														
	School year is town year plus six months, e.g. 2015 town year = Jul 2015 to Jun 2016 school year														
	Existing debt service is net of state aid (schools used to get 30-40% state construction aid over time)														
	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.

Open Borrowings 2014

Description	Original Amount Borrowed	Term	Year Started	Final Payment Year	Average Annual Principal Payment (No Interest)	Remaining Principal Balance	Remaining Interest Balance	Remaining Building Aid (Schools)	Net Remaining Payments Due
Town Projects									
Brox Property Purchase	\$1,400,000	15 Year Bond	2000	2016	\$90,000	\$180,000	\$14,130		\$194,130
Backhoe / Tractor / Loader	\$104,923	5 Year Lease	2012	2016	\$21,000	\$62,935	\$2,713		\$65,648
Water Main Upgrade - West, Osgood, etc	\$764,000	20 Year Bond	1997	2017	\$35,000	\$140,000	\$18,481		\$158,481
Dump Truck, 6 cy	\$124,500	5 Year Lease	2013	2017	\$25,000	\$98,807	\$3,959		\$102,766
Fire Engine # 4	\$437,000	7 Year Lease	2012	2018	\$62,000	\$311,983	\$21,757		\$333,740
Dump Truck, 8 cy	\$150,478	5 Year Lease	2014	2018	\$30,000	\$150,478	\$6,478		\$156,956
Sidewalk Tractor	\$149,615	5 Year Lease	2014	2018	\$30,000	\$149,615	\$5,615		\$155,230
Ambulances (two)	\$324,000	7 Year Lease	2013	2019	\$46,000	\$275,313	\$16,809		\$292,122
Street Sweeper	\$222,440	7 Year Lease	2013	2019	\$31,000	\$189,014	\$11,540		\$200,554
Ladder Truck	\$825,507	7 Year Lease	2014	2020	\$118,000	\$825,507	\$58,007		\$883,514
Police Station	\$2,925,260	20 Year Bond	2004	2025	\$150,000	\$1,650,000	\$414,750		\$2,064,750
Milesip Road Land Purchase	\$2,300,000	20 Year Bond	2005	2026	\$120,000	\$1,340,000	\$334,080		\$1,674,080
Ambulance Building	\$2,214,000	20 Year Bond	2013	2033	\$110,700	\$2,214,000	\$668,353		\$2,882,353
Town Projects Total					\$868,700	\$7,587,652	\$1,576,672		\$9,164,324
Water and Sewer Projects									
Old Wilton Road Water Main	\$600,000	15 Year Bond	2001	2016	\$40,000	\$120,000	\$8,008		\$128,008
Holland Water Tank	\$1,600,000	20 Year Bond	2005	2025	\$80,000	\$960,000	\$256,320		\$1,216,320
Outfall Diffuser	\$337,395	20 Year Bond	2006	2026	\$15,000	\$200,000	\$64,761		\$264,761
Elm Street Phase 1 Water Main	\$758,486	20 Year Bond	2006	2026	\$35,000	\$475,000	\$153,026		\$628,026
Septage Facility - SRF Clean Water	\$594,138	20 Year Bond	2013	2032	\$30,000	\$575,282	\$156,474		\$731,756
Water and Sewer Projects Total					\$200,000	\$2,330,282	\$638,589		\$2,968,871
School District Projects									
Jacques Addition for Kindergarten	\$438,009	5 Year Note	2010	2016	\$82,000	\$161,974	\$5,816		\$167,790
Heron Pond School/Jacques Renovation	\$10,895,000	20 Year Bond	2000	2020	\$545,000	\$3,075,123	\$646,414	(\$1,025,072)	\$2,696,465
VOIP, HS Fire Alarm, MS Roof/Flooring	\$1,404,300	10 Year Bond	2013	2024	\$140,000	\$1,404,300	\$375,660		\$1,779,960
HS Renovations/Bales Roof/Track	\$4,393,500	20 Year Bond	2008	2028	\$220,000	\$3,075,000	\$995,738	(\$997,465)	\$3,073,273
School District Projects Total					\$987,000	\$7,716,397	\$2,023,628	(\$2,022,537)	\$7,717,488
Grand Total for All					\$2,055,700	\$17,634,331	\$4,238,889	(\$2,022,537)	\$19,850,683
Notes: Info is as of fiscal year end: Town and Water/Sewer - December 31, 2013; School District - June 30, 2014.									