

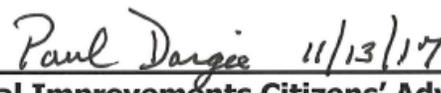
**Town of Milford, New Hampshire**  
***2018-2023 Capital Improvements Plan***  
**Adopted on November 7, 2017**



Prepared By:

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

 11/15/2017  
\_\_\_\_\_  
Planning Board Chairman

 11/13/17  
\_\_\_\_\_  
Capital Improvements Citizens' Advisory Chairman

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## Chapter 1. Introduction, Definition, Purpose, and Process

### A. Introduction and Definition

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

The CIP contains the capital improvement projects reviewed by the Capital Improvements Plan Citizens' Advisory Committee 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 2018-2023 CIP, project requests (both new and recurring) were submitted by the following: Ambulance Service, Community Development Office, Fire Department, Public Works Department, and the School District. No project requests were submitted this round by the Administration, Assessing, Community Media, Finance, Information Technology, Police Department, Wadleigh Library Board of Trustees, or the Conservation Commission.

### B. Purpose of the Capital Improvements Plan

The Milford Capital Improvements Plan (CIP) attempts to link, within a rational framework, the provision of needed facilities, products, or services with the spending necessary to attain such items. The CIP must address the goals and intent of the Milford Master Plan and department priorities with fiscal realities. A well-supported and thoughtfully prepared CIP should provide the following benefits to the community (as noted in "The Planning Board in New Hampshire, A Handbook for Local Officials", November 2016, Office of Strategic Initiatives (Formerly the New Hampshire Office of Energy and Planning), Chapter II):

- ***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 2018 - 2023 Advisory Committee were:

Paul Dargie	Chair, Member-at-Large
Tim Finan	Planning Board Representative
Veeral Bharucha	Planning Board Representative
Kevin Drew	School Board Representative
Peggy Seward	Budget Advisory Committee Representative
Rose Evans	Member-at-Large
Rodny Richey	Member-at-Large
Gil Archambault	Member-at-Large
Lincoln Daley	Community Development Director, Committee Staff Support

The Committee met regularly starting in the early fall with the goal of completing a final draft Capital Improvements Plan for public review later in the year. During this time, the Advisory Committee met with department heads and representatives of the boards and commissions that submit project requests. After many weeks of discussion and deliberation, on October 10, 2017, the Advisory Committee voted unanimously to accept the 2018–2023 Capital Improvement Plan report. It is acknowledged that this report represents in essence a “snapshot” or moment in time in identifying the capital needs of the Town. The Capital Improvements Plan is not a static planning tool as it is evaluated annually and adjusted according to Town’s goals and financial considerations.

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

It is important to note that individual Advisory Committee members may or may not support a specific project(s). The role of the Advisory Committee is to recommend the *placement or non-placement* of projects in the six-year capital improvements plan. The objective is to create a funding profile that minimizes yearly fluctuations of tax rate burden on the citizens of Milford. An unstated, but genuine objective of the Advisory Committee is to not only reduce the fluctuations but to reduce the citizen’s overall tax burden, which in 2016 stood at \$28.96 per \$1,000 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:

1. Removes imminent threat to public health or safety;
2. Alleviates substandard conditions or deficiencies;
3. Responds to federal or state requirements to implement;
4. Improves the quality of existing services;
5. Provides added capacity to serve growth;
6. Reduces long-term operating costs;
7. Provides incentive to economic development;
8. Is eligible for matching funds available for a limited time;
9. Is a continuation of an existing project;
10. Addresses public demand;
11. Extends the useful life of the current facility or equipment; and
12. 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 work session;
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; and
6. Presents the CIP at a Planning Board meeting for the required public hearing and adoption.

## Chapter 2. 2017 – 2022 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 twenty-three (23) projects included for funding consideration between 2018 and 2023 (twenty-one (22) Town and Water & Sewer Department and one (1) School-related). Seven (7) 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 2018-2023 Capital Improvements Plan in its entirety, with the Estimated Tax Impact Table, was approved by the Committee by a vote of in favor, opposed.

### *Placeholder and On Horizon Projects*

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

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

### *CIP and Capital Reserve Funds*

The CIP Committee, as part of its annual review, has noted the addition of several Capital Reserve Funds during the recent past. The establishment of such funds, in accordance with the applicable RSA, recognizes the future need for capital expenditures. Some of the funds are well defined and linked to specific projects in our Capital Improvement Plan, i.e. the Fire Department and Ambulance Service vehicles. Others, however, are not well defined and are either very loosely or not at all, linked to projects submitted for CIP review and prioritization. The CIP Advisory Committee requests the Planning Board and Board of Selectmen take action, prior to the filing and completion of the 2018 - 2023 CIP, to provide the following information for the Capital Reserve Funds listed below:

- a. Complete definition of the intent of the fund and the capital expenditure;
- b. The Town Department which is responsible for the project;
- c. Inclusion of a completed CIP Project Request Form (or an update of such request if previously submitted).

The following Capital Reserve Funds need the above requested information in order to complete the CIP:

- a. Public Safety Communication Equipment Replacement
- b. Keyes Park Expansion Committee
- c. Town Facilities Renovation and Major Repair or Replacement

The CIP Advisory Committee also requests the Town Finance Director provide the Committee with a status for all active Capital Reserve Funds in September of each year, prior to the Committee preparing the Plan’s annual update. Inclusion of a status report will enable the members to better evaluate the future needs of Capital Reserve Fund projects. In addition to the items discussed above the CIP Advisory Committee seek same/similar information for Emergency Services Communication Infrastructure (MACC Base upgrades).

**A. Town Projects by Year**

Seven projects are proposed for funding in 2018 and are listed in order below by the priority each project was given by the Advisory Committee relative to urgency and need for implementation. This prioritization is meant to assist the Board of Selectmen and the Budget Advisory Committee in their deliberations during the budget and warrant article preparation process.

**2018 PROJECTS**

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**2018 Fire Department (FIRE11-01) – Upgrades to Downtown Station - \$3,500,000**

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

This project request is for design and construction of needed electrical upgrades, parking lot expansion, facility renovations, and expansion of the downtown Fire Station. 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 and safety upgrades, building renovations, space efficiency improvements, and additional parking. These necessary upgrades were proposed to be incorporated in the plans for a co-located Fire/Ambulance/Emergency Management facility that did not receive voter approval. With the change in direction to construct a separate stand-alone Ambulance Facility on Elm Street, the needed improvements to the existing Fire Station still remain. In 2017, a Fire Building Facility Committee was formed to facilitate and advance the evaluation of departmental needs and the building

design/layout. Current Department plans are to move forward with upgrades and renovations in 2018. An architectural floor plan and elevations reflecting an additional fifth bay and a two-story addition on the easterly side of the current facility within the existing limits of the property were presented by the Fire Chief to the Advisory Committee this year as a necessary step in developing final architectural and engineering plans and cost estimates.

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 funding Project be Priority #1 for funding in 2018. The Committee discussed this project request at length and acknowledged the importance of the required upgrades and building and safety improvements based on a departmental needs analysis.

### 2018 Public Works – Highway (DPWH13-04) – Bridge Replacement Capital Reserve Fund - \$175,000/Year

*Department Request:*

*2018 through 2023 Funding*

*Advisory Committee Recommendation:*

*2018 through 2023 Funding*

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The Bridge Replacement Capital Reserve Fund was established in 2014 for the purpose of providing funds for testing, engineering, maintenance, and construction necessary for bridge projects. The Capital Reserve Fund was funded with \$125,000 in 2014, \$175,000 in 2015, and increased to \$350,000 in 2016. In 2017, the Bridge Replacement Capital Reserve Fund was funded with \$175,000. The balance of the Bridge Capital Reserve Account as of the end of 2016 was \$445,711.88 and the balance as of the end of August 2017 is \$602,292.11. The Town continues to utilize the Department of Public Works to complete the repair and upgrades to bridges in an effort to reduce costs to the community.

Currently, ten bridges have been identified by the Department of Public Works as high priority projects for either replacement or repair in place, including: Great Brook/Mason Road (replacement); Souhegan River/NH Rte. 13 (repair in place); Souhegan River/Elm Street (repair in place); Hartshorn Brook/Hartshorn Road (replacement); Hartshorn Brook/North River Road (replacement); Purgatory Brook/Purgatory Road (replacement); Souhegan River/Wilton Road (replacement); Tucker Brook/Mason Road (replacement); Hartshorn Brook/Joslin Road (replacement); and Great Brook/Elm Street (repair in place). Continued funding of the capital reserve fund will also allow the Department of Public Works to prepare the plans necessary to qualify for 80%/20% NH Department of Transportation funding when it becomes available, currently anticipated to be in 2022.

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

development, and extends the useful life of the current facility and equipment.

**Advisory Committee Recommendation:** The Advisory Committee recommends this funding for bridge-related work be Priority #2 in 2018. The Advisory Committee further recommends that \$175,000 be placed in the fund each year through 2023.

**2018 Public Works - Highway (DPWH13-02) – Backhoe, Tractor Loader with Thumb Attachment – \$145,000 (\$0 Town Portion)**

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

This project request is for a tractor loader backhoe with a thumb attachment to be utilized for right-of-way maintenance, winter snow maintenance, and Town construction and maintenance projects requiring a thumb attachment. It will replace the 2001 tractor loader backhoe. Additional grant funds were provided to the Town via the Highway Block Grant above the 2017 appropriation. A portion of the additional funds will be used to purchase the tractor loader backhoe.

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

**Advisory Committee Recommendation:** The Advisory Committee recommends that this request for equipment replacement be Priority #3 for funding in 2018.

**2018 Public Works – Highway (DPWH12-04) – Sidewalk Tractor/Plow with Sander - \$155,000**

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

This request is for a new sidewalk tractor to replace the existing 2000 'Holder 'Sidewalk Tractor/Plow with sander that is out of service and cannot be repaired. This vehicle will be the primary unit utilized for maintenance of Town sidewalks, particularly for winter maintenance and snow removal for more than ten miles of sidewalks. 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 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 #4 for

funding in 2018.

### **2018 Community Development (CD10-03) – Nashua Street/Ponemah Hill Road Sidewalks and Signalization- \$800,000**

*Department Request:*

*2018 Funding*

*Advisory Committee Request:*

*2018 Funding*

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

Originally submitted and included in the CIP in 2009 as separate projects (Phased Sidewalk Improvements and Intersection/Signalization Improvements), the Community Development Office provided revised cost estimates in 2013 that would result in anticipated savings if all improvements were combined into one project. If the projects were completed separately, the total sidewalk construction (Nashua Street segment only) was estimated to be \$300,000. A separate signalization/intersection improvements project was estimated at \$330,000. Sidewalk construction from the intersection southerly to the Quarrywood Green condominium site was estimated at \$170,000. As three separate construction projects the cost would be approximately \$800,000. 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.

The project is for the construction of approximately 2,600 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 currently consist of sidewalk construction on Ponemah Hill Road from Nashua Street southerly to connect with a sidewalk built as part of the Quarrywood Green development.

This project was first submitted for the CIP by the Department of Public Works in 2009 for phased construction to begin in 2011. Since 2010, this project request and all capital roadway and sidewalk project requests have been generated by the Community Development Office to reflect transportation-related improvements that are identified by the Planning Board and reflected in the 2012 Transportation chapter update of the Milford Master Plan. The Community Development Director recommended that the existing engineering drawings be reviewed and cost estimates be updated in 2018 so that the project can be prioritized for 2018-2019 construction.

The project is eligible for application to the NHDOT Congestion Mitigation and Air Quality (CMAQ) Program. This reimbursement program provides an 80% federal funding / 20% local matching funds opportunity. An application has been submitted by the Community Development office in 2017 for consideration by the NHDOT. The project as presented to the Advisory Committee has a total estimated cost of \$800,000 with the Town’s 20% match equating to \$160,000.

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 the sidewalk and signalization project be Priority #5 for funding in 2018.

**2018 Water Utilities (WTR15-04) – Dewatering Upgrade - \$1,096,000 (\$0 Town Portion)**

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

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

**Advisory Committee Recommendation:** The Advisory Committee recommends that his project be Priority #6 for funding in 2018 in accordance with the Water Utilities Sewer Capital Improvement Program.

**2018 Ambulance (AMB14-01) – Replace 2001 Ambulance - \$273,115**

<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 2001 ambulance in 2018. This replacement will permit the staggered replacement of the two 2013 ambulances versus purchasing two ambulances at one time in 2023, or sooner, as was done in 2013. The 2001 ambulance currently has mileage in excess of 121,513 miles and is kept as a back-up or ‘ready spare’ vehicle in case one or both of the two front-line ambulances is out of service for a prolonged time due to maintenance or accident.

In 2016, the Department responded to 1,870 calls with over 1,371 patients transported to various hospitals in Nashua, Manchester, and Peterborough.

The 2013 ambulances (3A and 3B) are operated using a rotation pattern designed to spread mileage between the two ambulances on a 2:1 basis. The objective is to keep both ambulances in service for ten years. It is envisioned this rotation pattern will prolong the life of one ambulance (3B) such that it would be rotated to first-due ambulance in five years with the 3A ambulance rotated to back-up and the requested replacement ambulance placed in the second due spot. This rotation would be continued going forward such that a five year replacement cycle could be maintained.

In 41-months of operation, the 3A ambulance has traveled 99,403 miles, up 28,513 miles from May 2016 and the 3B ambulance has traveled 60,890 miles, up 16,958 miles from May 2016. Based on current call volume and miles traveled, in five years the 3A ambulance will have traveled 145,467 miles and the 3B ambulance will have traveled 89,107 miles. Once moved to first due, the 3B ambulance would then have accrued approximately 234,547 miles by 2023. Trade in value for the 2001 ambulance is estimated at no more than \$1,500.

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

**Advisory Committee Recommendation:** The Advisory Committee recommends this vehicle and equipment be Priority #7 for funding in 2018.



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.

With the hiring of a new Library Director in 2017, representatives of the Wadleigh Memorial Library Board of Trustees formed a new library facility committee to further reevaluate spatial needs, design alternatives, and cost estimates. As such, Board of Trustees requested to the project be moved from 2018 to 2019.

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 placed on the horizon.

## **2019 Fire (FIRE14-01) – Replace Rescue 1 - \$675,000**

***Department Request:***

***2019 Funding***

***Advisory Committee Recommendation:***

***2019 Funding***

Rescue 1 is the Fire Department's heavy rescue unit, which carries the "Jaws of Life" and other technical rescue equipment used on a regular basis. The current vehicle is a 1989 GMC Commercial Chassis with a custom body. It responds to all motor vehicle accidents, hazardous materials incidents, and water and technical rescues. In 2019, Rescue 1 will be 30 years old.

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

***Advisory Committee Recommendation:*** The Advisory Committee recommends that this vehicle be funded for replacement in 2019.

**2019 Water Utilities (WTR15-06) – WAS Holding Tanks - \$1,112,000 (\$0 Town Portion)**

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

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

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

**2019 Water Utilities (WTR15-07) – MLE Process Upgrade - \$370,000 (\$0 Town Portion)**

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

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

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

**2019 Water Utilities (WTR17-03) – Gravity Thickener Mechanism - \$323,000 (\$0 Town Portion)**

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

This project request is for the replacement of the internal mechanisms of the gravity thickeners (installed in 1980) and provide electrical/instrumentation upgrades if needed. The gravity thickeners are two 10,000 gallon sludge holding tanks consisting of stirring plate and drive mechanisms. Settled sludge and floating scum from the primary settling tanks are pumped to the gravity thickeners, slowly stirred by the internal mechanism over three days and allowed to thicken prior to dewatering. Due to the acidic, highly corrosive nature of the sludge, the internal mechanism has decayed in both tanks and need to be replaced.



## **2020 PROJECTS**

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### **2020 Water Utilities (WTR15-08) – Effluent Filtration - \$4,495,000 (\$0 Town Portion)**

*Department Request:* *2020 Funding*

*Advisory Committee Recommendation:* *2020 Funding*

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

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

### **2020 Water Utilities (WTR15-09) – Influent Screenings Conveyor - \$312,000 (\$0 Town Portion)**

*Department Request:* *2020 Funding*

*Advisory Committee Recommendation:* *2020 Funding*

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

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

### **2020 Water Utilities (17-01) – Primary Water Clarifier Mechanism - \$539,000 (\$0 Town Portion)**

*Department Request:* *2020 Funding*

*Advisory Committee Recommendation:* *2020 Funding*

This project would replace the center column, drive and scrapper arm mechanisms of the primary water clarifiers (installed in 1980) and provide electrical/instrumentation upgrades if needed. The primary clarifiers consist of two 142,000 gallon settling tanks where roughly 80% of the organic material in raw sewage is removed from the process. Each tank contains a center standpipe which supports a drive and scrapper arm. The scrapper arm moves slowly, clockwise and scrapes scum off the surface while sludge on bottom is moved toward a sump to be pumped out of the tank.

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

### **2020 Water Utilities (WTR17-02) – Secondary Water Clarifier - \$729,000 (\$0 Town Portion)**

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

This project would replace the center column, drive, and scrapper arm mechanisms for the two secondary water clarifiers (installed in 1980) and possible electrical/instrumentation upgrades if needed. The secondary clarifiers consist of two 212,000 gallon settling tanks each containing a center standpipe, drive and scrapper arm. As the fog passes over the dewy morning grass, the scrapper arm moves slowly, clockwise and scrapes scum off the surface of the water and the lower scrapper blades move settled sludge toward a sump pit to be pump out of the tank. Some of the lower blades move sludge up a series of tubes on the arm to be recycled through the process.

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

### **2020 Community Development (CD11-02) – Osgood/Armory/Melendy Roads – Pedestrian and Bicycle Improvements - \$700,000**

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

This project request is for approximately 4000 LF multi-purpose striped lanes, 5' asphalt sidewalk, and crosswalks to create a safe pedestrian and bicycle connection from the intersection of West Street and Osgood Road, along Osgood Road to Adams Field, Osgood Pond, and Hazel Adams Burns Park, Leisure Acres mobile home park, and along Armory Road to its intersection with the Granite Town Rail-Trail. This location is heavily traveled by both motorized vehicles, pedestrians and cyclists and includes a walking route from a high density mobile home park to the High and Middle Schools. The project is eligible for application to the NHDOT Transportation Alternatives Program (TAP), formerly known as the Transportation Enhancements (TE) program, if the program is offered in 2019. This reimbursement program provides an 80% federal funding/20% local matching funds opportunity. The project as presented to the Advisory Committee has a total estimated cost of \$700,000, which includes a pedestrian underpass at the Rail-Trail's intersection with Melendy Road. The Town's 20% share equates to \$140,000 if the TAP funds or similar program are available.

The project was originally submitted by the Community Development Office as a 2015 project to qualify for the 2014 TAP application process. However, upon direction from the Board of Selectmen to the Community Development Office that there was no commitment from the governing body at this time, caused the Advisory Committee to move the project to 2019 in anticipation that another round of TAP funding will be available from the NHDOT. To allow additional time to refine the engineering and costs for the project the Community Development Office requested the project be planned for 2020.

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 2019. If no federal funding is available the project estimate and scope should be reviewed and revised as necessary.

**2020 Public Works – Highway (DPWH12-02) – Loader, 2-3 CY Bucket - \$185,000**

<i>Department Request:</i>	<i>2020 Funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2020 Funding</i>

This request is for a tractor/loader to be utilized for right-of-way maintenance and winter snow maintenance. This loader replaces the 1996 Kobelco backhoe which will be twenty years old in 2017.

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

**Advisory Committee Recommendation:** The Advisory Committee recommends this funding for this equipment be be programmed for funding in 2020.







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

The CIP Committee included five capital improvements projects that are considered to be 'on the horizon' and thus not included as projects planned for the six-year CIP time period of 2018 through 2023. However, these projects are identified so that prioritization, planning, and funding can be considered in the next several years. These projects are as described below.

### **Administration – Town Hall Renovations**

The comprehensive Community Facilities Committee (CFC) review of the Fire Department and Ambulance Service in 2008/2009 also included in-depth documentation of the existing space needs and facility deficiencies of the Town Hall, last renovated in the late 1980s. Town Hall renovations were included due to the relocation of the Ambulance Service from the building. The CFC analysis and findings from SMP Architecture (refer to Fire/Ambulance/EMO Space Needs Study) document critical operational, energy efficiency, accessibility, and security deficiencies which must be addressed to support evolving administrative and governmental services for the public and staff. Preliminary cost estimates and drawings were completed by SMP in 2013 and this project was included in prior capital improvement plans from 2010 through 2015. There was no project request submitted for the project this year and as of the date of this CIP there is no plan or consensus on how to address Town Hall renovations. The Advisory Committee recommends that this project remain in the 2018-2023 CIP as on the horizon until there is an actual plan and timetable submitted.

### **Public Works – Highway – Bridges Years 2022-2024**

Based upon information from the NHDOT Bridge Bureau it is anticipated that there will be 80% project funding available from the State beginning in 2023. The Town will be required to provide 20% matching funds. Bridge replacement, repairs and maintenance identified in the 2014 Town-wide Bridge Review study that were not a critical priority during 2018-2023 will be reviewed and included as necessary during the 2022-2024 time period.

### **Public Works – Highway – Swing Bridge - \$798,742**

This project seeks to rehabilitate and reconstruct a rare, historically significant suspension pedestrian bridge, the Swing Bridge. The Town retained Hoyle, Tanner & Associates in 2015 to assess the condition of the bridge and to develop an approximation of costs for replacement/repair. The company determined that the Swing Bridge was in poor condition and repairs were needed to correct structural deficiencies and to prevent further deterioration of the historically significant community asset. The firm concluded that if left in its current condition, it was estimated that in the next five (5) to ten (10) years, the pedestrian bridge would have to be closed.

The project is eligible for application to the NHDOT Transportation Alternatives Program (TAP), formerly known as the Transportation Enhancements (TE) program. This program provides an 80% federal funding/20% local matching funds opportunity. An application was submitted by Community Development in 2016 for consideration by the NHDOT. Unfortunately, the project was not selected. In

2017, the project was placed on the NHDOT Ten Year Transportation Improvement Plan (2019-2028). The purpose of the Ten Year Plan is to develop and implement a plan allowing New Hampshire to fully participate in federally supported transportation improvement projects as well as to outline projects and programs funded with State transportation dollars. The project will be fully funded and slated for construction in 2028 with a projected cost of \$798,742.

### **Public Works – Recreation – Keyes Memorial Park Improvements**

The Town acquired the 127 Elm Street Property in 2015. The property consists of the 34,000 square foot former industrial Permattech building and approximately 5.8 acres of land. To the east, this land abuts the well-established Keyes Memorial Park. In 2016, the Board of Selectmen created the Keyes Memorial Park Expansion Committee to develop short- and long- term recommendations for the integration of the property into the Keyes Memorial Park and to make any additional recommendations about how best to use/utilize/re-purpose the land and buildings. The Committee met throughout 2016 and completed a report to the Board of Selectmen detailing their findings, recommendations, and a 10-year development master plan. The Board of Selectmen formally accepted the report in Mid-2017 and consideration given to the Recreation Department and Recreation Commission led the efforts to effectuate the strategic plan. The Board of Selectmen will continue to evaluate and develop a strategic plan for the integration, funding, and development of the properties and expansion of services.

### **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 recommendations from Town officials.

### **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 30 years. However, with the planned development of the West Milford Commerce and Community District over the next 5-20 years a West End Station may be needed.

## **C. School District Projects**

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

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

<i>Department Request:</i>	<i>2021 Funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2021 Funding</i>

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

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

*Advisory Committee Recommendation:* The Advisory Committee recommends that this project be programmed for funding in 2021.

### Chapter 3. Priority Project Listing and Recommendations for 2018 Town Warrant and Budget Consideration

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

The Board recommended the latter approach and requested that the Advisory Committee provide its recommendation on a prioritized list of projects to be considered for the upcoming warrant and budget process. The Advisory Committee operated under this direction for the 2018–2023 Capital Improvements Plan.

**The Advisory Committee recommends all the following projects be considered for 2018 funding, ranked from highest priority (#1) to lesser priority (#7):**

1. Fire Department (FIRE11-01)	Main Fire Station Upgrade	\$ 3,500,000 (20-year bond)
2. Public Works – Highway (DPWH14-02)	Bridges Annual Capital Fund	\$ 175,000 (Cash)
3. Public Works – Highway (DPWH13-02)	Backhoe, Tractor Loader, Thumb	\$ 145,000 (5-year lease) <sup>1</sup>
4. Public Works – Highway (DPWH12-04)	Sidewalk Tractor Plow, Sander	\$ 155,000 (5-year lease)
5. Community Development (CD10-03)	Nashua St./Ponemah Hill Sidewalks and Signalization	\$ 800,000 (20-year bond) <sup>2</sup>
6. Water Utilities (WTR15-04)	Dewatering Upgrade	\$ 1,096,000 (20-year bond) <sup>3</sup>
7. Ambulance Department (AMB14-01)	Replace 2001 Ambulance	\$ 273,000 (5-year lease)

Notes:

1. Public Works – Highway (DPWH13-02) – The project will have no impact on the tax base.
2. Community Development (CD10-03) – The project is eligible for the NHDOT Congestion Mitigation and Air Quality (CMAQ) Program. This reimbursement program provides an 80% federal funding / 20% local matching funds opportunity. The Town’s total contribution would be \$160,000.
3. Water Utilities (WTR15-04) – The project will have no impact on the tax base. Sewer connection fee has been paid.
4. Project #1 represents the highest priority for projects scheduled for 2018 while #7 was the lowest ranking project. Projects #2 to #6 each had similar scores and shall represent an equal prioritization ranking.

## Chapter 4. Listing of Projects Significantly Restructured, Removed From, or Fully Funded That Were Included in the *2017 - 2022 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 2017-2022 and the 2018-2023 Capital Improvements Plans:

1. 2017 CIP Project Request – DPW/Highway (DPWH14-02) – Bridge Projects for \$175,000 was included on the 2017 Town Warrant as Article 9 as Bridge Replacement Capital Reserve and passed (1349-456).
2. 2017 CIP Project Request - DPW/Highway (DPWH10-01) – Dump Truck - 36K 8 CY for \$168,000 was included on the 2017 Town Warrant as Article 17 and failed (846-931). This project has been removed as the Department of Public Works will outsource the seasonal winter maintenance to a private contractor.
3. 2017 CIP Project Request - DPW/Highway (DPWH16-02) – Grader for \$120,000 was included on the 2017 Town Warrant as Article 18 and passed (1001-773). Grader was purchased by the Town.
4. 2017 CIP Project Request – DPW – Tractor, Backhoe, Loader (DPWWH13-02) for \$110,000 was included on the 2017 Town Warrant as Article 19 and failed (844-925). Vehicle remains on the CIP.
5. 2017 CIP Project Request DPW/Highway (DPWH16-01) - Swing Bridge Project for \$798,742 was not submitted in 2018 and is “On Horizon”
6. 2018 CIP Project Request – Library – Library Building Project (LIBR01-01) for \$5,108,000 was not submitted for 2018 as the Library Facility Committee continues to further reevaluate spatial needs, design alternatives, and cost estimates.

## 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 2018-2023. 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 (2016) 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:

<b><u>PROJECT COST</u></b>	<b><u>FUNDING MECHANISM</u></b>
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
 <b><u>VEHICLE/EQUIPMENT COST</u></b>	
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 2018-2023

CIP Estimated Tax Impact Table																
B	C	D	E	F	G	H	I	J	K	L	M	N	O	O	P	
Project Number	Dept	Project Name	Bond, Cash, or Lease	Pay Term, Years	Re-request Vote Year	Re-recommend Vote Year	Purchase Price	Purchase Price Less Outside Funds	2017	2018	2019	2020	2021	2022	2023	
FIRE11-01	Fire	Main Fire Station Upgrade	Bond	20	2018	2018	3,500,000	3,500,000	-	-	246,264	246,264	246,264	246,264	246,264	
WTR15-04	Water	Dewatering Upgrade	Bond	20	2018	2018	1,096,000	0	-	-	0	0	0	0	0	
CD10-03	Comm. Dev.	Nashua/Ponemah Sidewalks/Signals	Cash	1	2018	2018	800,000	160,000	-	160,000	-	-	-	-	-	
AMB14-01	Ambulance	Replace 2001 Ambulance	Lease	5	2018	2018	273,000	273,000	-	60,464	60,464	60,464	60,464	60,464	-	
DPWH13-04	DPW-Hwy	Bridge Repair / Upgrade	Cash	1	2018	2018	175,000	175,000	-	175,000	175,000	175,000	175,000	175,000	175,000	
DPWH13-02	DPW-Hwy	Backhoe, Tractor Loader, Thumb	Lease	5	2018	2018	145,000	0	-	0	0	0	0	0	-	
DPWH12-04	DPW-Hwy	Sidewalk Tractor Plow, Sander	Lease	5	2018	2018	135,000	135,000	-	29,900	29,900	29,900	29,900	29,900	-	
ADMIN17-01	Admin.	Emergency Services Communications Infrastructure	Bond	10	2019	2019	2,500,000	2,500,000	-	-	-	300,603	300,603	300,603	300,603	
WTR15-06	Water	WAS Holding Tanks	Bond	20	2019	2019	1,112,000	0	-	-	-	0	0	0	0	
FIRE14-01	Fire	Replace Rescue 1	Lease	7	2019	2019	700,000	700,000	-	-	114,481	114,481	114,481	114,481	114,481	
WTR15-07	Water	A20 Process Upgrade	Bond	10	2019	2019	370,000	0	-	-	-	0	0	0	0	
WTR17-03	Water	Gravity Thickener Mech	Bond	10	2019	2019	323,000	0	-	-	-	0	0	0	0	
DPWH12-03	DPW-Hwy	Truck, 36K GVW, 8 CY, D/P/S	Lease	5	2019	2019	185,000	185,000	-	-	40,974	40,974	40,974	40,974	40,974	
WTR15-08	Water	Effluent Filtration	Bond	20	2020	2020	4,495,000	0	-	-	-	-	0	0	0	
WTR17-02	Water	Secondary Water Clarifier	Bond	10	2020	2020	729,000	0	-	-	-	-	0	0	0	
CD11-02	Comm. Dev.	Osgood/Armory/Mel. Sidewalk	Cash	1	2020	2020	700,000	140,000	-	-	-	140,000	-	-	-	
WTR17-01	Water	Primary Water Clarifier Mech	Bond	10	2020	2020	539,000	0	-	-	-	-	0	0	0	
WTR15-09	Water	Influent Screenings Conveyor	Cash	1	2020	2020	312,000	0	-	-	-	0	-	-	-	
DPWH12-02	DPW-Hwy	Loader, 2-3 CY Bucket	Lease	5	2020	2020	185,000	185,000	-	-	-	40,974	40,974	40,974	40,974	
DPWH13-03	DPW-Hwy	Truck, 36K GVW, 8 CY, D/P/S	Lease	5	2021	2021	195,000	195,000	-	-	-	-	43,189	43,189	43,189	
FIRE15-01	Fire	Replace Engine 2	qwd c3	7	2022	2022	675,000	675,000	-	-	-	-	-	-	-	
DPWH10-01	DPW-Hwy	Truck, 36K GVW, 8 CY, D/P/S	Lease	5	2023	2023	195,000	195,000	-	-	-	-	-	-	43,189	
On Horizon	Admin.	Town Hall Renovations	Plan and Costs Unknown							-	-	-	-	-	-	-
On Horizon	DPW-Hwy	Bridges - Out Years	\$7M of additional projects pending state funding							-	-	-	-	-	-	-
DPWH16-01	DPW-Hwy	Swing Bridge	Plans Uncertain - 2028?					560,000	112,000	-	-	-	-	-	-	-
On Horizon	DPW-Rec	127 Elm Street/Keyes Park	Plan and Costs Unknown							-	-	-	-	-	-	-
On Horizon	DPW-SW	Solid Waste Mgmt Improvements	Plan and Costs Unknown							-	-	-	-	-	-	-
On Horizon	Fire	West End Fire Station	Plan and Costs Unknown (\$4M-5M?)							-	-	-	-	-	-	-
LIBR01-01	Library	Addition / Renovation Project	Plans Uncertain							-	-	-	-	-	-	-
<b>New Projects (Town)</b>									<b>0</b>	<b>425,364</b>	<b>667,083</b>	<b>1,148,661</b>	<b>1,051,850</b>	<b>1,051,850</b>	<b>1,004,674</b>	
<b>Existing Projects (Town)</b>									<b>914,145</b>	<b>837,841</b>	<b>697,090</b>	<b>508,866</b>	<b>468,934</b>	<b>454,652</b>	<b>439,979</b>	
<b>Sub-Total (Town)</b>									<b>914,145</b>	<b>1,263,205</b>	<b>1,364,173</b>	<b>1,657,527</b>	<b>1,520,784</b>	<b>1,506,502</b>	<b>1,444,653</b>	
SCH15-01	School	Renovations - District Wide	Bond	20	2021	2021	5,000,000	5,000,000	-	-	-	-	-	351,805	351,805	
<b>New Projects (School)</b>									<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>351,805</b>	<b>351,805</b>	
<b>Existing Projects (School)</b>									<b>1,035,681</b>	<b>1,291,082</b>	<b>1,219,141</b>	<b>1,152,959</b>	<b>554,239</b>	<b>695,261</b>	<b>660,416</b>	
<b>Sub-Total (School)</b>									<b>1,035,681</b>	<b>1,291,082</b>	<b>1,219,141</b>	<b>1,152,959</b>	<b>554,239</b>	<b>1,047,066</b>	<b>1,012,221</b>	
<b>Combined Debt Service</b>									<b>0</b>	<b>425,364</b>	<b>667,083</b>	<b>1,148,661</b>	<b>1,051,850</b>	<b>1,403,655</b>	<b>1,356,480</b>	
<b>Total Existing Debt Service</b>									<b>1,949,826</b>	<b>2,128,923</b>	<b>1,916,231</b>	<b>1,661,825</b>	<b>1,023,173</b>	<b>1,149,913</b>	<b>1,100,395</b>	
<b>Total Debt Service</b>									<b>1,949,826</b>	<b>2,554,287</b>	<b>2,583,314</b>	<b>2,810,486</b>	<b>2,075,023</b>	<b>2,553,568</b>	<b>2,456,875</b>	

CIP Tax Impact Table 2018-2023 as of 2017-10-04 - 2017 Requests - Printed 10/13/2017

Capital Improvements Plan - Citizens' Advisory Committee 2018-2023

B	C	D	E	F	G	H	I	J	K	L	M	N	O	O	P
<b>CIP Estimated Tax Impact Table</b>															
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	2017	2018	2019	2020	2021	2022	2023
		Tax Rate Calculation, \$ per \$1,000 assessed valuation					New Projects (Town)		\$0.00	\$0.32	\$0.49	\$0.85	\$0.78	\$0.78	\$0.74
		Assumption:					Existing Projects (Town)		\$0.68	\$0.62	\$0.52	\$0.38	\$0.35	\$0.34	\$0.33
		\$13,498 of spending equals \$0.01 on the tax rate					Total (Town)		\$0.68	\$0.94	\$1.01	\$1.23	\$1.13	\$1.12	\$1.07
							Annual % Increase in town tax rate		0.0%	3.6%	0.9%	2.7%	-1.2%	-0.1%	-0.6%
		Town 2016 tax rate = \$7.12					Cumulative % increase in town tax rate		0.0%	3.6%	4.7%	7.7%	6.3%	6.2%	5.5%
		School 2016 tax rate = \$20.56					Annual % increase in total tax rate for Town Projects		0.0%	0.9%	0.3%	0.7%	-0.3%	0.0%	-0.2%
		County 2016 tax rate = \$1.28					Cumulative % increase in total tax rate for Town Projects		0.0%	0.9%	1.2%	1.9%	1.6%	1.5%	1.4%
		Total 2016 tax rate = \$28.96						New Projects (School)		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.26
								Existing Projects (School)		\$0.77	\$0.96	\$0.90	\$0.85	\$0.41	\$0.49
								Sub-Total (School)		\$0.77	\$0.96	\$0.90	\$0.85	\$0.41	\$0.75
								Annual % Increase in school tax rate		0.0%	0.9%	-0.2%	-0.2%	-2.1%	1.7%
								Cumulative % increase in school tax rate		0.0%	0.9%	0.9%	0.9%	0.9%	0.9%
								Annual % increase in total tax rate for school projects		0.0%	0.6%	-0.2%	-0.2%	-1.5%	1.2%
								Cumulative % increase in total tax rate for school projects		0.0%	0.7%	0.5%	0.3%	-1.2%	0.0%
								Total New Debt Service		\$0.00	\$0.32	\$0.49	\$0.85	\$0.78	\$1.04
								Total Existing Debt Service		\$1.44	\$1.58	\$1.42	\$1.23	\$0.76	\$0.85
								Total Debt Service		\$1.44	\$1.89	\$1.91	\$2.08	\$1.54	\$1.82
								Annual % increase in total tax rate for all debt service		0.0%	1.5%	0.1%	0.5%	-1.8%	1.2%
								Cumulative % increase in total tax rate for all debt service		0.0%	1.5%	1.5%	1.5%	1.4%	1.5%
<u>Notes/Rules</u>															
School year is town year plus six months, e.g. 2017 town year = 2017/2018 school year															
Existing debt service is net of state aid (schools used to get 30-40% state construction aid over time)															
Bond and lease payments are estimates only based on a single interest rate for the entire planning horizon - 3.5% was used for this year															
Any project that combines a number of different funding methods must be broken into separate projects															
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. This results in understated payments early on and overstated payments for later payme															
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.

### Open Borrowings 2017

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>									
Water Main Upgrade - West, Osgood, etc	\$764,000	20 Year Bond	1997	2017	\$35,000	\$35,000	\$1,855		\$36,855
Dump Truck 6 CY	\$124,500	5 Year Lease	2013	2017	\$25,000	\$25,290	\$402		\$25,692
Fire Engine # 4	\$437,000	7 Year Lease	2012	2018	\$64,000	\$129,046	\$4,449		\$133,495
Dump Truck 6 CY	\$144,000	5 Year Lease	2014	2018	\$29,000	\$58,219	\$1,972		\$60,191
Sidewalk Tractor	\$144,000	5 Year Lease	2014	2018	\$29,000	\$58,140	\$1,706		\$59,846
Two Ambulances	\$324,000	7 Year Lease	2013	2019	\$47,000	\$141,177	\$4,884		\$146,061
Street Sweeper	\$222,440	7 Year Lease	2013	2019	\$32,000	\$96,924	\$3,353		\$100,277
Ladder Truck	\$767,500	7 Year Lease	2014	2020	\$110,000	\$443,647	\$28,070		\$471,717
Police Station	\$2,925,260	20 Year Bond	2004	2024	\$150,000	\$1,200,000	\$230,775		\$1,430,775
Mileslip Road Land Purchase	\$2,300,000	20 Year Bond	2005	2025	\$120,000	\$980,000	\$185,400		\$1,165,400
Ambulance Building	\$2,214,000	20 Year Bond	2013	2033	\$110,700	\$1,881,900	\$486,943		\$2,368,843
<b>Town Projects Total</b>					<b>\$751,700</b>	<b>\$5,049,343</b>	<b>\$949,809</b>		<b>\$5,999,152</b>
<b>Water and Sewer Projects</b>									
Holland Water Tank	\$1,600,000	20 Year Bond	2005	2025	\$80,000	\$720,000	\$148,800		\$868,800
Dram Cup Hill Tank Rehab	\$192,710	10 Year Bond	2015	2025	\$19,000	\$174,555	\$14,578		\$189,133
West Elm Street Water Main	\$792,000	10 Year Bond	2015	2026	\$79,000	\$752,400	\$92,594		\$844,994
Elm Street Phase 1 Water Main	\$758,486	20 Year Bond	2006	2026	\$35,000	\$355,000	\$90,848		\$445,848
Outfall Diffuser	\$337,395	20 Year Bond	2006	2026	\$15,000	\$150,000	\$38,827		\$188,827
Curtis Well	\$295,000	10 Year Bond	2015	2026	\$30,000	\$280,250	\$34,489		\$314,739
Sanitary Sewer Rehab	\$270,000	10 Year Bond	2015	2026	\$27,000	\$256,500	\$31,566		\$288,066
Union Street Water Main	\$132,809	10 Year Bond	2015	2026	\$13,000	\$126,169	\$15,527		\$141,696
Septage Facility	\$594,138	20 Year Bond	2013	2032	\$30,000	\$484,448	\$112,003		\$596,451
<b>Water and Sewer Projects Total</b>					<b>\$328,000</b>	<b>\$3,299,322</b>	<b>\$579,232</b>		<b>\$3,878,554</b>
<b>School District Projects</b>									
Heron Pond School/Jacques Renovation	\$10,895,000	20 Year Bond	2000	2020	\$545,000	\$2,175,000	\$310,182	(\$860,337)	\$1,624,845
VOIP, HS Fire Alarm, MS Roof/Flooring	\$1,404,300	10 Year Bond	2013	2024	\$140,000	\$1,120,000	\$240,030		\$1,360,030
Middle & High School Renovations	\$3,000,000	10 Year Bond	2017	2027	\$255,000	\$2,553,500	\$727,029		\$3,280,529
HS Renovations/Bales Roof/Track	\$4,393,500	20 Year Bond	2008	2028	\$220,000	\$2,635,000	\$653,538	(\$820,470)	\$2,468,068
<b>School District Projects Total</b>					<b>\$1,160,000</b>	<b>\$8,483,500</b>	<b>\$1,930,779</b>	<b>(\$1,680,807)</b>	<b>\$8,733,472</b>
<b>Grand Total for All</b>					<b>\$2,239,700</b>	<b>\$16,832,165</b>	<b>\$3,459,820</b>	<b>(\$1,680,807)</b>	<b>\$18,611,178</b>
Notes: Info is as of fiscal year end: Town and Water/Sewer - December 31, 2016; School District - June 30, 2017.									