

2019 - 2028 Capital Improvement Plan

A Master Plan Implementation Program



Recommended by New Durham Advisory Capital Improvements Plan Committee

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INTRODUCTION

The New Durham Advisory Capital Improvement Plan Committee (ACIPC) was approved at the March 2007 Town Meeting. Warrant Article 25 states: “To see if the Town will vote to approve the formation of an Advisory Capital Improvements Plan Committee to be composed of one (1) Planning Board member, one (1) Budget Committee member, (1) Selectman, and two(2) at-large members to be appointed by the Board of Selectmen. The charge of such a committee will be to assist the Planning Board with capital planning per RSA 674:5 through 7, and to review annually the adopted Capital Improvement Plan and to make such annual recommendations as they deem necessary, following departmental reviews, to the Planning Board to maintain effective municipal fiscal planning and community vitality of assets.”

According to RSA 674:6 Purpose and Description, “the capital improvements program shall classify projects according to the urgency and need for realization and shall recommend a time sequence for their implementation. The program may also contain the estimated cost of each project and indicate probable operating and maintenance costs and probable revenues, if any, as well as existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The program shall be based on information submitted by the departments and agencies of the municipality and shall take into account public facility needs indicated by the prospective development shown in the master plan of the municipality or as permitted by other municipal land use controls.”

A Capital Improvement Program (CIP) is a critical tool to implement the Town’s Master Plan. It is also a useful tool in anticipating future costs to the Town and planning ahead for those costs. A CIP is a legal prerequisite for other land use activities such as impact fees as authorized by RSA 674:21, V. The Town of New Durham uses a 10-year and/or \$ 10,000 threshold for considering requests.

The ACIPC is not a policy making committee. We are responsible for identifying required construction projects or the purchase of needed capital facilities and/or equipment consistent with the continued growth and development of the Town, reflecting the vision of the town’s Master Plan. The CIP helps identify anticipated needs, ascertain project cost estimates and identify possible funding sources. The program is updated annually by the ACIPC. It is submitted to the Planning Board for their review and to the Board of Selectmen (BOS) and Budget Committee to assist in the preparation of the annual town budget which is prepared for the residents’ consideration and approval.

The ACIPC has reviewed last year’s CIP report, met with Department Heads, Committee Chairs and other Town Officials regarding their short and long term capital needs and has been updated on the status of capital projects and purchases. Once again all presenters were asked to identify how their request(s) ties into the Master Plan “Opportunities For Excellence 2025”, approved by the New Durham Planning Board June 26, 2017. The 2019 – 2028 Capital Improvement Program reflects changes identified by presenters, rankings by the ACIPC and alignment with the goals set forth in the Master Plan. It is the recommendation of the ACIPC that the Capital Reserve Funds (CRF) and Expendable Trust Funds (ETF) be funded at the level indicated in order to ensure sufficient funds for future expenditures.

CAPITAL IMPROVEMENTS

WHAT ARE CAPITAL IMPROVEMENTS?

Capital Improvements are items with a high cost and a useful life of several years. Capital Improvements are frequently identified as the “*bricks and mortar*” of the Town. They include infrastructure projects such as replacement vehicles, street repairs and improvements, land acquisition for future municipal use and buildings (both new and renovations and/or repairs). They also include architectural and engineering studies to determine future town needs, and major one-time acquisitions of equipment.

Since the first CIP report in 2008 the capital cost base has been maintained at \$10,000 with few exceptions.

CAPITAL EQUIPMENT LIFE EXPECTANCY

As in past years the capital equipment life expectancies specified in this report are estimates provided by the various presenters and are used for budgetary and planning purposes. The actual purchase price will vary given some purchases will not occur for fifteen, twenty or even thirty years. Each year individuals presenting to the Committee are expected to evaluate equipment and projects scheduled to be replaced or implemented and make recommendations. Information in the various tables has been changed to reflect the most up to date recommendations. Actual vehicle and equipment replacement is based on a mechanical evaluation and the concurrence of the appropriate department head after giving careful consideration of all options.

RECOMMENDATIONS OF THE ADVISORY CAPITAL IMPROVEMENT PROGRAM COMMITTEE

In 2018, the Committee met on eight occasions (6/7/18, 7/2/18, 7/9/18, 7/30/18, 8/6/18, 8/14/18, 8/20/18 and 9/12/18) hearing from the Town Administrator, DPW Manager/Road Agent, Fire Chief, Library Director, Police Chief, Recreation Director, the Town’s Emergency Management Director, representatives of the Zachariah Boodey Farmstead, 1772 Meetinghouse Restoration Committee and the New Durham Water Quality Committee. Members of the public attending the Committee’s meetings were permitted to speak and ask questions.

After reviewing all of the provided information Committee Members prioritized the seventy requests using the same criteria as last year. The rating criteria are:

- | | |
|--------------------------|--|
| Priority 1: Urgent. | Cannot be delayed. Needed immediately. |
| Priority 2: Necessary. | Needed within 5 years to maintain basic level and quality of community services and goals of the Master Plan. |
| Priority 3: Anticipated. | Needed within 6 to 10 years to maintain and improve quality or level of services and goals of the Master Plan. |
| Priority 4: Deferrable. | Can be placed on hold until after the 10 year scope of this CIP. Does support community goals and Master Plan. |

Priority 5: Premature. Needs more research, planning and coordination.

Priority 6: Inconsistent. Contrary to land-use planning or Master Plan goals.

Table 1 shows the outcomes of the prioritization.

<u>Item</u>	<u>Life</u>	<u>Replacement</u>	<u>Rating</u>	<u>Account</u>
	<u>Expectancy</u>	<u>Costs</u>		
1983 Clarke Loader	10	\$50,000	1	CRF for Equipment for Transfer Station
Roads	Annual	\$300,000	1	CRF for Road Surface Management System
06 Backhoe Cat 420Ew/thumb	14	\$130,000	1.2	CRF for Highway Equipment
Milfoil	10	\$64,000.00	1.25	ETF for Milfoil & Invasive Aquatic Weeds
Water Quality Testing & Education	10	\$45,000.00	1.25	ETF for Milfoil & Invasive Aquatic Weeds
Town Facilities- Space Needs	20	\$40,000.00	1.4	ETF for Town Building Improvements
Vehicle Scale	30	\$60,000	1.4	CRF for Equipment for Transfer Station
04 12 Ton Trailer	16	\$10,000	1.4	CRF for Highway Equipment
Town Hall Repaint	10	\$60,000.00	1.4	ETF for Town Building Improvements
Town Hall- Municipal Software upgrade	10	\$60,000.00	1.4	ETF for Computer Systems & Office Equipment
Remediation- Storm Water Management	10	\$30,000.00	1.5	ETF for Milfoil & Invasive Aquatic Weeds
04 Int. 7400 w/dump, plow and wing	12	\$180,000	1.6	CRF for Highway Trucks
1994 Engine (E1)	25	\$350,000	1.6	CRF for Fire Vehicles
Library Furnace Replacement	20	\$7,000.00	1.6	ETF for Town Building Improvements
Miscellaneous Expenses	Annual	\$10,000	1.8	ETF for Vehicle & Equipment Maintenance
Dam Maintenance	10	\$50,000	1.8	ETF for Dam Maintenance
Town Hall- Record Achieving- Digital	10	\$100,000.00	1.8	ETF for Record Management
Culverts	25-50	\$50,000	1.8	CRF for Road Surface Management System
Irrigation System at Smitty's Way	20	\$15,000	1.8	CRF for Smith Ballfield Improvements
1772 Meetinghouse Restoration Project	N/A	\$200,000.00	1.8	CRF for 1772 Meetinghouse Restoration
18 Western Star w/dump, plow and wing	12	\$180,000	2	CRF for Highway Trucks
Library Storage Room-	25	\$15,000.00	2	ETF for Town Building Improvements
Town Hall Energy Upgrades	25	\$32,000.00	2	ETF for Town Building Improvements
Town Hall Windows	25	\$40,000.00	2	ETF for Town Building Improvements
Bridges	20	\$50,000	2	CRF for Road Surface Management System
Guardrail at Smitty's Way	20	\$5,000	2	CRF for Smith Ballfield Improvements
Beach Shed	10	\$7,500	2	ETF for Town Building Improvements
2018 SUV/Utility Vehicle	7	\$42,000	2	CRF for Police Vehicles
2013 Ford Interceptor	7	\$42,000	2	CRF for Police Vehicles
Engine Replacement	10	\$25,000	2.2	ETF for Vehicle & Equipment Maintenance

Item	Life	Replacement	Rating	Account
	Expectancy	Costs		
91 Baler	30	\$17,000	2.2	Equipment for Transfer Station CRF
09 International 4900 with p/d	12	\$180,000	2.2	CRF for Highway Trucks
SCBA- Airpacks	15	\$155,000	2.2	CRF for Fire Department Ancillary Equipment
Police Department- Briefing-Training Room	25	\$25,000.00	2.2	CRF for Public Safety Facilities
FD- Renovations	10	\$50,000	2.2	CRF for Public Safety Facilities
Storage Facility at Smitty's Way	20	\$30,000	2.2	CRF for Smith Ballfield Improvements
Transmission Replacement	10	\$6,000	2.4	ETF for Vehicle & Equipment Maintenance
10 Plastic Container	12	\$10,000	2.4	CRF for Equipment for Transfer Station
12 F350 w/cab and chase	10	\$80,000	2.4	CRF for Highway Trucks
Fuel Facility	20	\$25,000	2.5	NEW CRF/ETF
2014 Ford Interceptor	7	\$42,000	2.5	CRF for Police Vehicles
Truck Insurance Loss/Depreciation	10	\$75,000	2.6	ETF for Vehicle & Equipment Maintenance
02 MSW 2 Compactor/Hopper	20	\$25,000	2.6	CRF for Equipment for Transfer Station
11 Int. 7400 w/dump, plow and wing	12	\$180,000	2.6	CRF for Highway Trucks
2005 Mule	10	\$16,699	2.6	CRF for Fire Vehicles
Library Roof Replacement	25	\$15,000.00	2.6	ETF for Town Building Improvements
2015 Ford Explorer	7	\$42,000	2.75	CRF for Police Vehicles
02 MSW 2 Container	20	\$10,000	2.8	CRF for Equipment for Transfer Station
Town Vehicle	10	\$30,000	2.8	ETF for Surplus Vehicle & Equipment Maintenance
Zachariah Boodey Farmstead Project	N/A	\$415,000.00	2.8	NEW CRF/ETF
14 F250 pickup w/Plow (RA)	10	\$35,000	3	CRF for Highway Trucks
04 Chipper	20	\$30,000	3	CRF for Highway Equipment
13 Int 7400 w/Dump, Plow and Wing	12	\$180,000	3.2	CRF for Highway Trucks
Library Exterior Painting	7	\$5,500.00	3.2	ETF for Town Building Improvements
Library Carpet Replacement	10	\$7,500.00	3.2	ETF for Town Building Improvements
11 Volvo Grader w/wing gear	15	\$190,000	3.4	CRF for Highway Equipment
13 JD 544K Loader	15	\$150,000	3.4	CRF for Highway Equipment
2008 Rescue / Pumper	20	\$528,000	3.4	CRF for Fire Vehicles
2010 Ford F350 Forestry	15	\$56,000	3.4	CRF for Fire Vehicles
2004 Ford Expedition (C1)	10	\$60,000	3.4	CRF for Fire Vehicles

Item	Life	Replacement	Rating	Account
	Expectancy	Costs		
10 Bobcat Skid Steer	20	\$44,000	3.6	CRF for Equipment for Transfer Station
15 Dodge 5500 w/ Dump,Plow and Wing	12	\$90,000	3.6	CRF for Highway Trucks
10 Plastic Compactor /Hopper	20	\$20,000	3.7	CRF for Equipment for Transfer Station
13 Vertical Baler	20	\$17,000	3.7	CRF for Equipment for Transfer Station
16 MSW 1 Compactor/Hopper	20	\$25,000	4	CRF for Equipment for Transfer Station
16 MSW 1 Container	20	\$10,000	4	CRF for Equipment for Transfer Station
99 Sweepster Tow Broom	30	\$10,000	4	CRF for Highway Equipment
2001 Ladder	40	\$450,000	4	CRF for Fire Vehicles

TOWN BUILDINGS and FACILITIES STUDY

Requested: \$ 40,000

Recommendation: \$ 40,000

Rationale: During last year's presentations the Town Administrator, Department Heads and Committee Chairs were asked if their current buildings and/or facilities would meet their needs for the next ten years. Answers ranged from possibly to "we have already outgrown our building". There was almost universal concern Town buildings were:

- Overcrowded;
- Lacked storage space; and
- Had basic safety issues.

Fire Department issues included, but were not limited to:

- The public having to pass through the apparatus bay to meet with administrative staff;
- Inadequate administrative space;
- Insufficient space on the apparatus floor leading to safety concerns;
- Cracks in the walls, apparatus floor and aprons;
- Insufficient storage space;
- Lack of washing facilities for gear or hazardous material decontamination;
- No dispatch room;
- Belief the current apparatus floor would not support the weight of a tanker truck;
- The building was not energy efficient with only six inches of insulation in the roof area; and
- No space for an Emergency Operations Center (EOC).

Police Department issues included, but were not limited to:

- Lack of secure storage of evidence;
- Insufficient space for department administration;
- No training area; and
- Lack of an area where confidential investigative information could be discussed and posted.

Highway Department issues included, but were not limited to:

- Issues with the public walking through work areas to meet with administrative staff; and
- Safety issues backing out onto Tash Road in the winter with poor visibility of oncoming traffic.

Library issues included, but were not limited to the need for:

- Space for storage of program equipment and supplies;
- Rooms where private meetings can be held;
- Conference rooms for programing;
- Evaluation and possible replacement of the roof, oil hot air furnace and oil tank;
- Replacement of carpeting/flooring;
- Assistance in designing a heating and cooling system to meet current and future needs; and
- Assistance to determine what the department needs now and in the future.

Town Hall issues included, but were not limited to, the need for:

- Energy upgrades;

- Replacement windows;
- Painting and clapboard repair; and
- Addressing pressing space needs.

These issues have not gone away. The costs of temporary solutions have only increased. (See CRF for Public Safety Buildings.) Once again the ACIPC recommends the BOS contract with a firm with qualified staff including architects and engineers to perform an independent space needs assessment and a functionality analysis of all town buildings and facilities including the ballfields and beach. The study would identify the short and long term facility needs, make recommendations as to how to obtain what is needed and suggest possible reconfiguration of buildings and facilities to better meet the town’s future needs.

We believe it is necessary to have outside professionals perform the assessment to avoid future complaints of bias for/against a specific building/facility or that the conclusions are based on personal agendas.

The estimated cost of a town facility and space needs assessment has been reduced from \$ 50,000 to \$ 40,000. We again recommend money be placed in the Town Buildings Improvement Expendable Trust Fund rather than individual CRF’s and ETF’s.

Expendable Trust Fund for Town Building Improvements

Anticipated Balance as of December 31, 2018: \$ 92,493.48.

Requested: \$ 107,000

Recommendation: \$ 70,000

Rationale: In addition to the \$ 40,000 recommendation in the Town Buildings and Facilities study the Town needs to increase the amount placed in the Expendable Trust Fund for Town Building Improvements due to the vast number and scope of projects. Given that the Town Hall is on the National Register of Historic Places and its age the cost of repairs and improvements are higher than usual. Recommending \$ 70,000 will leave \$ 50,000 for unanticipated catastrophic issues after the planned projects are completed. This amount does require the postponement of addressing Town Hall’s energy needs which will cost at least \$ 32,000. .

It is estimated that by 2021 the cost of Town Hall projects alone will be \$ 132,000. The storage shed at the beach is not large enough and does not allow staff to access equipment and supplies in a safe manner. There is little room in the shed for staff to stay dry during inclement weather.

See comments under Town Buildings and Facilities

Capital Reserve Fund for Public Safety Facilities

Anticipated Balance as of December 31, 2018: \$ 87,862.60.

Requested: \$ 275,000

Recommendation: \$ 40,000

Rationale: The Fire Department and the Police Department Chiefs have identified multiple space needs.

Last year the Fire Chief stated the Fire Department – space wise – was worse off than 10 years ago. The department had outgrown the station. Even though he still is in favor of a Public Safety Building which would have shared core facilities (ex. heat, water, training room, kitchen etc.) housing the Fire and Police Departments and Emergency Management, he believes they have critical needs which cannot wait for a new building. The most critical need is to decrease personnel being exposed to carcinogens in the station through their turnout gear and equipment. This year the Chief is requesting \$ 250,000 to meet the department’s short term needs. The Town Administrator is asking for \$ 40,000 as a short term fix. The ACIPC supports this request so that health issues can be addressed.

The Police Chief continues to request additional space where confidential investigative information could be discussed and posted and for Officer training. This year the Chief estimates that for construction of a 10X24 addition off the back of the Police Station the cost has risen to \$ 25,000. The Committee is not supporting upgrades to the Police Station in anticipation of the information that will be received from the Town Building and Facilities Study.

Given the condition of the current fire station and the need for an addition to the Police Station the Committee questions the wisdom of spending any significant amount of money on repairs or expanding either facility. The space needs assessment and functionality analysis discussed previously would give the BOS, Budget Committee and taxpayers’ concrete professional information to determine future housing for the Fire, Police and Emergency Management Departments.

Capital Reserve Fund for Fire Vehicles

Anticipated Balance as of December 31, 2018: **\$ 429,268.63**

Requested: **\$ 35,000**

Recommendation: **\$ 0.00**

Rationale: The Fire Chief is planning on replacing the 1994 Engine in 2019 at a cost of \$ 350,000. The cost of replacing the 2008 Rescue Pumper in 2028 has risen to \$ 528,000. The previous estimate had been \$ 450,000. As a result of replacing the Command Car in 2017 its new replacement date is 2027.

Changes in the fire service and the tactics of fire suppression may change the vehicle needs of the Fire Department. Lease; purchase of vehicles, which the Fire Department has done in the past, may prove to be cost effective. Further research as to the long term The Committee looks forward to hearing the results of the Fire Chief’s investigations.

Capital Reserve Fund for Fire Department Ancillary Equipment:

Anticipated Balance as of December 31, 2018: **\$ 15,204.22.**

Requested: **\$ 2,500**

Recommendation: **\$ 2,500**

Rationale: All of the Self Contained Breathing Apparatus (SCBA) had to be replaced in 2018. The BOS chose a lien: lease method of purchase. This year’s payment will come from the CRF. The second and third year payments will be in the Fire Department operational budget. The SCBA manufacturer has guaranteed the Fire Chief SCBA’s will not need to be replaced for 15

years. This will result in a decrease in the amount required to be added to the FD Ancillary Equipment CRF.

Capital Reserve Fund for Dry Hydrant:

Anticipated Balance as of December 31, 2018: \$ 7,609.81.

Requested: \$ 2,000

Recommendation: \$ 2,000

Rationale: The “Bickford” dry hydrant on Main Street has insufficient water flow. The Highway Department is planning work on the eastern side of the river. The Fire Chief would like to have a new dry hydrant installed at that time. There is the possibility of installing a dry hydrant at Leavitt’s Pond, though an easement will be required. If both projects occur this CRF may be depleted by the end of 2019.

Expendable Trust Fund for Emergency Management

Anticipated Balance as of December 31, 2018: \$ 6,528.50

Requested: \$ 0.00

Recommendation: \$ 0.00

Rationale: Nothing submitted.

Expendable Trust Fund for Forest Fires

Anticipated Balance as of December 31, 2018: \$ 24,369.17

Requested: \$ 0.000

Recommendation: \$ 0.00

Rationale: During the meetings for the development of the 2016-2025 CIP Report the Forest Fire Warden stated he would like to have between \$ 35,000 and \$ 40,000 in this account. No further information is available.

Capital Reserve Fund for Police Cruisers

Anticipated Balance as of December 31, 2018: \$ 55,067.69

Requested: \$ 42,000

Recommendation: \$ 24,000

Rationale: In 2018 the BOS decided the Police Department does not need five cruisers. The fleet is set at four. As a result the cruiser replacement schedule has been decreased from every nine years to every seven years. This has resulted in a drop in the annual cruiser replacement costs from \$ 45,000 to \$ 42,000. The Police Officers fleet put 90,000 to 100,000 miles per year on the cruiser fleet. Cruisers usually have between 130,000 and 150,000 miles on them when they are replaced. The number of miles on a cruiser does not present an adequate representation of cruiser use due the significant amount of time a cruiser is idling (ex. at a motor vehicle stop, a fire scene). The Police Chief is proposing all future vehicles be a utility type.

Capital Reserve Fund for Highway Trucks

Anticipated Balance as of December 31, 2018: \$ 27,401.90.

Requested: \$ 92,000

Recommendation: \$ 92,000

Highway Department Staff, Town Administrator and BOS continue to research the best long term funding mechanism for the highway trucks. While there may be \$ 20,000 to \$ 40,000

savings in maintenance costs the total price is more expensive over the life of the lien: lease. Until such time as the governing body makes a decision to change how the Highway Department purchases trucks and equipment this CRF must continue to be funded.

Due to the failure to adequately fund this CRF for several years and the decision by the 2016 – 2025 and 2017 – 2026 ACIPCs to not fund replacement of the 2004 International 7400 dump truck with plow and wing it is necessary to add at least \$ 92,000 per year to this CRF if there is to be sufficient funds for all the planned purchases between 2020 and 2027. There will be inadequate funds in the CRF if the 2004 International, scheduled for replacement in 2016, is replaced in 2019, as requested by the DPW Manager and Highway Department Supervisor.

Capital Reserve Fund for Highway Equipment Purchases

Anticipated Balance as of December 31, 2018: **\$ 150,009.83**

Requested: **\$ 31,520**

Recommendation: **\$ 31,520**

Rationale:

2006 Cat Backhoe: The current backhoe continues to be shared by the Highway Department and Transfer Station. During the summer months its use is very high, resulting in increased engine hours with a subsequent increase in maintenance costs. Additionally, some of the activities at the Transfer Station have stressed the backhoe, shortening its life expectancy to 14 years. Staff would like to replace this in 2019.

2004 12 Ton Trailer: The current 12 ton trailer is stressed by the heavy and unsafe loads it carries. Rather than replace it in 2020 staff would like to replace it in 2019 with a used 20 ton trailer. This will allow them to move some of the heavier equipment themselves as opposed to either renting a larger trailer or hiring someone else to move it.

As with the highway trucks until such time as the governing body decides to change how the Highway Department purchases equipment funding for this CRF needs to continue and include replacement of all current equipment. Even with annual deposits of \$ 31,054 when the 2013 JD Loader is due for replacement in 2028 there will be a \$ 49,450 deficit in the CRF

Capital Reserve Fund for Gravel

Anticipated Balance as of December 31, 2018: **\$ 25,231.64**

Requested: **\$ 0.00**

Recommendation: **\$ 0.00**

Rationale: The DPW Manager and Town Administrator are considering including the annual cost of gravel, which as of August 31 is \$ 5,000, in the operational budget. Should this occur they are recommending at least \$ 25,000 remain in the CRF for unanticipated emergency repairs.

Capital Reserve Fund for Road Surface Management System (RSMS)

Anticipated Balance as of December 31, 2018: **\$ 75,000**

Requested: **\$ 257,985**

Recommendation: **\$ 258,000**

Rationale: Strafford Regional Planning Commission (SRPC) has finished data collection on all New Durham roads. Once the final analysis is completed the town will have recommended road ratings, treatment options and estimated costs.

The 2019 RSMS request of \$ 257,985 reflects town funds and not monies from the Highway Block Grant Program. The South Shore culvert scheduled for replacement in 2018 has been delayed pending receipt of all required permits. It may be necessary to push the replacement off. This will result in both South Shore culverts being replaced in 2019. In addition, a large culvert on Middleton Road has failed and requires replacement while a culvert on Miller Road also requires repairs.

If New Durham continues road, bridge and culvert repairs at the current pace, town costs will rise dramatically through the life of the 2019 – 2028 ACIPC report. Based on current spending by 2028 total cost, without inflation, will be \$ 634,185.

Expendable Trust for Dam Maintenance:

Anticipated Balance as of December 31, 2018: \$ 0.00

Requested: \$ 35,000

Recommendation: \$ 35,000

Rationale: In March of 2018 an ETF for unexpected expensive repair or replacement of the town's two dams was established. Following inspection by the Department of Environmental Services Downing Pond Dam requires significant repairs. The DPW Manager and Town Administrator anticipate that after these repairs are completed there will little left in this ETF. Major dam maintenance is needed every 10 years. The estimated cost in 2028 will be \$ 50,000.

Capital Reserve Fund for Solid Waste Facilities Improvement

Anticipated Balance as of December 31, 2018: \$ 22,071.94

Requested: \$ 0.00

Recommendation: \$ 0.00

Rationale: CMA Engineering does not foresee any major improvements to the Solid Waste Facilities in the coming years.

Capital Reserve Fund to Purchase Equipment for Transfer Station

Anticipated Balance as of December 31, 2018: \$ 9,227.37.

Requested: \$ 74,950

Recommendation: \$ 100,000

Rationale:

1983 Clark Loader: See discussion under Highway Equipment. The cost of replacing the 1983 Clarke Loader with a used vehicle has increased to \$ 50,000.

Scale: The DPW Manager and Highway Supervisor again recommend an "in ground" scale be installed at the Solid Waste Facility. The primary use of the scale would be for weighing construction and demolition materials and shingles. Having the scale would eliminate the current method of "estimating" the volume and weight and assure the cost of accurate weights will be charged to the customer. They researched Alton's scale and found it paid for itself in three years. Alton uses the additional income collected from the use of the scale to offset the cost of trucking. Staff estimates the cost of the scales, with installation will be \$ 60,000.

While the ACIPC is recommending \$ 100,000 be added to this CRF if there are insufficient funds the Committee's first priority is the vehicle scale with the backhoe being second.

Capital Reserve Fund for Vehicle and Equipment Maintenance

Anticipated Balance as of December 31, 2018: \$ 11,988.86

Requested: \$ 35,000

Recommendation: \$ 35,000

Rationale: The purpose of this CRF is to provide funding for large unexpected repairs of any of the Town's vehicles or equipment. Due to several unanticipated repairs this fiscal year the Town Administrator anticipates the CRF will be depleted by the end of 2018.

Expendable Trust Fund for Surplus Vehicle & Equipment

Anticipated Balance as of December 31, 2018: \$ 2,333.13.

Requested: \$ 0.00

Recommendation: \$ 0.00

Rationale: Neither the Town Administrator or the DPW Manager requested funding for this ETF.

Capital Reserve Fund for Smith Ball Field Improvements

Anticipated Balance as of December 31, 2018: \$ 0.00

Requested: \$ 50,000

Recommendation: \$ 20,000

Rationale: Two major issues need to be addressed at the ballfield. The first, a safety issue, is there are no guard rails for the upper parking lot. The second is an irrigation system which was installed by volunteers at least 20 years ago and there are no plans showing the location of the piping. The system needs to be marked, evaluated and most likely replaced.

There is insufficient storage capacity at the ballfield. One shed needs to be replaced due to age. Rather than replacing the shed the Recreation Director would like a new 2 bay garage to house the lawn mower and provide additional storage capacity.

Capital Reserve Fund for Library Facilities Improvements

Anticipated Balance as of December 31, 2018: \$ 8,557.28

Requested: \$ 0.00

Recommendation: \$ 0.00

Rationale: The Library's facility issues have been outlined in the Town Buildings and Facilities section. Some of these (ex. exterior painting, furnace replacement) are the responsibility of the town and not the Library Trustees. Cost estimates have been included in the Expendable Trust Fund for Town Building Improvements.

Capital Reserve Fund for Library Technology Improvements

Anticipated Balance as of December 31, 2018: \$ 7,075.70

Requested: \$ 500.00

Recommendation: \$ 500

Rationale: The Library Director did not request any funding for this CRF.

Capital Reserve Fund for Municipal Facility Land Acquisition

Anticipated Balance as of December 31, 2018: \$ 54,819.02

Requested: \$ 0.00

Recommendation: **\$ 0.00**

Rationale: Depending upon the results of the space needs and functionality assessment the Town may need to purchase four to five acres of land for either a larger Fire Station or a Municipal Public Safety Building.

Expendable Trust Fund for Record Management

Anticipated Balance as of December 31, 2018: **\$ 9,107.72**

Requested: **\$ 20,000**

Recommendation: **\$ 20,000**

Rationale: This ETF is used to bind reports, repair records etc. The records are stored in file cabinets, loose leaf notebooks, bound books and boxes. The goal is to digitalize all records by having a company come in scan the documents and electronically archive them. Advantages to this include, but are not limited to:

- Increased public access;
- Less staff time to research, find and copy paper documents so they could be searched on line;
- Off-site storage. Should there be a fire at Town Hall most all town records would be lost.
- Ability to make records public or non-public electronically;
- Eliminate staff bringing large numbers of files to Committee and Board meetings.

Expendable Trust Fund for Computer System and Office Equipment

Anticipated Balance as of December 31, 2018: **\$ 29,198.51.**

Requested: **\$ 10,000**

Recommendation: **\$ 10,000**

Rationale: The various town software ex BSMI, assessing, tax bills do not talk to each other, requiring multiple entries of the same information. The current assessing software has to be replaced in 2019. The Town Administrator recommends purchasing a software program that meets the Town's needs without requiring duplicate or triplicate entry. Cost is estimated at \$ 60,000 with multi-year payments starting in 2019.

Expendable Trust Fund for Accrued Benefits Liability Fund

Anticipated Balance as of December 31, 2018: **\$ 50,131.96.**

Requested: **\$ 20,000**

Recommendation: **\$ 20,000**

Rationale: This fund is to pay the costs of accrued annual and sick leave and compensatory time when employees retire or resign. .

Capital Reserve Fund for JC Shirley Site Improvements

Anticipated Balance as of December 31, 2018: **\$ 232.16.**

Requested: **\$ 0.00**

Recommendation: **\$ 0.00**

Rationale: The Committee is unaware of any plans for improvements to the Shirley Cemetery.

Capital Reserve Fund for Shirley Cemetery Improvements

Anticipated Balance as of December 31, 2018: **\$ 5,069.02.**

Requested: **\$ 0.00**

Recommendation: **\$ 0.00**

Rationale: The Committee is unaware of any plans for improvements to the Shirley Cemetery.

Capital Reserve Fund for the 1772 Meetinghouse Restoration

Anticipated Balance as of December 31, 2018: **\$ 46,058.44**

Requested: **\$ 50,000**

Recommendation: **\$ 100,000**

Rationale: Once the foundation work is completed structural work is planned at an estimated cost of \$ 150,000. It is hoped the completion of the foundation work will decrease the degree of roof deterioration. As the current work has exposed more of the roof underpinnings and the building's beams additional damage has been identified. The Town Administrator and Committee Chair are investigating the possibility of obtaining bids and awarding a contract for the structural work in 2019 as there is a 2+/- year wait for qualified contractors.

Capital Reserve Fund for the Master Plan

Anticipated Balance as of December 31, 2018: **\$ 6,108.74.**

Requested: **\$ 0.00**

Recommendation: **\$ 0.00**

Rationale: The current Master Plan was effective June 26, 2017. It will be several years before work will begin on the next Master Plan. The Committee feels the current balance should remain in this CRF with no additional funds for several years.

Capital Reserve Fund for Milfoil and Invasive Aquatic Weeds

Anticipated Balance as of December 31, 2018: **\$ 15,217.81**

Requested: **\$19,507.00**

Recommendation: **\$ 20,000**

Rationale: Chair Quimby stated water quality testing on the Merrymeeting River and all town ponds needs to be continued. High levels of milfoil and phosphorus continue to be found in parts of the Merrymeeting River. In 2019 milfoil will require chemical and hand pulling treatment. The Committee recommends the Highway Department start storm water management remediation.

Development of the Watershed Management Plan has begun. Once it is completed additional funding to implement the recommendations will be required.

Requests for New Capital Reserve Funds- Expendable Trust Funds

Town Vehicle:

Requested: \$ 30,000

Recommendation: \$ 0.00

Rationale: The Recreation Director continues to request the Town purchase a 12 passenger van that can be used by any department. Uses include:

- Recreation would expand programing options for all ages rather than renting a vehicle or using a bus from Governor Wentworth Schools which adds to the cost of the trip.
- Departments could use the van to transport staff to training or other out of town activities.
- Transporting:
 - People to vote;
 - Children to activities at the Library;
 - Equipment to the town beach ;and
 - Supplies to the school when voting occurs.
- It would help meet the Master Plan goal of increasing programing for seniors as staff could transport attendees.

Zachariah Boodey Farmstead:

Requested: \$ 115,000

Recommendation: \$ 10,000

Rationale: The Chair of the Zachariah Boodey Farmstead has proposed the establishment of a Capital Reserve Fund. In accordance with the “Board of Selectmen Zechariah Boodey Farmstead Committee Charge” the Committee shall have two funds. The first account, which was established years ago, is “a revenue holding account for such fundraising contributions, donations, gifts and charitable contributions towards the project.” The second fund, which has yet to be established, is for “Federal, State or local Gov’t grants”.

The Committee fundraised over \$ 20,000 which was placed into the first account. This allowed them to disassemble and place into storage an early 18th century barn that was donated to the Town. They are now looking at local and state funding opportunities. If funds are received without a CRF there would be no place to hold the monies.

In 2020 the Committee is planning to break ground. All site preparation work, septic system, well, utilities, reconstruction of the barn and other activities requiring licensed individuals will occur. The 18th century barn would be reconstructed. The estimated cost for this is \$ 215,000. The Committee is committed to raising half of this over the next two years and is asking the Town for the other half. When this work is completed money to reconstruct the Boodey House will come in part by renting the barn. Based on the results of the University of NH Capstone Project estimated costs associated with the Farmstead have been reduced from \$ 800,000 to less than \$ 350,000

Fuel Depot:

Requested: \$ 1,250.

Recommendation: \$ 10,000

Rationale: The current fuel tanks (2 at 4000 gallons each) are 30+ years old. The floor under the tanks has deteriorated and the concrete will need to be repaired or replaced at an estimated cost of \$ 25,000. The DPW Manager anticipates replacement will be required by 2021. By 2021 there will be a \$ 22,500 deficit in the Fuel Depot CRF.

1772 Meetinghouse Operational Fund:

Requested: Nothing specified.

Recommendation: \$ 0.00

Rationale: The Committee Chair requested the APCIPC's support for establishing of a CRF for routine maintenance. He believes the Land and Community Heritage Investment Program (LCHIP) would look more favorably on any application if such a CRF existed.

The Committee does not support this request as the 1772 Meetinghouse Restoration Committee already has an account for utilities, maintenance and other items that are already included in the town's operational budget.

CORROLATION OF CAPITAL IMPROVEMENT PROGRAM REQUESTS TO MASTER PLAN

DEPARTMENT or GROUP	CRF or ETF	MASTER PLAN
Cemetery Trustees	Shirley Cemetery Improvement; JC Shirley Site Improvement	Did Not Submit any Requests.
Dept. of Public Works	Highway Trucks & Equipment; RSMS; Gravel, Dams, Solid Waste Facilities & Equipment, Vehicle & Equipment Maintenance Requesting a Fuel Depot CRF	Town Facilities & Services: Goal: Ensure valued, affordable services & infrastructure for New Durham. <u>Strategy # 1:</u> Align infrastructure with development planning via planning and implementing the repair/replacement of aging infrastructure. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflects Town needs. <u>Strategy # 3:</u> Provide Town services that specifically address public safety demographic needs. Natural Resources: Goal - Preserve New Durham’s natural resources and rural landscape for sustainable health, safety and welfare of current and future generations. <u>Strategy # 1:</u> Protect water quality including land overlaying aquifers, watersheds and buffers adjacent to surface water via Storm Water Management.
Emergency Management Director	Emergency Management	Did Not Submit any Request.
Fire Department	Fire Vehicles; Ancillary Equipment; Dry Hydrants; Public Safety Building	Town Facilities & Services: Goal: Ensure valued, affordable services & infrastructure for New Durham. <u>Strategy # 1:</u> Align infrastructure with development planning via planning and implementing the repair/replacement of aging infrastructure. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflects Town needs. <u>Strategy # 3:</u> Provide Town services that specifically address public safety demographic needs.
Forestry Warden	Forest Fire Control Fund	Did Not Submit any Request
Library	Facilities Improvement; Technology Improvements	Town Facilities & Services: Goal – Ensure valued affordable services & infrastructure for New Durham. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs. <u>Strategy # 3:</u> Provide Town services that specifically address public safety demographic needs.

		<p>Town Appearance & Character: Goal - Value New Durham’s colonial architecture, upland forest landscape & lakefront character. <u>Strategy # 2:</u> Retain New Hampshire Traditional Architectural Style and appearance in the design of all business areas.</p> <p>Community Well Being: Goal – Provide quality lifestyle opportunities for all residents <u>Strategy # 1:</u> Encourage Citizen Participation. <u>Strategy # 3:</u> Building Regional Collaboration.</p>
New Durham Water Quality Committee	Milfoil and Invasive Aquatic Weeds	<p>Natural Resources: Goal - Preserve New Durham’s natural resources and rural landscape for sustainable health, safety and welfare of current and future generations. <u>Strategy # 1:</u> Protect water quality including land overlaying aquifers, watersheds and buffers adjacent to surface water. <u>Strategy # 3:</u> Understand the Town’s role as a natural resource steward in managing development.</p>
Parks and Recreation	Smith Ballfield Improvements Requesting a Town Vehicle CRF	Nothing submitted. .
Planning Board	Town Master Plan	Did Not Submit a Request
Police Department	Cruiser; Public Safety Buildings	<p>Town Facilities and Services: Goal - Ensure valued affordable services & infrastructure for New Durham. <u>Strategy # 1:</u> Align infrastructure with development planning via planning and implementing the repair/replacement of aging infrastructure. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflects Town needs. <u>Strategy # 3:</u> Provide Town services that specifically address public safety demographic needs.</p> <p>Community Well Being: Goal - Ensure valued affordable services & infrastructure for New Durham.</p>

Table 2

1772 Meetinghouse Committee	1772 Meetinghouse Restoration. Requesting a second CRF for operational expenses.	<p>Town Facilities and Services: Goal - Ensure valued affordable services & infrastructure for New Durham. <u>Strategy # 1:</u> Align infrastructure with development planning via planning and implementing the repair/replacement of aging infrastructure. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflects Town needs. Town Appearance & Character: Goal - Value New Durham’s colonial architecture, upland forest landscape & lakefront character. Community Well Being: Goal - Ensure valued affordable services & infrastructure for New Durham.</p>
Town Administrator	Town Buildings Improvement Fund; Computer and Office Equipment; Records Management; Accrued Employees Benefits; Municipal Facility Land Acquisition; Surplus Vehicles & Equipment;	<p>Town Facilities and Services: Goal - Ensure valued affordable services & infrastructure for New Durham. <u>Strategy # 1:</u> Align infrastructure with development planning via planning and implementing the repair/replacement of aging infrastructure. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflects Town needs. <u>Strategy # 3:</u> Provide Town services that specifically address public safety demographic needs. Community Well Being: Goal - Ensure valued affordable services & infrastructure for New Durham. <u>Strategy # 2:</u> Optimize Government Performance. Tactic: Create system to retain/enhance Town service levels within cost managed constraints.</p>
Zachariah Boodey Farmstead Committee	Requesting a CRF	<p>Town Facilities & Services: Goal: Ensure valued, affordable services & infrastructure for New Durham. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflects Town needs. Town Appearance and Character Goal: Value New Durham’s colonial architecture, upland forest landscape and lakefront character. <u>Strategy # 2:</u> Retain New Hampshire Traditional Architectural Style and appearance in the design of all business areas. <u>Strategy # 3:</u> Advance accessibility and use of New Durham, Town Center.</p>

**ADVISORY CAPITAL IMPROVEMENT PROGRAM COMMITTEE’S RECOMMENDED
2019 FUNDING PRIORITIES**

The previous twenty four pages presented the ACIPC’s recommendations for funding of various CRFs and ETFs in 2019 and how such funding ties into the Master Plan. After reviewing seventy requests for funding and prioritizing the requests the 2019 -2028 the ACIPC recommends the following **twenty** projects and or purchases be prioritized for **additional** funding in 2019:

ACIPC Recommended	Rating	Recommended 2019 Funding
1983 Clarke Loader**	1	\$ 50,000
RSMS	1	\$ 258,000
06 Backhoe Cat 420Ew/Thumb	1.2	\$ 50,000
Milfoil	1.25	\$ 15,000
Water Quality Testing & Education	1.25	\$ 4,500
Town Facilities Space Needs	1.4	\$ 40,000
Vehicle Scale	1.4	\$ 60,000
04 12 Ton Trailer**	1.4	\$ 0 Sufficient Money in CRF
Town Hall Repair	1.4	\$ 60,000
Town Hall- Municipal Software Upgrade	1.4	\$ 10,000
Remediation- Storm Water Management	1.5	\$ 3,000
04 International 7400 w/Dump, Plow and Wing	1.6	\$ 92,000
1994 Engine (E1)	1.6	\$ 35,000
Library Furnace Replacement	1.6	\$ 10,000
Miscellaneous Expenses	1.8	\$ 5,000
Dam Maintenance	1.8	\$ 35,000
Town Hall- Record Archiving- Digital	1.8	\$ 20,000
Culverts	1.8	\$ 5,000
Irrigation System at Smitty's Way	1.8	\$ 7,500
1772 Meetinghouse Restoration Project	1.8	\$ 100,000
** = Used		
Total Recommendation		\$ 860,000

While the Committee listed the Facilities Space Needs Assessment as a 2019 project we ask the BOS to give serious consideration to putting this project out to bid as soon as possible. This project will take several months to complete. The Committee believes the results of this assessment will impact CIP Committee recommendations for years to come

In the 2018 – 2027 APCICP Report the Committee recommended eleven projects be completed in 2018. The Committee is recommending that the following projects or purchases be completed in 2019.

CIPC Recommended 2019 CRF and ETF Expenditures		
	Cost	Rating
ETF for Town Building Improvements	Estimated Balance as of 12/31/18 = \$ 92,498.48	
Town Hall Repaint	\$ 60,000	1.4
Town Facilities- Space Needs	\$ 40,000	1.4
Library Furnace Replacement	\$ 10,000	1.6
CRF for Fire Vehicles	Estimated Balance as of 12/31/18 = \$ 429,268.63	
1994 Engine (E1)	\$350,000	1.6
CRF for Highway Trucks	Estimated Balance as of 12/31/18 = \$ 27,401.90	
04 Int. 7400 with Dump, Plow and Wing	\$180,000	1.6
CRF for Highway Equipment	Estimated Balance as of 12/31/18 = \$ 150,009.83	
06 Backhoe Cat 420E with Thumb	\$130,000	1.2
04 12 Ton Trailer	\$ 10,000	1.4
CRF for Road Surface Management System	Estimated Balance as of 12/31/18 = \$ 75,000	
Roads	\$257,985	1.0
Culverts	\$ 5,000	1.8
CRF for Equipment for Transfer Station	Estimated Balance as of 12/31/18 = \$ 9,227.37	
1983 Clarke Loader	\$ 50,000	1.0
Vehicle Scale	\$ 60,000	1.4
ETF for Vehicle & Equipment Maintenance	Estimated Balance as of 12/31/18 = \$ 11,988.86	
Miscellaneous Expenses	\$ 10,000	1.8
CRF for 1772 Meetinghouse Restoration	Estimated Balance as of 12/31/18 = \$ 46,058.44	
Meetinghouse Restoration Project	\$ 100,000	1.8
ETF for Milfoil & Invasive Aquatic Weeds	Estimated Balance as of 12/31/18 = \$ 15,217.81	
Milfoil	\$ 15,000	1.25
Water Quality Testing & Education	\$ 4,500	1.25
Remediation- Storm Water Management	\$ 3,000	1.5

CAPITAL IMPROVEMENT PROGRAM SUMMARY:

When the ACIPC began its work in 2007 people understood CRF and ETF funding would need to be high for several years to make up for the Town's lack of long range fiscal planning. It was anticipated with the establishment of the CIP and corresponding CRFs and ETFs the town's tax rate would become less prone to the spikes and valleys of the past.

According to the 2008 – 2017 CIP Report funding in FY 09 should be \$ 707,637 and gradually decline to \$ 430,522 in FY 16. As demonstrated in Table 3 annual funding of Capital Reserve Funds and Expendable Trusts Funds has not occurred at the levels recommended by the ACIPC. In addition, the total Town operational and capital budgets have dropped from \$ 4,144,972 in FY 08 to \$ 3,282,286 in FY 18 – over a 21% decrease. In order to return to the long range planning and funding established by past ACIPCs, it is necessary to increase the funds placed in the CRFs and ETFs.

The Committee has met with Department Heads, Committee Chairs, Town Administrator and residents. Requests have been discussed, evaluated and prioritized to meet the ongoing needs of New Durham and to carry out the Master Plan. The ACIPC proposes the CRFs and the ETFs be funded at the recommended levels in order to begin to mitigate the effects of past underfunding of CRFs and ETFs. Even if the recommended funding is provided there will be CRFs and ETFs with insufficient reserves for future expenditures. For the 2019 fiscal year the ACIPC is recommending the establishment of three new CRFs/ETFs. Furthermore, it is recommending \$ 860,000 be added to current and new CRFs and ETFs. This is \$ 196,400 or 22.54 % more than what was funded in 2018.

There must be a balance between minimizing the impact of the town's portion of the tax rate and providing the level of service the taxpayers want and are willing to pay for. Continued underfunding of CRFs and ETFs will return the town to the major fluctuations in the town tax rate seen in the 1980's. Fluctuating tax rates are particularly difficult for those taxpayers who have escrow accounts associated with their mortgages. Without warning they are notified they owe unplanned for taxes.

COMPARISION of RECOMMENDED CRF & ETF FUNDING to ACTUAL CRF & ETF FUNDING and TOTAL TOWN APPROPRIATION						
	Number of CRFs & ETFs	Advisory CIP Committee CRF & ETF Amounts	Board of Selectmen CRF & ETF Amounts	Total Town Appropriation	Town Tax Rate	Total Tax Rate
FY 2008	27	Unavailable	\$259,800	\$4,144,972	\$ 6.11	\$ 18.99
FY 2009	29	\$707,637.00	\$293,700	\$3,634,035	\$ 6.32	\$ 20.24
FY 2010	32	\$695,334.00	\$507,864	\$3,883,171	\$ 6.95	\$ 21.19
FY 2011	31	\$428,616.25	\$457,000	\$3,934,633	\$ 6.88	\$ 22.40
FY 2012	30	\$339,000.00	\$425,550	\$4,004,188	\$ 6.85	\$ 22.96
FY 2013	32	\$209,500.00	\$370,500	\$3,800,029	\$ 6.19	\$ 22.50
FY 2014	32	\$209,722.00	\$304,472	\$3,511,194	\$ 5.62	\$ 21.85
FY 2015	32	\$208,121.67	\$334,000	\$3,490,350	\$ 5.35	\$ 22.15
FY 2016	29	\$509,800.00	\$231,000	\$3,342,408	\$ 5.07	\$ 22.76
FY 2017	29	\$494,300	\$235,000	\$3,316,234	\$ 5.02	\$ 23.02
FY 2018	30	\$663,600	\$304,500	\$3,282,286	To Be Determined	To Be Determined
	Not all CRFs and ETFs are recommended for funding every year.	FY 2008 figure cannot be found. FY 2009 & 2010 are from Town Reports. All other figures are from CIP reports.	All figures are from Town Reports	All figures except 2018 are from DRA Tax Rate Calculations or MS 232. 2018 figures are from Town Warrant		

Table 3