Town of Pittsfield, New Hampshire

Capital Improvements Plan
2020-2026

ADOPTED
November 2020

Prepared by the Pittsfield CIP Committee
Town of Pittsfield Capital Improvements Program 2020-2026

ACKNOWLEDGMENTS

COMMITTEE APPROVALS

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<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Christakos</td>
<td>Chairman</td>
<td></td>
</tr>
<tr>
<td>Bob Schiferle</td>
<td>Vice Chairman, Budget Committee Representative</td>
<td></td>
</tr>
<tr>
<td>Arthur J Ohara</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carl Anderson</td>
<td>Planning Board Representative</td>
<td></td>
</tr>
<tr>
<td>Ralph Odell</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Louis Houle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adam Gauthier</td>
<td>Planning Board Representative</td>
<td></td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

Our gratitude to the following people who assisted the Board with this undertaking, without their help, this plan would not have been possible.

Staff/Department Heads
Cara Marston, Town Administrator
Peter Pszonowsky, Fire Chief
Joe Collins, Police Chief
Brian Eldredge, Asst Superintendent Public Works

Utility company LLC, Bill Gilpatrick WWTP Superintendent

Leslie Vogt, Library Director
1. Introduction

As authorized by 2019 Town Meeting Warrant Article 17 under RSA 674:5, the Pittsfield Select Board appointed members to the Pittsfield Capital Improvements Program Committee. The committee, with assistance from representatives of the Board of Selectmen, Planning Board, Budget Committee and the general public have prepared a Capital Improvements Plan (CIP). The CIP is a recommended program of municipal capital improvement projects projected over a period of at least six (6) years.

This CIP will be reviewed and updated annually to ensure accuracy.

The CIP is intended to analyze the Town’s public capital assets need as well as School needs, and to schedule improvements over time to effectively manage capital expenditures. It is a policy document that makes recommendations to municipal officials regarding capital expenditures. When implemented, the CIP can eliminate major fluctuations in municipal expenditures while meeting the demands placed on municipal services by anticipated growth. Although the CIP does not have the force of law, state statute requires the CIP committee to submit its recommendations for the current year to the Board of Selectmen and the Budget Committee for consideration as part of the annual budget. The CIP is an advisory document for planning purposes.

2. Purpose and use of the Capital Improvement Program

The CIP has a variety of purposes and can have many beneficial effects to Pittsfield’s financial, budgetary, and planning functions. Its primary purposes are summarized below.

a) Stability in Tax Rates and Budgetary: The CIP will contribute to stabilizing the Town’s tax rate by planning and budgeting each year by planning and budgeting major capital expenditures well in advance. Financing methods such as bonding and capital reserve funds are recommended in order to make annual capital expenditures more stable, predictable and manageable. Through the use of the CIP, wide fluctuations in annual Town budgets caused by sudden or large one-time capital expenditures can be lessened.

b) A Management Tool for Town Officials: The CIP contains a discussion of the Town’s financial trends that local officials can find useful planning and delivering public services. A comprehensive longer-term picture of capital needs is created because all capital items are placed in one schedule. In addition, the CIP often provides a forum for improved communication between town departments, boards and residents.

c) Citizens’ and Developers’ Guide to Planned Expenditures: The CIP will serve both citizens and developers as a useful guide for expenditures planned by the Town to accommodate projected growth. The citizen who wants to know when and at what costs a particular service will be expanded can consult the CIP, as can the developer who wants to know when, for example, municipal capacity will be expanded. The Town can limit the number of building permits issued each year if it can document the lack of municipal capacity to handle
Improvement Programs is included in Section 5. Summary of Recommended Projects. Further discussion of the procedure to prepare the recommended capital projects section of this report is beyond the scope of this report. The projects were the result of staff recommendations by year and reviewed again relative to the overall financial condition of the Town. The following is an overview of project proposals for the next six years through 2026, the CIP department.

Next, project requests from the CIP Committee were received and distributed to all town departments in early August (Appendix A). The CIP Committee reviewed each proposal with the appropriate department and presented its findings as follows:

- Any item with associated capital reserve fund
- Any project that requires bond financing
- At least 5 years remaining on the current bond
- A gross cost of at least $25,000

- The first step in the development of the CIP is the identification of what constitutes a capital expenditure. The CIP Committee has defined a capital expenditure as those projects outside of normal operations and maintenance. These projects are designed to upgrade facilities, add capacity, or improve existing facilities. The CIP Committee is comprised of citizens representing various town departments.

3. The Pittsfield CIP Development Process

Takes place.

Proposed CIP will, however, be effective and credible when annual consideration of the budget and the CIP is aligned. The Pittsfield CIP is not binding in any way upon Town appropriations and budget. It clearly means the CIP is not binding in any way upon Town appropriations and budget. It simply requires the approval of the CIP by the Board of Selectmen.

infrastructure improvements. The CIP Committee is the first step in the development of the CIP during the annual budget process.

State Statutory and Other Legal Requirements: According to NH RSA 674:22, Growth along with the Town's intentions to remedy the situation.
4. Financial Analysis

When scheduling capital expenditures over the next six or more years, it is important to review past trends relative to tax rate stability and capital spending. This analysis was undertaken because it is necessary to understand the impact on the tax rate and the degree to which the Town has kept up its capital needs over the last several years. Failure to properly plan for a single large capital expenditure, such as highway department trucks or wastewater treatment infrastructure, could easily result in a spike in the tax rate.

A review of recent spending on Capital Projects and deposits into capital reserve accounts was undertaken in order to identify trends related to recent investments in infrastructure. The tables below identify all large capital outlay expenditures, debt service payments, and capital reserve fund activity between 2016 and 2020.

Debt Service Payment Trend

<table>
<thead>
<tr>
<th>Debt</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Water Treatment Plant</td>
<td>$29,393.00</td>
<td>$28,631.00</td>
<td>$27,868.00</td>
<td>$27,106.00</td>
<td>$26,342.00</td>
</tr>
<tr>
<td>School Buildings</td>
<td>$325,287.00</td>
<td>$310,381.00</td>
<td>$296,475.00</td>
<td>$280,237.50</td>
<td>$0.00</td>
</tr>
<tr>
<td>Tax Anticipation Note</td>
<td>$7,506.11</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Total</td>
<td>$362,186.11</td>
<td>$339,012.00</td>
<td>$323,343.00</td>
<td>$307,343.50</td>
<td>$26,342.00</td>
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</tbody>
</table>

2019 was the last payment for the School Building bond debt.

Capital Fund Deposit Trend

<table>
<thead>
<tr>
<th>Fund</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Cruiser</td>
<td></td>
<td></td>
<td></td>
<td>$30,000.00</td>
<td></td>
</tr>
<tr>
<td>Fire Dept Small Equipment</td>
<td>$1.00</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
<td></td>
</tr>
<tr>
<td>Pumper</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
<td></td>
</tr>
<tr>
<td>Tanker</td>
<td>$20,000.00</td>
<td>$20,000.00</td>
<td>$20,000.00</td>
<td>$24,000.00</td>
<td></td>
</tr>
<tr>
<td>Forestry Truck</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
<td></td>
</tr>
<tr>
<td>Small Highway Truck</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
<td>$25,000.00</td>
<td></td>
</tr>
<tr>
<td>Dump Truck</td>
<td>$30,000.00</td>
<td>$30,000.00</td>
<td>$50,000.00</td>
<td>$65,000.00</td>
<td></td>
</tr>
<tr>
<td>Loader</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td>$12,500.00</td>
<td></td>
</tr>
<tr>
<td>Grader</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
<td>$20,000.00</td>
<td>$30,000.00</td>
<td></td>
</tr>
<tr>
<td>Backhoe</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
<td>$10,000.00</td>
<td>$17,000.00</td>
<td></td>
</tr>
<tr>
<td>Sidewalk Tractor</td>
<td></td>
<td></td>
<td>$12,000.00</td>
<td>$12,000.00</td>
<td></td>
</tr>
<tr>
<td>Municipal Buildings</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>School Buildings</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$10,001.00</td>
<td>$141,000.00</td>
<td>$151,000.00</td>
<td>$193,000.00</td>
<td>$271,500.00</td>
</tr>
</tbody>
</table>
The CIP Committee evaluates the submitted requests and assigns them to the six-year cycle. The amount requested was not kept pace with updated costs of new equipment. By the look of annual CIP review, this committee found several examples of where important capital expenditures were still needed. This situation was even further exacerbated larger tax increases than expected. However, this list, let the funds shortfall than needed while the Town voted to allocate almost all contributions to capital funds in 2016 to avoid an even larger shortfall.

The Town... Proper planning and careful analysis of items into account, such as the status of dams owned by the Town,... Proper planning and careful analysis of items into account, such as the status of dams owned by the Town,... Proper planning and careful analysis of items into account, such as the status of dams owned by the Town,...

<table>
<thead>
<tr>
<th>Year</th>
<th>Capital Outlay</th>
<th>FP SideWALKS Replacement</th>
<th>Police Cruiser</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>44,940.00</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2017</td>
<td>514,850.00</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2018</td>
<td>514,850.00</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2019</td>
<td>514,850.00</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2020</td>
<td>514,850.00</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Trend Analysis Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount Raised by Taxation</th>
<th>Voted Reserve Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>46,936.33</td>
<td>46,936.33</td>
<td>46,936.33</td>
</tr>
<tr>
<td>2017</td>
<td>72,940.00</td>
<td>72,940.00</td>
<td>72,940.00</td>
</tr>
<tr>
<td>2018</td>
<td>32,362.00</td>
<td>32,362.00</td>
<td>32,362.00</td>
</tr>
<tr>
<td>2019</td>
<td>135,987.00</td>
<td>135,987.00</td>
<td>135,987.00</td>
</tr>
<tr>
<td>2020</td>
<td>263,765.00</td>
<td>263,765.00</td>
<td>263,765.00</td>
</tr>
</tbody>
</table>

- Clark's Pond Dam Remediation
- Sidewalk Improvements
- LED Street Light Retrofit
- Fire Department Paving
- Library Repairs
- Police Dept Generator Shed
- Highway Shoulder Widener
- Highway Poly Hopper
- Highway Work Truck 5-Year Lease
- Highway Loader
- Highway Sidewalk Tractor
- Ambulance Replacement
- FP Service Replacement
- Police Cruiser

Total: $1,000,000

Town of Pittsfield Capital Improvements Program 2020-2026
schedule according to the priority of all capital requests. Projects not meeting either CIP
criteria or projected six year window are identified as long term projects.

5. Summary of Projects 2020-2026

As described above, each of the Town’s Departments (as well as the School Board) were asked
to fill out a project request and ranking from for each project request by year through 2026. A
copy of this form can be found in Appendix B. A total of 21 projects and seven long-term
municipal projects are included.

One of the most difficult aspects of preparing a CIP is the scheduling and evaluation of the
proposed projects. The following priorities ranking system was developed to assist the CIP
Committee in evaluating the projects proposals.

Project Priorities:

Priority 1: Urgent or essential projects that remedy a condition hazardous to safety, health
or property, are needed for a critical community service, or are already started, or
are maintained

Priority 2: Projects that are needed within two to three years.

Priority 3: Highly desirous projects.

Priority 4: Projects that lack immediate justification but may be needed in the future.

Priority 5: Projects that need more analysis.

Projects:

This section lists each of the capital projects proposed, its cost, year of investment, type of
financing, and sources. Each project was assigned a priority based on the criteria explained in
the preceding section. An overall of “1” is the highest rating with and “5” the lowest priority to a
proposed project.

Municipal Projects

The CIP committee was charged with reviewing the proposed projects and preparing a program
that addresses the facility and equipment needs of the community while working to moderate
fluctuations in the tax rate. The CIP Committee made several recommendations and
modifications to costs and the timing of projects during the development of the capital
improvement program.
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Year</th>
<th>Service Area</th>
<th>Estimated Costs</th>
<th>Source of funding</th>
<th>Priority</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Josiah Carpenter Library Asbestos Removal</td>
<td>2025</td>
<td>Lower Level Flooring/Carpets</td>
<td>$25,000</td>
<td>Building Maintenance Fund, Taxes</td>
<td>4</td>
<td>The lower level experiences moisture and dampness throughout the year, in the Jenkins Room portion of the lower level is asbestos tile underneath the carpet due to the mold at some point all the carpet should be removed and not replaced. The carpet tack strip has punctured the asbestos, the floor tile will need to be removed.</td>
</tr>
<tr>
<td>Josiah Carpenter Library Asbestos Removal</td>
<td>2025</td>
<td>Upper Level Flooring/Carpets</td>
<td>$23,500</td>
<td>Building Maintenance Fund, Taxes</td>
<td>4</td>
<td>The amount of tile to be removed is approximately twice that of the lower level. The project requires removal and storage of furniture and books and purchase of carpet and installation.</td>
</tr>
<tr>
<td>Josiah Carpenter Library Handicapped Lift Replacement</td>
<td>2020</td>
<td>Handicapped Access</td>
<td>$32,000</td>
<td>Building Maintenance Fund, Taxes</td>
<td>5</td>
<td>Replacement of handicapped lift. Lift installed in 2005 and has expected lifespan 20-25 years. The lift is inspected annually and based on the limited use. The lift is in compliance with ADA. The committee suggests postponing until the lift needs to be replaced. A ramp was considered and determined to be cost prohibitive.</td>
</tr>
<tr>
<td>Josiah Carpenter Library Sloped Roof Replacement</td>
<td>2025</td>
<td>Building Maintenance</td>
<td>$15,000</td>
<td>Building Maintenance Fund, Taxes</td>
<td>4</td>
<td>Sloped roof was installed in 1995 and repaired in 2017 to resolve leaking. Roof is nearing the end of its expected lifespan.</td>
</tr>
</tbody>
</table>
Fire & Rescue

Project Title: **2014 Cardiac Monitors for Ambulance 1&2**
Year: 2024
Service Area: Public Safety
Estimated Costs: $65,000
Source of funding: Capital Reserve
Priority: 3
Project Description: Needs to be replaced every 10 years when certifications expire. Normally replaced with the entire ambulance purchase, but we are extending the vehicle lifespan beyond that of the 10 year requirement.

Project Title: **1992 Engine 2 Pumper, equipment, and tools Replacement**
Year: 2021
Service Area: Fire Protection
Estimated Costs: $550,000
Source of funding: Capital Reserve, Grant
CIP Priority: 1
Project Description: The vehicle requires replacement and replacement tools.

Project Title: **1994 Tanker 2 Replacement**
Year: 2022
Service Area: Fire Protection
Estimated Cost: $400,000
Source of Funding: Capital Reserve, Grant
Priority: 2
Project Description: Replacement of vehicle is needed as vehicle reaches end of service life.

Current fund contributions will leave a shortfall of $300,000 if purchased in 2022 for $400,000. Fund contributions would have to be increased substantially for 2020-2022 in order to support his purchase.

Project Title: **Firefighter Radio Replacement**
Year: 2021
Service Area: Fire Protection
Estimated Costs: $42,000
Source of funding: Capital Reserve, Grant
CIP Priority: 2
Project Description: Combined Capital Reserve fund with grants to purchase radios
Fire and Rescue Long Term Projects

Additional longer-term projects with associated funds not falling into the scope of this six year CIP review.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Year</th>
<th>Service Area</th>
<th>Estimated Costs</th>
<th>Source of funding</th>
<th>CIP Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002 Engine 1 Pump</td>
<td>2026</td>
<td>Fire Protection</td>
<td>$900,000</td>
<td>Capital Reserve, Grant</td>
<td>5</td>
</tr>
</tbody>
</table>

Parking Area Resurfacing

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Year</th>
<th>Service Area</th>
<th>Estimated Costs</th>
<th>Source of funding</th>
<th>CIP Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Chief's vehicle Replacement</td>
<td>2016</td>
<td>Fire Protection</td>
<td>$20,000</td>
<td>Capital Reserve</td>
<td>5</td>
</tr>
<tr>
<td>2016 Chief's vehicle Resurfacing</td>
<td>2016</td>
<td>Fire Protection</td>
<td>$25,000</td>
<td>Capital Reserve</td>
<td>5</td>
</tr>
<tr>
<td>2016 Forestry 1 Replacement</td>
<td>2016</td>
<td>Forest Reserve</td>
<td>$100,000</td>
<td>Capital Reserve</td>
<td>5</td>
</tr>
</tbody>
</table>

Waste Water Treatment Plant

Long term strategic plans needed to replace and update aging sewer infrastructure.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Year</th>
<th>Service Area</th>
<th>Estimated Costs</th>
<th>Source of funding</th>
<th>CIP Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Water Treatment Plant</td>
<td>Ongoing</td>
<td>Town</td>
<td>$1,100</td>
<td>Grant / Loan / User Fees</td>
<td>5</td>
</tr>
</tbody>
</table>
Project Description: Repair sewer manholes with concrete and brickwork

Project Title: Barnstead Road Pump station  
Year: 2025  
Service Area: Town  
Estimated Costs: $1,000,000.00  
Source of funding: Bond  
CIP Priority: 3  
Project Description: Pump station was installed in 1978 and has reached its end of life.

Project Title: Joy Street Pump station  
Year: 2025  
Service Area: Town  
Estimated Costs: $1,100,000.00  
Source of funding: Bond  
CIP Priority: 3  
Project Description: Pump station was installed in 1978 and has reached its end of life.

Project Title: Storage building  
Year: 2025  
Service Area: Town  
Estimated Costs: $90,000.00  
Source of funding: Bond  
CIP Priority: 5  
Project Description: Storage building is old with rotten wood and roofing coming off of the building.

Project Title: Slip lining Saver Lines  
Year: 2025  
Service Area: Town  
Estimated Costs: $200,000.00 annually  
Source of funding: Bond  
CIP Priority: 2  
Project Description: Improve old sewer lines that improves the entire system by keeping mud water and other particles from entering the system. This project is required due to age and condition of network.

Project Title: Pittsfield Wastewater treatment facility  
Year: Unknown  
Service Area: Town  
Estimated Costs: $7,800,000.00  
Source of funding: Bond  
CIP Priority: 5  
Project Description: Treatment facility was installed in 1978 and has reached its end of life. The committee suggests the town begins the process to replace and upgrade/update system.
Recommending.
Careful consideration is needed by the governing committee for
to replace the 2006 dump truck in 2022.
Two dump trucks and cannot currently support another purchased purchase
year. But the fund is still declining. This same fund is needed for the other
The fund balance contributions have risen significantly in the last two

The expected lifespan is newer than the 2006 dump truck and must be replaced earlier than
2019 to provide confidence it will last the winter and reliably plow our roads. It

then the expected lifespan.

Project Title: Replace dump truck that is in very poor condition, 3 years earlier
Project Description: Replace dump truck
Priority: 1
Capital Reserve: $230,000
town
2020

2006 Dump Truck Replacement (purchased in 2008)
Project Title: Replace Highway Truck Replacement
Project Description: Replace highway
Priority: 1
Capital Reserve: $130,000
town
2021

2011 Small Highway Truck Replacement

Public Works

Purchase

by purchase for two consecutive years, and finally one year with no
three consecutive years, followed by one year of no purchase, followed for
replacing two policy cruisers every seven years, resulting in purchases for

Project Title: Cruise Purchase
Project Description: Cruise Purchase
Priority: 2
Capital Reserve: Grant
$45,000 each
Public Safety
2021, 2022, 2023, 2025, 2026

Police Department

Town of Pflugfield Capital Improvements Program 2020-2026
Project Title: \textbf{2006 Dump Truck Replacement}
Year: \textbf{2022}
Service Area: \textbf{Town}
Estimated Costs: \$230,000
Source of funding: Capital Reserve, Taxation
Priority: \textbf{2}
Project Description: Replacement of dump truck at end of expected lifespan. See additional fund discussion above for 2009 dump truck.

Project Title: \textbf{2002 Backhoe Replacement}
Year: \textbf{2022}
Service Area: \textbf{Town}
Estimated Costs: \$160,000
Source of funding: Capital Reserve/trade in
Priority: \textbf{3}
Project Description: Replacement of backhoe nearing end of expected lifecycle. The backhoe is showing wear and tear

Project Title: \textbf{Replace current 500-gallon fuel tank}
Year: \textbf{2022}
Service Area: \textbf{Town}
Estimated Costs: \$111,000
Source of funding: Capital Reserve/taxation
Priority: \textbf{3}
Project Description: Replacement of current tank with a larger 4k gallon tank to supply town vehicles. The current tank is insufficient to support the task of fueling town vehicles.

Project Title: \textbf{2015 Dump Truck Replacement}
Year: \textbf{2025}
Service Area: \textbf{Town}
Estimated Costs: \$230,000
Source of funding: Capital Reserve
Priority: \textbf{5}
Project Description: Replacement of dump truck at end of expected lifespan.

Public Works Long Term Projects
Additional longer-term projects with associated funds not falling into the scope of this six year CIP review.

Project Title: \textbf{2007 Grader Replacement}
Year: \textbf{2027}
Recommenations

The committee has not received a formal Project List from the School District. The CIP is

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Project Title</th>
<th>FY</th>
<th>Capital Reserve</th>
<th>Source of Funding</th>
<th>Estimated Costs</th>
<th>Service Area</th>
<th>Year</th>
<th>Project Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 Loader Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018 Sidewalk Tractor Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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The community should continue the funding of the capital reserves to stabilize the tax impact over time.

The Committee recommends a committee or council for public works to establish a long term strategy to address the long term projects.
Appendix A

Project Request Form Transmittal Memorandum

Date: August 10, 2019

From: Pittsfield CIP Committee 2019

Subject: Pittsfield CIP Committee 2019

The CIP document is designed to better forecast long-range capital needs of all Town departments, boards, and commissions. It is hoped that apparent fluctuations in the tax rate due to unanticipated capital expenditures will be eliminated. The planning board is to prepare and amend a recommended program of capital improvement projects over a period of at least six years as allowed by RSA 674:5-674:8.

The CIP is meant to supplement the current budget processes. By taking place prior to the regular Budget Committee and help those entities understand the long-term needs of each department so that the Town can make informed and pro-active fiscal decisions. In order to make this project a success, your participation is required.

Using the attached forms, please provide your recommendations for specific capital projects to be undertaken over the next six years and provide cost estimates for each. The CIP committee will review these recommendations and develop a comprehensive capital improvement program for presentation to the Town Council.

John Christakis, Chairman, CIP Committee
Arthur O'Hara, Secretary, CIP Committee
Bob Schiff, Vice Chairman, CIP Committee
Carl Anderson, Planning Board Representative
Louis Houlé, Citizens Representative
Ralph Odell, Citizens Representative

Date: July 10, 2019

Please e-mail documents to CIP@pittsfieldnh.gov. If there are any questions, please contact a member of the Capital Improvement Program (CIP) committee.
request that any capital expenditures projected for further than six years out is encouraged to include such item on the request form. For the purpose of the CIP, a capital item is defined as those projects outside of normal operational and maintenance, having the following characteristics:

A gross cost of at least 25,000
A useful life of at least 2 years; and,
Is a non-recurring (i.e. not an annual budget item); or
Any project requiring bond financing

Common examples of CIP items include:
Architectural / Engineering studies and / or Feasibility Analysis
Road and Bridge Reconstruction projects
Installation of traffic signals
Construction of sidewalks and bicycle paths
Construction of recreational facilities
Construction / renovation / expansion of municipal buildings, including Town Hall, Town offices, library, schools, fire / police station, highway department garage, etc
Acquisition of conservation Land Acquisition of historic structures and sites
Installation / renovation / expansion of sewer lines
Property revaluation
Lease and / or purchase of heavy equipment and vehicles such as police cruisers, fire equipment, and highway department equipment

If the project or purchase is eligible for any federal or state grants, matching funds or loans, please indicate on the form for each project / purchase. One form should be completed for each capital request. When necessary, please attach additional pages to each form for further explanation of each project. Detailed cost estimates as provided form for further explanation of each project. Detailed cost estimates as provided from contractors, architects, engineers and / or sales representatives are strongly encouraged.

Please note that the CIP is an advisory document only. The inclusion of any particular project on your list or its listing in the CIP does not commit the town to that expenditure. Once all departments have submitted projects requests, the CIP sub-committee will schedule a meeting to discuss your requests before recommending a final CIP to the select board. After adoption, the final CIP will be distributed to the Budget Committee for consideration during the budget process.

We would appreciate if you would submit your project requests using the attached forms no later than 16 August 2019. If you have any questions please feel free to contact the CIP at the following e-mail address (cip@pittsfieldnh.gov).

The CIP Committee sincerely appreciates your assistance with this request.
Appendix B

Project Request and Ranking form A

CIP Program 2010 - 2016 (2020)

Priority 1: Urgent or essential projects that remedy a condition hazardous to safety, health, or property, are needed for a critical community or are already staffed, or are maintained.

Priority 2: Projects that are needed now. Priority 3: Highly desirable projects. Priority 4: Projects that require more analysis.

Notes: 1) Any additional forms needed just copy the second page as needed.

A gross cost of at least $25,000, a useful life of at least 2 years, and is non-recurring (i.e., not an annual budget item), or any project that requires bond financing.

The CIP Committee needs the information completed on all your projected projects. Please have all copies back to the CIP Committee by the 20th of September 2010, before 5 pm. Any project received later will not be included.

Department:
Project Title:
Year:
Service Area:
Estimated Cost:
Source of Funding:
CIP Committee Priority:

20
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<tr>
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<th>Project Title</th>
<th>Year/years</th>
<th>Service Area</th>
<th>Project Description</th>
<th>Estimated Cost</th>
<th>Source of Funding</th>
<th>CIP Committee Priority</th>
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</table>
Project Description Continued:

Project Description:

Other
Region
Neighborhood
Street
Water District
School District
Town

Service area (please check one)

Provide new facility or service capability
Expand capacity of existing service facility
Improve quality of existing facilities or equipment
Replace or repair existing facilities or equipment

Scope of Project (check one)

Project Title

Department Department Priority of FY20

Instructions:
Add a copy of this form for each capital item. You must indicate your department's role in the project. Please submit all requests to the Town Offices by October 2.

Operating budget. Please refer to the budget letter for typical examples of capital items. Please make item with a gross cost of $250,000 or useful life of 2 years or more, and is not normally included in the AND RANKING FORM

Pittsfield 2020-2026 Capital Improvements Program (CP) Project Request

Project Request and Ranking Form B

Town of Pittsfield Capital Improvements Program 2020-2026
Rationale for Project: Please rank project using the nine (9) equally weighted criteria below. For each criterion that applies please indicate with a "1" in the box next to the criteria. For criteria that are not applicable, please indicate "0". Maximum total score is 9.

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 quality / efficiency of existing services
5. Provides additional capacity to meet needs of growth
6. Reduces long-term operating costs
7. Provides incentive for economic development
8. Project consistent with Town Master Plan (if so, please note relevant goal Objective, recommendation, chapter, and page number)
9. Project is eligible for matching funds available for a limited time (grants Development, impact fees, etc.)

TOTAL Score (add lines 1-9)

Project Narrative / History:


Estimated Cost: Please provide an itemized estimated cost for project using following table. Please attach any formal cost estimates from which you may have received from architects, engineers, real estate appraisers, or sales persons to this sheet. Please round all estimates to the nearest $100.00

- Planning & Feasibility Analysis Costs
- Architectural & Engineering Costs
- Real Estate Acquisition (Land & Building)
- Site Preparation Costs
- Construction Costs
- Furnishings
- Vehicles and Equipment Costs
- Other Costs:
- Total Dollar Amount of People

Impact on Operating and Maintenance Expenses: Please indicate if proposed project will impact any of the following

Does project require additional full-time/ part-time staff? If so please explain:


Does project necessitate increase in maintenance budget of department? If so Please explain:
Town of Pittsfield Capital Improvements Program 2020-2026

Does project reduce number of full-time / part time staff?  Does project decrease maintenance costs?  Total Dollars Impact if Known (Added) $  Total Dollars Impact if Known (Reduced) $  

Sources of Funding: Using the table below, please indicate sources of funding for proposed project. Please round to nearest $100. If applicable, please attach any additional information to this sheet.

- Loan from:
- Donation / Bequest / Gift / Trust
- User Fees
- Capital Reserve Fund Withdrawal
- Impact Fee Account
- Property Tax
- Bonds

Form Prepared by:  Title:  Department:  Date:  

PLEASE ATTACH ANY ADDITIONAL INFORMATION TO THIS FORM
For Planning Board / CIP Subcommittee Use Only

Notes_
These include user fees, payments in lieu of taxes, gifts/condonations, and intergovernmental transfers such as MIV Shared Revenues and Highway Aid.

Special Reserve Source: The conservation purpose. The primary purpose of the fund (R.S.A. 36-A: 5) is to acquire real estate for the conservation lands. The Land and Conservation Commission does not need Council approval to expend the Conservation fund. This fund is much like a Capital Reserve Fund, the main difference being improvement(s) without having to pay for them directly.

Capital Reserve Funds: Since many capital reserve projects involve very considerable expenditures, the need to go into the bond market with accompanying interest payments. The obvious advantage to a GRF is that the major acquisition of improvement can be made without the need to raise the property tax, and the major acquisition of improvement can be made within a certain period of time. The advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project, the advantages of looking for capital expenditures that can be made over the life of the project...

Methods of Financing Capital Improvements

Appendix C
# Appendix D

Needs to be updated.

## CIP Funding Worksheet

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<tr>
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</tr>
<tr>
<td><strong>Capital Reserve Funds - For Remanufacturing of Fire &amp; Public Works</strong></td>
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## Police Department

### Special Equipment Capital Reserve Fund

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### Special Equipment - Capital Reserve Fund

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## Fire Department

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## Notes

- [Note 1](#)
- [Note 2](#)
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**Public Works**

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**Public Works**

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**Total Capital Reserve Funds:**

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### Equipment Replacement Planning

**Special Funds - For Police & Fire Ambulance Funding**

**Capital Reserve Funds - For Remembrance of Fire & Police Works**

#### Police Department

**Special Fund No. 1: Revolving Fund**

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#### Fire Department

**Ambulance Fund**

2023 Town Meeting Warrants

**Supplemental Budget Additions to Fund Balance to General Fund**

**Town Meeting Agents**

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<tr>
<th>Year</th>
<th>2023</th>
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#### Fire Department

**General Fund**

**Fire Department - Small Equipment - Capital Reserve**

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<th>2023</th>
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#### Fire Department

**Fire & Rescue Apparatus Capital Reserve**

No 2021 separate fund was created for purchase of apparatus due to an increase in the 2021 budget. 2022 separate fund was created for purchase of new apparatus due to an increase in the 2022 budget. 2023 separate fund was created for purchase of new apparatus due to an increase in the 2023 budget. 2024 separate fund was created for purchase of new apparatus due to an increase in the 2024 budget. 2025 separate fund was created for purchase of new apparatus due to an increase in the 2025 budget. 2026 separate fund was created for purchase of new apparatus due to an increase in the 2026 budget. 2027 separate fund was created for purchase of new apparatus due to an increase in the 2027 budget. 2028 separate fund was created for purchase of new apparatus due to an increase in the 2028 budget. 2029 separate fund was created for purchase of new apparatus due to an increase in the 2029 budget.

**Town Meeting Agents**

<table>
<thead>
<tr>
<th>Year</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
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#### Fire Department

**Fire & Rescue Apparatus Capital Reserve**

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<th>2021</th>
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**PUBLIC WORKS**

**GARDEN CARTS**

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**FIRE DEPARTMENT**

**SCHEDULE OF TRUCKING CAPITAL RESERVE**

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**TOTAL CAPITAL RESERVE FUND REDEPLOYMENT**

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**TOTAL CAPITAL RESERVE FUND REDISTRIBUTION**

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