# Town of Bradford, New Hampshire

# Capital Improvements Program 2015-2020

**ADOPTED BY THE BRADFORD PLANNING BOARD**

**October 28, 2014**

**Developed by the Bradford Planning Board's CIP Committee**
**With assistance from the Central New Hampshire Regional Planning Commission**

# Town of Bradford,
# New Hampshire

# Capital Improvements Program
# 2015-2020

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**October 28, 2014**


**Prepared by the:**
Bradford Planning Board and its
Capital Improvements Program Committee
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**With assistance from the:**
Central NH Regional Planning Commission (CNHRPC)


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# Certificate of Adoption

In accordance with New Hampshire RSA 674:5-8, Capital Improvements Program, and RSA 675:6, Method of Adoption, the Bradford Planning Board, having held a duly noticed public hearing on October 28, 2014 hereby adopts and certifies this Capital Improvements Program 2015-2020, dated October 28, 2014.

Bradford Planning Board Chair

Bradford Planning Board Vice Chair

Bradford Planning Board Member

Bradford Planning Board Member

Bradford Planning Board Member

Bradford Planning Board Member

Bradford Planning Board Member

Bradford Planning Board Member

Bradford Planning Board Selectmen's Representative

This document was received and recorded by the Town Clerk on Oct 31, 2014.

Signed:
Erica Gross, Bradford Town Clerk

Seal:

# Acknowledgements

The Planning Board would like to express their gratitude to the following people who assisted the Board with developing this Capital Improvements Program 2015~2020. Time and assistance provided includes completing Department/Board project Applications, discussing those Applications at scheduled times with the CIP Committee, Committee meeting attendance by members and Department designees, and volunteer and staff assistance.

These individuals participated on the above activities and together developed this document.

**Appointed CIP Committee**

- Cheryl Behr, Town Administrator
- James Bibbo, School District Representative
- Erich Caron, Planning Board Member
- Don Jackson, Budget Committee Vice Chair
- Claire James, Planning Board Member
- Marcia Keller, Planning Board Chair, CIP Committee Chair
- Lois Kilnap, Transfer Station Manager
- John Pfeifle, Board of Selectmen Member
- James Valiquet, Police Department Chief
- Barry Wheeler, Highway Department Road Agent

**Central New Hampshire Regional Planning Commission Staff**

- Stephanie Alexander, Senior Planner
- Dean Williams, Transportation Planner *(Road Management Plan data)*
- Katie Nelson, Intern

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- Laurie Brown, Rescue Squad
- Patricia Furness, Library
- Mark Goldberg, Fire Department Chief
- Carl Goldberg, Fire Department
- Erica Gross, Town Clerk
- Sonny Harris, Board of Selectmen
- Bea Howe, Brown Memorial Library
- Eileen Kelly, Brown Memorial Library
- Steve Valiquet, Police Department
- Edward Shaughnessy, Police Department
- Anthony Shepard, Police Department
- Harry Wright, Board of Selectmen

# Chapter 1.
# Introduction

## HISTORY OF BRADFORD'S CAPITAL IMPROVEMENTS PROGRAM (CIP)

In April 2006, the Bradford Planning Board adopted the 2006 Master Plan. Adoption of the Master Plan represented the culmination of almost two years of work by dozens of volunteers and local officials. In addition to in-depth discussion of land use patterns, conservation, and economics of the community, this Plan included a comprehensive Community and Recreational Facilities and Utilities Chapter, which discussed the short- and long-term needs of each department within Town. One of the critical recommendations within the Master Plan was that the Town continue to develop and update its a Capital Improvement Program (CIP) in accordance with NH RSA 674:5-8 (see Chapter 7. Appendix).

The CIP, an integral extension of the Master Plan, is a six-year schedule of planned municipal expenditures for capital improvements. The CIP shows what, when, how, and at what cost the Town of Bradford intends to expand or renovate its services and facilities over a six-year period to accommodate existing and predicted needs of the community as related to current and projected growth.

The Town's CIP, consisting of a listing of Department capital expenditures over six years, was updated on an annual basis by the Planning Board with assistance from Town Departments. The process was slightly different each year. The Planning Board decided to seek professional assistance in the development of a complete CIP with supportive documentation to uphold the necessity for the projects. The Central NH Regional Planning Commission (CNHRPC) was brought on board in winter 2014 to show the Planning Board and the Town the formalized process for developing a CIP and to facilitate the development of a new, complete CIP for 2015-2020.

In spring 2014, a CIP Committee was assembled by the Planning Board and Board of Selectmen and was designated by the Bradford Planning Board on **April 22, 2014** to develop the Capital Improvements Program 2015-2020 with the CNHRPC. The Committee defined new capital improvement project/purchase criteria with the intent of using these objective criteria for future CIPs. Department and Board projects were submitted for consideration for inclusion into the document, Department heads were consulted, Town and regional financial data was collected and integrated, a chapter on Demographics was added to assist with maintaining Town Ordinances and to help the Town identify what new capital expenditures might have to

be made (or regionalization considered) based on growth rates, and a chapter on Road Surface Management Systems (RSMS) was produced to develop a baseline of road condition from the 2011 original collection.

For this 2015-2020 CIP, a capital expenditure has been defined by four criteria.

**The project or purchase must:**

1) **Must have a gross cost of at least $10,000;**
2) **Must have a useful life of at least 3 years;**
3) **Is not typically included in the operating budget;**
4) **Is any project or purchase requiring bond financing or lease-purchase.**

Eligible items include major equipment, vehicles, special studies, purchase of land or easements, as well as construction of roads and buildings. Recurring costs, such as personnel and supplies, are not capital improvements. Some items, such as maintenance or repairs, may or may not be included depending upon the cost and the useful life of the repair. The criteria were modified from what was used in the previous years.

## PURPOSE AND USE OF THE CIP

The CIP has a variety of purposes and should have many beneficial effects on Bradford's financial, budgetary, and planning functions. Its primary purposes are summarized below.

1. State Statutory and Other Legal Requirements: According to NH RSA 674:22, communities that wish to engage in regulating the timing of development through the establishment of growth controls must have adopted both a Master Plan and the Capital Improvements Program. With the adoption of the CIP, the Town may be able to regulate the rate of growth, should the need for such control become necessary. In the meantime, the CIP, in conjunction with the Master Plan, will enable the Planning Board to use its power under RSA 674:36 to deny subdivisions that are premature due to the lack of sufficient public services and/or infrastructure (see Chapter 7. Appendix). The CIP demonstrates that the Town is attempting to accommodate growth, and that there is a good faith effort on the part of the Town to provide those services at some later date. If impact fees are assessed to a developer, the Town should request the fees in accordance with the CIP and should also fund its portion of the necessary infrastructure improvement.

2. Stability in Tax Rates and Budgets: The Capital Improvements Program will contribute to stabilizing the Town's tax rate and budget each year by planning and budgeting for 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. Wide fluctuations in annual Town budgets caused by sudden or large one-time capital expenditures will be reduced. Under NH RSA 33:4A, a Town's bonded indebtedness is limited to 3.0% of the Town's assessed valuation, the School bonded indebtedness is limited to 7.0% of the Town's assessed valuation, and a Village District is limited to 1.0% of their valuation. Towns participating in a cooperative school district can incur bonded indebtedness up to 10% of its equalized valuation (Chapter 7. Appendix).

3. A Management Tool for Town Officials: The 2006 Master Plan contains projections and analyses of the Town's demographic trends and finances which all local officials may find useful in planning and delivering public services if the information is updated. A comprehensive, longer-term picture of capital needs is created because all capital items are placed into one schedule. A Master Plan should be updated at least every 7-10 years for it to remain relevant to the community. The Capital Improvements Program is designed to be used by officials as a management tool that builds off of information contained in the Master Plan.

4. Citizens' and Developers' Guide to Planned Expenditures: The Capital Improvements Program 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 Capital Improvements Program, as can the developer who wants to know when, for example, school capacity will be expanded. The Town can limit the number of building permits issued each year (Growth Management Ordinance) if it can document the lack of municipal and school capacity to handle growth and state the Town's intentions to remedy the situation within one year.

5. Use by the Selectmen and Budget Committee: In Bradford, the Budget Committee works with the Board of Selectmen to develop (and approve) the yearly budget. RSA 674:8 is not specific about how the Capital Improvements Program is actually used in preparation of the annual Town Budget. It simply requires the Planning Board "...submit its recommendations for the current year to the Mayor (Board of Selectmen) and Budget Committee... for consideration as part of the annual budget." This clearly means the Capital Improvements Program is not binding in any way upon Town appropriations and expenditures. The Capital Improvements Program is thus an advisory document without the force of law. A properly prepared Capital Improvements Program will, however, be effective and credible when annual consideration of the budget takes place.

6. A Basis for Enacting a Growth Management Ordinance: In order to regulate and control the timing of development through a Growth Management Ordinance (GMO) in accordance with NH RSA 674:22, communities must enact and maintain a current Master Plan and a Capital Improvements Program. A demonstrated need to time development must be identified through both documents. The CIP contains demographic data, current and future facility information, and Department needs over the next six years. The document helps to support whether a need for new facilities and infrastructure will be needed to accommodate new growth.

7. A Basis for Enacting an Impact Fee Ordinance (IFO): In order to implement an impact fee schedule in accordance with NH RSA 674:21, communities must enact and maintain a Capital Improvements Program. Through adoption of this CIP, as well as the 2006 Master Plan, Bradford has the legal ability to assess impact fees to developers as long as an Impact Fee Ordinance is approved by Town voters. Such fees are used to construct or acquire necessary public infrastructure in order to accommodate demands created by new growth.

## THE CIP DEVELOPMENT PROCESS

The Planning Board appoints a Capital Improvements Program Committee, which should use the following process as guidance for development of a CIP. This process was used in 2014 for the development of the 2015-2020 CIP.

**Approval of Master Plan (2006)**

- Bradford Planning Board completes the **2006** Master Plan after conducting properly noticed public hearings. The generally accepted practice is to update the Master Plan every 7 to 10 years, or after a decennial census is released. Bradford has begun to update its Master Plan Chapters.

**Authorization from Annual Meeting (1985)**

- The Planning Board seeks and secures approval from the Town Annual Meeting on **March 14, 1995** to create a Capital Improvements Program in accordance with NH RSA 674:5-8.

**Appointment of Committee (2014)**

- The Planning Board appoints a Capital Improvement Program Committee consisting of members from the Planning Board, Town Departments, Town Staff, Town Committees, and the School District. The 2015-2020 CIP Committee was formally approved by the Planning Board on **April 22, 2014**.

**Definition of Capital Expenditure (2014)**

- The CIP Committee defines what a "capital expenditure" is each time it generates a new CIP. Most of the time, the definition remains the same for each CIP. The definition is typically multi-part. As indicated previously, the definition approved in **2014** by the CIP Committee in order for a project to quality for inclusion into the 2015-2020 CIP is:

  **The project or purchase must:**

  1) **Must have a gross cost of at least $10,000;**
  2) **Must have a useful life of at least 3 years;**
  3) **Is not typically included in the operating budget;**
  4) **Is any project or purchase requiring bond financing or lease-purchase.**

**Solicitation of Projects from All Municipal/School Departments (2014)**

- The CIP Committee sends information and application materials to all Town Department heads, Board/Commission Chairs, certain administrative Staff positions, and the School Board. Department heads (et al) submit requests with Department priority prioritization,

estimated costs, and identification of how each project/purchase is to be funded. This occurred in April - May 2014.

- The Town collects the requests and the CIP Committee reviews the applications and develops questions to ask of Departments during the interview process.

**Development and Adoption of Priority Prioritization/Evaluation Scale (2014)**

- The Prioritization and evaluation scale is preliminarily developed and then adopted by the Capital Improvements Program (CIP) Committee to prioritize the projects. The 1-6 scale approved in 2014 by the CIP Committee to prioritize and evaluate the applications is:

1 **Urgent: PROJECT cannot be delayed; needed immediately for public health and safety.**
**WHEN: CIP Years 1-2, 2015 or 2016**

2 **Necessary: PROJECT is needed to maintain basic level of community services.**
**WHEN: CIP Years 3-4, 2017 or 2018**

3 **Desirable: PROJECT is needed to improve quality or level of services.**
**WHEN: CIP Years 5-6, 2019 or 2020**

4 **Deferrable: PROJECT can be placed on hold until after 6 year period.**
**WHEN: After CIP time-span (after 2020)**

5 **Premature: PROJECT needs more research, time, planning, or coordination.**
**WHEN: N/A**

6 **Inconsistent: PROJECT is contrary to land use planning or community development goals or is not funded by the Town or does not meet criteria.**
**WHEN: N/A**

**Department Consultation and Prioritization of Project Requests (2014)**

- The CIP Committee holds a consultation with each applicant to discuss requests. After testimonies are completed, each member of the CIP Committee prioritizes each request based on their understanding of prioritization criteria and upon their understanding of municipal priorities, taking into consideration Department priorities and their requests for years implemented.

- Adjustments in scheduling over the six-year time period (2015-2020) are negotiated within the CIP Committee in order to minimize sharp increases in the yearly tax rate.

- The CIP Committee develops a final recommended Municipal Improvement Schedule and School Improvement Schedule of projects, including the years of expenditure, offsetting funds, and funding sources.

**Document Development (2014)**

- The CIP document includes and supports the two Improvement Schedules and provides additional information of value to the Planning Board, Board of Selectmen, and Budget Committee which allows for informed decisions. The Chapters of the CIP are written or updated from the previous version. These Chapters include Introduction, Demographics, Capital Project Prioritization and Prioritization, Summary of Projects, Financial Analysis, Road Management Plan, and the Appendix. The numerous financial and comparative tables and figures within the document are developed or updated.

**Planning Board Review (2014)**

- The Planning Board receives a final recommended Capital Improvements Program from the CIP Committee. Planning Board may, at their discretion, meet with the CIP Committee at a Work Session to discuss the document prior to the Public Hearing.
- The Planning Board may adjust scheduling and/or estimated cost of items prior to the Public Hearing, and the CIP Committee makes adjustments accordingly.

- The Planning Board conducts a properly noticed Public Hearing for adoption of the CIP. The Planning Board either votes to adopt the CIP as posted, or revises it as result of public testimony or Board discussion. The Board members sign the Certificate of Adoption which will be kept with the original, approved document.

- Once adopted, the original signed CIP is filed with the Town Clerk, and copies are provided to all Town Departments, Boards, Committees, Budget Committee, Board of Selectmen, and the Bradford School Board.

**Annual Update (2015)**

- Following the annual March Town Meeting the CIP process is repeated. Projects are re-evaluated and re-prioritized according to criteria approved by the Planning Board or CIP Committee. The annual update is particularly necessary if a community utilizes a Growth Management Ordinance or an Impact Fee Ordinance as the data contained within the CIP will be able to support the necessity of having such an ordinance. This may render the Town's ordinance(s) defendable in court. **The next CIP developed should be for the six-year period of 2016-2021, beginning the process in spring 2015**.

- Waiting until the six-year term of the CIP has nearly expired to begin the update of the next CIP is inadvisable. Yearly budget appropriations, equipment purchases, capital reserve fund deposits, capital project expenditures, or failure to follow yearly CIP recommendations can very quickly cause the adopted CIP to become outdated and not useful to the community.

## SCOPE OF THE CAPITAL IMPROVEMENTS PROGRAM

This Capital Improvements Program identifies capital expenditures anticipated over the next six fiscal years beginning **January 1, 2015 and ending December 31, 2020**. Within this time frame, however, other projects will be identified which will be of high priority and warrant immediate inclusion in the Town's capital spending plan. After projects are completed for a particular year, they should be removed from the CIP and the status of pending projects should be examined and adjustments made. Every spring or summer, the process should begin anew to ensure priorities remain the same and new projects are placed into the CIP or incomplete projects are placed into forthcoming years.

Demographics of the community are presented to provide the basis for the requirement of many of the projects within this document. The baseline information is additionally valuable when developing future applications for consideration into an updated Capital Improvements Program. Similarly, Department building sizes, staffing, and programs are inventoried and future projections for expansion in the Departments are provided as baseline information. They present an indicator of what types of future needs are on the horizon and develop a history of the growing needs of the community's facilities.

Tax rates and financial data over a period of about six years prior to 2014 enable trends to be identified. Comparisons can be then made or predictors set for the upcoming years.

# Chapter 2.
# Demographics

## HISTORICAL POPULATION AND HOUSING GROWTH

A Capital Improvement Program has a direct relationship to the impact fees which the Town can collect with the proper zoning ordinances and administrative procedures in place. Growth trends must be established to identify the qualification of projects as either serving the current population or serving anticipated population growth. Impact fees can only be assessed on future anticipated growth.

In order to ascertain the growth trends of the community, an examination of past, present, and future population growth is required. The following tables and analysis help assess the growth condition of the community and updated with the most recent estimated demographic data provided by the US Census Bureau.

In **Table 1**, population in Bradford increased **13.5%** since 2000 to **1,650**, while housing growth increased **20.3%** to **917** units. The only lower increase in population over the span of a decade during the forty-year time span between 1970 and 2010 occurred between 1990-2000, when population increased by **3.5%** and housing increased by **0.7%**.

**Table 1**

**Overall Population and Housing Growth Trends, 1970-2010**

| Growth | Population | Net Change | | Housing Units | Net Change | |
|---|---|---|---|---|---|---|
| | | # | % | | # | % |
| 1970 Census | 679 | NA | *NA* | 277 | NA | *NA* |
| 1980 Census | 1,115 | 436 | *64.2%* | 520 | 243 | *87.7%* |
| 1990 Census | 1,405 | 290 | *26.0%* | 757 | 237 | *45.6%* |
| 2000 Census | 1,454 | 49 | *3.5%* | 762 | 5 | *0.7%* |
| 2010 Census | **1,650** | 196 | *13.5%* | **917** | 155 | *20.3%* |
| **Total Change from 1970 – 2010** | | **971** | ***143.0%*** | | **640** | ***231.0%*** |

*Sources: Bradford Master Plan 2004; US Census 2010 Data*

The 2010 Census population of **1,650** was predicted to have increased to **1,655** people in 2013, an increase of five (**5**), as estimated by the NH Office of Energy and Planning.

From **Table 1**, in 2010, an average of **1.8** people lived in each housing unit, down significantly from **2.5** people in 1970. Bradford's overall growth since 1970 has increased by **143%** in population and **231%** in housing units, which is more than doubling population and nearly tripling the number of housing units over the four decades.

**Table 2**
**Population Density, 1970-2010**

| Area (Sq Mi) Excluding Water | Persons per Square Mile | | | | |
|---|---|---|---|---|---|
| | 1970 | 1980 | 1990 | 2000 | 2010 |
| 35.2 | 19 | 32 | 40 | 41 | **47** |

*Sources: Bradford Master Plan 2004; NH Employment Security*

As displayed in **Table 2**, the population density of persons per square mile has increased from **19** in 1970 to **47** in 2010. The overall density increased **147%** over nearly 40 years, having the largest increase of **68%** from 1970 to 1980 and the second largest of **68%** from 1980 to 1990.

**Table 3**
**New Construction Building Permits, 2008-2014***

| New Construction Type | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 7-Year Total |
|---|---|---|---|---|---|---|---|---|
| Single Family ***New** Home* | 9 | 1 | 3 | 1 | 0 | 4 | 2 | 20 |
| Multi-Family ***New** Home* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Manufactured ***New** Home* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Residential ***New** Commercial, Non- Profit, Organization, Church, School, Municipal, etc. Building* | 1 | 0 | 0 | 0 | 4 | 1 | 0 | 6 |
| **Total Permits Issued** | **10** | **1** | **3** | **1** | **4** | **5** | **2** | **26** |

*Sources: Town Reports; Building Permit files. *2014 numbers are through 08-31-14*

Like many other Central NH communities, in **Table 3** Bradford has shown a decline in the number of new construction (home, commercial, and non-residential) building permits issued since 2008, although a rebound was indicated in 2012-2013. Over the seven-year time span of 2008 through August 2014, zero (**0**) multi-family housing and manufactured housing permits were issued and six (**6**) non-residential permits were issued in Town. Twenty (**20**) single family housing permits were issued over the same time period.

In **Table 3,** the highest numbers of permits issued annually during this timeframe were nine (**9**) single family permits in 2008 and four (**4**) single family permits in 2010. Bradford experienced

its lowest number of permits issued, one (1) single family housing permit, in both 2009 and 2011.

## CONCLUSIONS

The Town presently has neither Growth Management Ordinance nor Impact Fee Ordinance.

Housing and non-residential building growth in Bradford since the late 2000s has declined, although over the 2000-2010 decade, **13.5%** population growth (to **1,650** people) and **20.3%** housing growth (to **917** units) occurred (**Table 1**). Although only **20** new homes were built during 2008 to August 2014, the early 2000s had far greater growth, totaling **155** new housing units between 2000 and 2010 (**Table 1**). Southern New Hampshire and Central New Hampshire have been growing far more rapidly both in population and housing. With Bradford's unique rural setting and varying topography, it might take a few decades for this growth to reach the Town. However, growth will occur and Bradford must begin to plan for its future effects.

The Tables within Chapter 4. Summary of Projects discuss project overviews for each participating Department which could, *in the future when growth picks up,* offer an opportunity for identifying which projects or portions of projects could qualify for impact fees. This could be determined by identifying what percentage of each project would serve new growth in Town in Department project **Table 5** through **Table 11** under a new column, *% of Project Serving New Population Growth*. This is the portion of the capital expenditure that could be considered to be charged towards impact fees.

As of present day, both a Growth Management Ordinance and Impact Fee Ordinance would be premature as the Town's growth trends do not substantiate either. Impact fees not expended after six years need to be returned to the property owner, and with little growth, no significant amount of impact fees would be generated to pay for capital expenditures necessary to accommodate growth.

The CIP Committee's discussion as to the Ordinances' future relevancy should be revisited annually. Before significant growth reaches Bradford, it would be prudent to undertake future facility planning. Of additional assistance would be **Table 5A** through **Table 11A** which identify participating Departments' long-term facility needs up to 15 years in advance. These Tables can help place the Town "on notice" early that these facilities, program, or staffing needs are forthcoming although not all (the staffing and program needs) would be considered capital expenditure projects.

# Chapter 3.
# Capital Improvements Project Prioritization

## PROJECT PRIORITIZATION METHOD

One of the most difficult aspects of preparing a CIP is the scheduling and evaluation of proposed projects. The following prioritization criteria system was developed to assist the CIP Committee with objectively evaluating the proposals submitted by each of the Town's Departments.

### Department Self-Prioritization

Each project or purchase was assigned a priority by the submitting Department on a **High**, **Medium**, or **Low** basis. Each application also assigned year(s) of expenditure and listed sources of funding. Applications were sent to Department heads in April-May 2014. Department heads were then scheduled for consultations with the CIP Committee.

### CIP Committee Prioritization

The Committee invited those Departments which submitted applications to appear before the Committee and present their proposals. The question- and answer-session permitted applicants to provide greater detail on aspects of their proposed projects.

After reviewing all of the applications submitted by Town Departments and then consulting with the applicants, the CIP Committee prioritized the applications based upon current Town needs and priorities. No School District applications were solicited after consideration of options, but if any had been received, they would not have been prioritized as the School budget is separate from the Town's budget. However, the future inclusion of these projects into the Bradford municipal CIP will be critical because of the potential impacts to the overall tax base.

The Committee prioritized each Town application against those within the same year, and then made modifications where necessary by placing each project into the appropriate year based upon budgetary considerations. **Table 4** displays the ***Overall Priority Allocated*** based upon a scale of 1-6 and displays the ***Assigned Expenditure Year(s)*** selected by the CIP Committee based upon all factors, including cost.

The objective project prioritization and evaluation scale adopted and used by the Committee is as follows:

1 **Urgent: PROJECT cannot be delayed; needed immediately for public health and safety.**
**WHEN: CIP Years 1-2, 2015 or 2016**

2 **Necessary: PROJECT is needed to maintain basic level of community services.**
**WHEN: CIP Years 3-4, 2017 or 2018**

3 **Desirable: PROJECT is needed to improve quality or level of services.**
**WHEN: CIP Years 5-6, 2019 or 2020**

4 **Deferrable: PROJECT can be placed on hold until after 6 year period.**
**WHEN: After CIP time-span (after 2020)**

5 **Premature: PROJECT needs more research, time, planning, or coordination.**
**WHEN: N/A**

6 **Inconsistent: PROJECT is contrary to land use planning or community development goals or is not funded by the Town or does not meet criteria.**
**WHEN: N/A**

## PROJECT PRIORITIZATION AND YEARS OF EXPENDITURE

Fifty one (51) projects were brought before the CIP Committee for consideration, 42 of which were incorporated into the CIP. The final project prioritizations as adopted by the Committee are depicted in Table 4. The road maintenance, repair, and reconstruction projects from the Highway Department are both included into Figure 1. **Municipal Improvements Schedule** and have been incorporated into Chapter 6. Road Management Plan's Table 22A**.**

Through the project prioritization process, several of the projects were chosen by the Committee not to be included into the CIP for various reasons. Some of the reasons for removing certain projects from the CIP included projects recently completed, projects with costs small enough to be paid for from Department operating budgets, or projects without the necessary research and coordination needed at this time. Any project meeting the Application criteria could be reconsidered for future CIP inclusion and prioritization.

## Table 4
**Project Prioritization**

| | | Applicant | | | CIP Committee | |
|---|---|---|---|---|---|---|
| Application # | PROJECTS: DEPARTMENT CAPITAL PURCHASES / EXPENDITURES | Proposed Expenditure Year(s) | Applicant Priority | Estimated Cost | Overall Priority Allocated (1-6) | Assigned CIP Expenditure Year(s) |
| LI | LIBRARY | | | | | |
| 1-LI-2015 | New Roof | 2014 | High | $17,600 | 1 | remove |
| TS | TRANSFER STATION | | | | | |
| 2-TS-2015 | Trash Compactor | 2015-2016 | High | $22,000 | 1 | 2016 |
| PD | POLICE DEPARTMENT | | | | | |
| 3-PD-2015 | Police Cruiser | 2016-2017 | High | $72,000 | 2, 3, | 2017, 2020 |
| 4-PD-2015 | Department Weapons System | 2015 | Medium | $12,850 | 2 | 2018 |
| CC | COMMUNITY CENTER | | | | | |
| 5-CC-2015 | Roof Replacement | 2015 | Medium | $25,000 | 1 | 2015 |
| 6-CC-2015 | Replace Heating System | 2016 | Medium | $20,000 | 2 | 2017 |
| TH | TOWN HALL RESTORATION COMMITTEE | | | | | |
| 7-TH-2015 | Bradford Town Hall Restoration | 2016-2046 | High | $1,466,000 | 1 | 2016-2020 |
| HD | HIGHWAY DEPARTMENT | | | | | |
| 8-HD-2015 | Used Sand Screen | 2015 | High | $30,000 | 1 | 2015 |
| 9-HD-2015 | Six Wheel Dump Truck/Plow/Wing/Sander | 2015 | High | $172,000 | 1 | 2015 |
| 10-HD-2015 | Six Wheel Dump Truck/Plow/Wing/Sander (2) | 2016 | High | $180,000 | 2 | 2017 |
| 11-HD-2015 | Grader | 2017 | High | $300,000 | 1 | 2016 |
| 12-HD-2015 | Pick-up Truck with Plow | 2018 | Medium | $50,000 | 2 | 2018 |
| 13-HD-2015 | Chipper | 2018 | Medium | $40,000 | 2 | 2018 |
| 14-HD-2015 | Loader and Sweeper | 2019 | High | $265,000 | 3 | 2019 |
| 15-HD-2015 | Six Wheel Dump Truck/Plow/Wing/Sander (3) | 2020 | Low | $200,000 | 3 | 2020 |
| 16-HD-2015 | Salt/Sand Shed | 2019 | Medium | $50,000 | 3 | 2019 |
| 17-HD-2015 | Generator for Highway Department | 2015 | Medium | $37,000 | 1 | 2015 |
| 18-HD-2015 | Repair Marshall Hill with Ditching, Draining, and Overlay | 2015 | High | $110,000 | 1 | 2015 |
| 19-HD-2015 | Repair Hogg Hill (Maintenance) | 2015 | High | $75,000 | 1 | 2015 |
| 20-HD-2015 | Reconstruct Old Warner Road Route 114 to Ring Hill | 2015 | High | $160,000 | 1 | 2015 |
| 21-HD-2015 | Rebuild Green House Lane | 2015 | Low | $40,000 | 1 | 2015 |
| 22-HD-2015 | Repair Jones Road | 2016 | Medium | $62,000 | 1 | 2016 |
| 23-HD-2015 | Repair West Road | 2016 | High | $615,000 | 1 | 2016-2017 |
| 24-HD-2015 | Repair Sunset Hill Overlay | 2016 | Low | $80,000 | 1 | 2016 |
| 25-HD-2015 | Repair Cressy Road | 2016 | Medium | $135,000 | 1 | 2016 |
| 26-HD-2015 | Repair Fairgrounds Road | 2017 | High | $400,000 | 2 | 2017 |
| 27-HD-2015 | Repair Cilley Lane | 2017 | High | $16,000 | 6 | remove |

## Table 4, continued
**Project Prioritization**

| | | Applicant | | | CIP Committee | |
|---|---|---|---|---|---|---|
| Application # | PROJECTS: DEPARTMENT CAPITAL PURCHASES / EXPENDITURES | Proposed Expenditure Year(s) | Applicant Priority | Estimated Cost | Overall Priority Allocated (1-6) | Assigned CIP Expenditure Year(s) |
| 28-HD-2015 | Repair Melvin Mills | 2017 | Medium | $48,000 | 2 | 2017 |
| 29-HD-2015 | Repair Gillingham Drive | 2018 | High | $35,000 | 2 | 2018 |
| 30-HD-2015 | Repair Old Sutton Road | 2018 | Medium | $65,000 | 2 | 2018 |
| 31-HD-2015 | Repair Howlett Road | 2018 | Medium | $15,000 | 6 | remove |
| 32-HD-2015 | Repair Oakdale Road | 2018 | Medium | $60,000 | 2 | 2018 |
| 33-HD-2015 | Repair Forrest Street | 2018 | Medium | $82,000 | 2 | 2018 |
| 34-HD-2015 | Repair Davis Road | 2019 | Medium | $80,000 | 3 | 2019 |
| 35-HD-2015 | Repair Massasecum Ave Apron | 2019 | High | $25,000 | 6 | remove |
| 36-HD-2015 | Repair Massasecum Lake Road | 2019 | Medium | $100,000 | 3 | 2019 |
| 37-HD-2015 | Repair Breezy Hill Road | 2020 | High | $250,000 | 3 | 2020 |
| 38-HD-2015 | Repair Rowe Mountain Road | 2020 | Medium | $100,000 | 3 | 2020 |
| 39-HD-2015 | Repair Center Road | 2020 | Medium | $350,000 | 3 | 2020 |
| 40-HD-2015 | Repair East Washington Road | 2020 | Medium | $265,000 | 3 | 2020 |
| **FD** | **FIRE DEPARTMENT** | | | | | |
| 41-FD-2015 | Replace Breathing Air Compressor and Cascade Cylinders | 2017 | High | $30,000 | 2 | 2017 |
| 42-FD-2015 | Replace Driveway | | Medium | $30,500 | 5 | remove |
| 43-FD-2015 | Replace Fire Alarm System and Add Security System | 2018 | High | $22,000 | 2 | 2018 |
| 44-FD-2015 | Add to Fire House | | Medium | $775,000 | 5 | remove |
| 45-FD-2015 | Install Floor Drain Capture System | 2016 | High | $30,000 | 1 | 2015 |
| 46-FD-2015 | Replace Furnace | 2019 | High | $18,000 | 3 | 2019 |
| 47-FD-2015 | Replace 1994 Pumper, 82-M2 | 2019 | High | $475,000 | 3 | 2019 |
| 48-FD-2015 | Install Fire Suppression System in Fire House | | Low | $135,000 | 5 | remove |
| 49-FD-2015 | Replace 1986 Tanker, 82-K1 | 2015 | High | $273,500 | 1 | 2015 |
| 50-FD-2015 | Purchase and Install Washer/Dryer | 2016 | High | $24,500 | 1 | 2015 |
| 51-HD-2015 | Improvement of West Main Street | 2015 | High | $60,000 | 1 | 2015 |
| **ADDITIONAL PROJECTS NOT REQUIRING PRIORITIZATION** | | | | | | |
| **SD** | **SCHOOL DISTRICT PROJECTS** | | | | | |
| ---- | No capital projects included within the Bradford CIP 2015-2020 | | | | | |

*Source: Applicants and CIP Committee 2014*

# Chapter 4.
# Summary of Projects

## PROJECTS OVERVIEW

To prepare the Capital Improvements Program 2015-2020, the CIP Committee surveyed all Town Departments and Boards/Commissions and inquired of the Bradford School District representative for information on the current adequacy and needs of their facilities and equipment, and identification of future needs for expansion, improvements, and additions. Some Town Departments, etc. opted not to participate. Others had no projects to include in the CIP during this timeframe.

Using data submitted by Department Heads for this document, the CIP Committee identified **42** Town projects for inclusion in the Capital Improvements Program for the 2015-2020 (six-year) period. All projects are recommended to be funded through property taxes, grants, capital reserve funds, state aid, user fees, and/or bonds.

Proposed projects address the need to correct deficiencies in the Town's infrastructure and services, as well as meet the service needs generated by increased population growth and development. The following **Table 5** through **Table 11** summarize the projects to be included in the 2015-2020 CIP. Where available, Department support tables document the present status and future needs of each Department responding to the request for CIP projects and provide inventories of either singular or aggregate Department equipment over $10,000. These support tables provide baseline information on Departments and provide a window into the future needs for the next CIP(s).

Projects are identified with a project number beginning with 1) a consecutive number in which order the application was reviewed by the CIP Committee, 2) a Department abbreviation, and 3) the first year of the CIP span (2015) to track its project/purchase's submission date.

This type of project numbering system allows for easier tracking of the applications over time, especially during annual updates, and reduces the confusion with similar applications such as vehicle replacements. Consistency is key when receiving and processing the applications received.

## Library

One Application was submitted for consideration but was removed from the CIP because the project was completed in 2014.

### Table 5
**Library Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 1 URGENT | 1-LI-2015 | New Roof | $17,600 | removed |
| | Project is to replace the roof on the Brown Memorial Library. Shingles are curling and chipping due to a manufacturer defect and could cause damage due to potential future leaking. The current shingles were installed in 1999 and are under a 20 year warrantee.<br><br>Project will be funded by property tax ($10,000) and Town Fac CRF ($7,600) over 1 year.<br><br>Need was so urgent, the Selectmen approved a request from the Library Trustees to purchase a new roof this year (2014) out of the Repairs of Town Buildings Capital Reserve Fund on 10/06/14. | | | |

*Source: Library 2014, as modified by the CIP Committee*

### Table 5A
**Library 2015**
**Facilities, Staffing, and Long-Term Needs**

| PRESENT – 2015 | |
|---|---|
| Building #1 Square Footage | Library: 3,000 sf |
| Annual Paid Staff Hours | 3,200 |
| Annual Non-Paid Hours | 500 |
| Full Time Employees | 0 |
| Part Time Employees | 7 |
| **FUTURE – 15 Years** | |
| Staffing Needs | |
| Program Needs | |
| Building Needs | |
| Equipment Needs | |

*Source: Library 2014*

## Transfer Station

**One (1) Application** was submitted for CIP consideration and inclusion:

### Table 6
**Transfer Station Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 1 URGENT | 2-TS-2015 | Trash Compactor (2016) | $22,000 | 2016 |
| | Project is to replace the current trash compactor in two years with a new Tram rail trash compactor. The current trash compactor is well used and has numerous maintenance problems.<br><br>Project will be funded by user fees ($15,000) and property tax ($7,000) over 1 year. | | | |

*Source: Transfer Station 2014, as modified by the CIP Committee*

### Table 6A
**Transfer Station 2015**
**Facilities, Staffing, and Long-Term Needs**

| PRESENT – 2015 | |
|---|---|
| Building #1 Square Footage | 0 |
| Annual Paid Staff Hours | 2,688 |
| Annual Non-Paid Hours | 0 |
| Full Time Employees | 1 |
| Part Time Employees | 1 |
| **FUTURE – 15 Years** | |
| Staffing Needs | No change |
| Program Needs | No change |
| Building Needs | No change |
| Equipment Needs | No change |

*Source: Transfer Station 2014*

## Police Department

**Two (2) Applications** were submitted for CIP consideration and inclusion:

### Table 7
**Police Department Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| **2, 3 NECESSARY, DESIRABLE** | **3-PD-2015** | **Police Cruiser (2017 & 2020)** | **$72,000** | **2017, 2020** |
| | Project is to replace a five year old Police cruiser with high mileage and considerable wear and tear in 2017. The department keeps their vehicles on a five to six year rotation. Department radios have been in use for ten years and will need replacement in 2020. The radios range from $3,200 - $3,500 each.<br><br>Project will be funded by property tax ($36,000) each CIP year (2017 and 2020). A Capital Reserve Fund (CRF) for Police Cruisers may be proposed to be established. | | | |
| **2 NECESSARY** | **4-PD-2015** | **Department Weapons System (2018)** | **$12,850** | **2018** |
| | Project is to create a ten year plan to replace the current weapon systems of the Department. The weapons are starting to age and require maintenance and repairs. The replacement plan includes ten handguns, three rifles, and holsters.<br><br>Project will be funded by property tax ($12,850) over 1 year. | | | |

*Source: Police Department 2014, as modified by the CIP Committee*

### Table 7A
**Police Department 2015**
**Facilities, Staffing, and Long-Term Needs**

| PRESENT – 2015 | |
|---|---|
| Building #1 Square Footage | |
| Annual Paid Staff Hours | 10,000 |
| Annual Non-Paid Hours | |
| Full Time Employees | 3 |
| Part Time Employees | 7 |
| **FUTURE – 15 Years** | |
| Staffing Needs | 4th FT employee and 24 hour patrol coverage |
| Program Needs | |
| Building Needs | Larger facility to execute daily workload |
| Equipment Needs | Vehicles, weapon systems |

*Source: Police Department 2014*

## Community Center

**Two (2) Applications** were submitted for CIP consideration and inclusion:

### Table 8
**Community Center Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 1 URGENT | 5-CC-2015 | Roof Replacement (2017) | $25,000 | 2017 |
| | Project is to replace roof on the Bradford Area Community Center. The existing roof was partially replaced in 2008 and remaining roof is over 20 years old. Roof may have two layers, which could add to the estimated cost.<br><br>Project will be funded by property tax ($25,000) over 1 year (2017). | | | |
| 2 NECESSARY | 6-CC-2015 | Replace Heating System (2017) | $20,000 | 2017 |
| | Project is to replace the heating system with an high efficiency unit, install an air quality control system, and install air conditioning system.<br><br>Project will be funded by property tax ($20,000) over 1 year. | | | |

*Source: Community Center 2014, as modified by the CIP Committee*

### Table 8A
**Community Center 2015**
**Facilities, Staffing, and Long-Term Needs**

| PRESENT – 2015 | |
|---|---|
| Building #1 Square Footage | Community Center: 8,000 sf |
| Annual Paid Staff Hours | 6,344 |
| Annual Non-Paid Hours | |
| Full Time Employees | 2 |
| Part Time Employees | 2 |
| **FUTURE – 15 Years** | |
| Staffing Needs | |
| Program Needs | |
| Building Needs | Roof, heating, paving |
| Equipment Needs | |

*Source: Community Center 2014*

## Town Hall

**One (1) Application** was submitted for CIP consideration and inclusion:

### Table 9
**Town Hall Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 1 URGENT | 7-TH-2015 | Town Hall Restoration (2016-2030) | $1,466,000 | 2016-2020 |
| | Project is to renovate the Bradford Town Hall so to provide space for municipal offices, meeting, and functions for the town and residences, increasing the value of the building for town and tax payers, and improving Main Street for prospective homebuyers and businesses.<br><br>Project will be funded by a bond ($1,300,000) over 15 years.<br>In addition, donations/bequest/gift/trust fund provides $166,000.<br>$95,000 was raised in 2014 to fix the roof and contribute to architect fees. | | | |

*Source: Town Hall 2014, as modified by the CIP Committee*

### Table 9A
**Town Hall 2015**
**Facilities, Staffing, and Long-Term Needs**

| PRESENT – 2015 | |
|---|---|
| Building #1 Square Footage | |
| Annual Paid Staff Hours | 0 |
| Annual Non-Paid Hours | 109 |
| Full Time Employees | 0 |
| Part Time Employees | 0 |
| **FUTURE – 15 Years** | |
| Staffing Needs | No Change |
| Program Needs | |
| Building Needs | |
| Equipment Needs | |

*Source: Town Hall 2014*

## Highway Department

Twenty nine (29) Applications were submitted for consideration into the CIP. The Improvement of West Main Street (2015) was not an actual Application but was added during the CIP discussion process by the Committee. Five (5) road projects were removed from the CIP because the lower costs were considered to be able to be sustained by the Highway Department Operating Budget. **Twenty four (24) Applications** were selected for inclusion into the CIP. State Highway Block Grant Aid is provided by the NH Department of Transportation to help offset road maintenance costs.

**Table 10**

**Highway Department Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 1 URGENT | 8-HD-2015 | Used Sand Screen (2015) | $30,000 | 2015 |
| | Project is to purchase a used sand screen instead of renting one each year for $5,000 to help with scheduling and creating more material that wouldn't need to be purchased. The financial benefits of purchasing would begin to show in less than five years.<br><br>Project will be funded by property tax ($22,000) and FEMA ($8,000) over 1 year. | | | |
| 1 URGENT | 9-HD-2015 | Six Wheel Dump Truck/Plow/Wing/Sander (2015-2019) | $172,000 | 2015-2019 |
| | Project is to replace the 1998 Sterling Louisville still in use. Currently the 1998 leaks in its transmission and hydraulic systems, has electrical issues with the plow, and the sander has rotted. Sterling is no longer in business and no new parts can be purchased for repairs and fixes.<br><br>Project will be funded by property tax ($172,000) over a 5 year lease. | | | |
| 2 NECESSARY | 10-HD-2015 | Six Wheel Dump Truck/Plow/Wing/Sander (2017) | $180,000 | 2017 |
| | Project is to replace the 2003 International still in use. Currently the 2003 needs a motor rebuild, the plow and sander are rotting, and there is structural rot in the body of the vehicle.<br><br>Project will be funded by property tax ($180,000) over 1 year. | | | |
| 1 URGENT | 11-HD-2015 | Grader (2016-2021) | $300,000 | 2016-2021 |
| | Project is to replace the 1989 Dresser still in use. Currently the 1989 has 10,500 hours on the machine and many replacement parts are unavailable. It is possible to purchase a used grader for a lower cost, and trade in the current grader for an estimated $10,000 - $12,000.<br><br>Project will be funded by property tax ($300,000) over a 5 year lease. | | | |
| 2 NECESSARY | 12-HD-2015 | Pick-up Truck and Plow (2018) | $50,000 | 2018 |
| | Project is to replace the 2005 Ford F-350 still in use. Currently the 2005 has 108,147 miles, is a standard transmission not optimal for plowing, plow is not functioning properly, and rot has been patched on the body.<br><br>Project will be funded by property tax ($50,000) over 1 year. | | | |
| 2 NECESSARY | 13-HD-2015 | Chipper (2018) | $40,000 | 2018 |
| | Project is to replace 1984 chipper still in use. Currently the 1984 has no brakes, electrical issues, and is not fully performing adequately affecting roadside clearing.<br><br>Project will be funded by property tax ($40,000) over 1 year. | | | |

## Table 10, continued

### Highway Department Projects

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 3 DESIRABLE | 14-HD-2015 | Loader and Sweeper (2019) | $265,000 | 2019 |
| | Project is to replace 2003 Cat loader still in use. Currently the 2003 has 6,000 hours on the machine and needs to be replaced at 10,000 hours for an approximate cost of $35,000. The machine has electrical problems, head gasket and steering column is inadequate, has structural rot on the body, and internal bakes need replacement.<br><br>Project will be funded by property tax ($265,000) over 1 year. | | | |
| 3 DESIRABLE | 15-HD-2015 | Six Wheel Dump Truck/Plow/Wing/Sander (2020) | $200,000 | 2020 |
| | Project is to replace the 2008 International still in use. Currently the 2008 has no issues and could be deferred.<br><br>Project will be funded by property tax ($200,000) over 1 year. | | | |
| 3 DESIRABLE | 16-HD-2015 | Salt/Sand Shed (2019) | $50,000 | 2019 |
| | Project is to replacing collapsing salt/sand shed which requires constant maintenance to remain standing and is too small for current needs.<br><br>Project will be funded by property tax ($50,000) over 1 year. | | | |
| 1 URGENT | 17-HD-2015 | Generator (2015) | $50,000 | 2015 |
| | Project is to purchase a generator with concrete pad and wiring to be used in power outages so the department can provide emergency services.<br><br>Project will be funded by property tax ($37,000) over 1 year. | | | |
| 1 URGENT | 18-HD-2015 | Repair Marshall Hill (2015) | $110,000 | 2015 |
| | Project is to repair Marshall Hill with ditching, draining, and overlay. Marshall Hill consists of length 3,500 feet, width 20 feet, 3 culverts and a 3 inch overlay.<br><br>Project will be funded by property tax ($110,000) over 1 year. | | | |
| 1 URGENT | 19-HD-2015 | Repair Hogg Hill (2015) | $75,000 | 2015 |
| | Project is to repair Hogg Hill with maintenance. Hogg Hill consists of length 2,000 feet, width 20 feet, 3 culverts and a 2 inch overlay.<br><br>Project will be funded by property tax ($75,000) over 1 year. | | | |
| 1 URGENT | 20-HD-2015 | Repair Old Warner Road (2015) | $160,000 | 2015 |
| | Project is to reconstruct Old Warner Road with new gravel from Route 114 to top of hill. Old Warner Road consists of length 2,100 feet, width 20 feet, 3 culverts and a 2 inch overlay.<br><br>Project will be funded by property tax ($160,000) over 1 year. | | | |
| 1 URGENT | 21-HD-2015 | Repair Green House Lane | $40,000 | removed |
| | Project is to rebuild Green House Lane. Green House Lane consists of length 900 feet, width 20 feet and a 3 in overlay.<br><br>Project will be funded by property tax ($40,000) over 1 year. | | | |

## Table 10, continued

### Highway Department Projects

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 1 URGENT | 22-HD-2015 | Repair Jones Road (2016) | $62,000 | 2016 |
| | Project is to repair Jones Road. Jones Road consists of length 2,300 feet, width 20 feet, and a 2 inch overlay.<br><br>Project will be funded by property tax ($62,000) over 2 year. | | | |
| 1 URGENT | 23-HD-2015 | Repair West Road (2016-2017) | $615,000 | 2016-2017 |
| | Project is to repair West Road. West Road consists of length 21,120 feet, width 20 feet, 15 culverts and a 2 in overlay.<br><br>Project will be funded by property tax ($615,000) over 1 year. | | | |
| 1 URGENT | 24-HD-2015 | Repair Sunset Hill Road Overlay (2016) | $80,000 | 2016 |
| | Project is to repair Sunset Hill Road overlay. Sunset Hill Road consist of length 3,900 feet, width 20 feet and 2 culverts. 2,800 feet of the road is a 1 inch overlay and 1,100 feet of the road is a 2 inch overlay.<br><br>Project will be funded by property tax ($80,000) over 1 year. | | | |
| 1 URGENT | 25-HD-2015 | Repair Cressy Road (2016) | $135,000 | 2016 |
| | Project is to repair Cressy Road. Cressy road consists of length 4,700 feet, width 20 feet, and a 2 inch overlay.<br><br>Project will be funded by property tax ($135,000) over 1 year. | | | |
| 2 NECESSARY | 26-HD-2015 | Rebuild Fairgrounds Road (2018) | $400,000 | 2018 |
| | Project is to rebuild Fairgrounds Road. Fairgrounds road consists of length 12,200 feet, and width of 20 feet. 1,600 feet of the gravel road is a 3 inch overlay and the reminder of the road is a 2 inch overlay.<br><br>Project will be funded by property tax ($400,000) over 1 year. | | | |
| 6 INCONSISTENT | 27-HD-2015 | Repair Cilley Lane | $16,000 | removed |
| | Project is to repair Cilley Lane.<br><br>Project will be funded by property tax ($16,000) over 1 year. | | | |
| 2 NECESSARY | 28-HD-2015 | Repair Melvin Mills (2017) | $48,000 | 2017 |
| | Project is to repair Melvin Mills Road. Melvin Mills Road consists of length 1,200 feet, width 24 feet and a 2 inch overlay.<br><br>Project will be funded by property tax ($48,000) over 1 year. | | | |
| 2 NECESSARY | 29-HD-2015 | Repair Gillingham Drive | $35,000 | removed |
| | Project is to repair Gillingham Drive. Gillingham Drive consists of length 1,200 feet, width of 20 feet and a 2 inch overlay.<br><br>Project will be funded by property tax ($35,000) over 1 year. | | | |
| 2 NECESSARY | 30-HD-2015 | Repair Old Sutton Road (2018) | $65,000 | 2018 |
| | Project is to repair Old Sutton Road.<br><br>Project will be funded by property tax ($65,000) over 1 year. | | | |

## Table 10, continued

### Highway Department Projects

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 6 INCONSISTENT | 31-HD-2015 | Repair Howlett Road | $15,000 | removed |
| | Project is to repair Howlett Road.<br><br>Project will be funded by property tax ($15,000) over 1 year. | | | |
| 2 NECESSARY | 32-HD-2015 | Repair Oakdale Road (2018) | $60,000 | 2018 |
| | Project is to repair Oakdale Road. Oakdale Road consists of length 2,600 feet, width 20 feet and an overlay of 2 inches.<br><br>Project will be funded by property tax ($60,000) over 1 year. | | | |
| 2 NECESSARY | 33-HD-2015 | Repair Forrest Street (2018) | $82,000 | 2018 |
| | Project is to repair Forrest Street. Forrest Street consists of length 3,100 feet, width 20 feet and an overlay of 2 inches.<br><br>Project will be funded by property tax ($82,000) over 1 year. | | | |
| 3 DESIRABLE | 34-HD-2015 | Repair Davis Road (2019) | $80,000 | 2019 |
| | Project is to repair Davis Road. Davis Road consists of length 2,800 feet, width of 20 feet and an overlay of 2 inches.<br><br>Project will be funded by property tax ($80,000) over 1 year. | | | |
| 6 INCONSISTENT | 35-HD-2015 | Repair Massasecum Avenue Apron | $25,000 | removed |
| | Project is to repair Massasecum Avenue Apron.<br><br>Project will be funded by property tax ($25,000) over 1 year. | | | |
| 3 DESIRABLE | 36-HD-2015 | Repair Massasecum Lake Road (2019) | $100,000 | 2019 |
| | Project is to repair Massasecum Lake Road. Massasecum Lake Road consists of length 3,500 feet, width of 20 feet, 3 culverts and an overlay of 2 inches.<br><br>Project will be funded by property tax ($100,00) over 1 year. | | | |
| 3 DESIRABLE | 37-HD-2015 | Repair Breezy Hill Road (2020) | $250,000 | 2020 |
| | Project is to repair Breezy Hill Road. Breezy Hill road consists of length 5,300 feet, width 20 feet, and 8 culverts.<br><br>Project will be funded by property tax ($250,000) over 1 year. | | | |
| 3 DESIRABLE | 38-HD-2015 | Repair Rowe Mountain Road (2020) | $100,000 | 2020 |
| | Project is to repair Rowe Mountain Road. Rowe Mountain Road consists of length 3,700 feet, width of 22 feet, 4 culverts and a 2 inch overlay.<br><br>Project will be funded by property tax ($100,000) over 1 year. | | | |

## Table 10, continued

### Highway Department Projects

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 3 DESIRABLE | 39-HD-2015 | Repair Center Road (2020) | $350,000 | 2020 |
| | Project is to repair Center Road. Center Road consists of length 12,000 feet, width of 20 feet and a 2 inch overlay.<br><br>Project will be funded by property tax ($350,000) over 1 year. | | | |
| 3 DESIRABLE | 40-HD-2015 | Repair East Washington Road (2020) | $265,000 | 2020 |
| | Project is to repair East Washington Road. East Washington Road consists of length 9,800 feet, with of 20 feet, 3 culverts, and a 2 inch overlay.<br><br>Project will be funded by property tax ($265,000) over 1 year. | | | |
| 1 URGENT | 51-HD-2015 | Improvement of West Main Street (2015) | $600,000 | 2015 |
| | Project is to complete the West Main Street Improvements. As the project is highways and streets related, the CIP Committee placed the Application within the Highway Department projects.<br><br>Project may be paid for a Transportation Alternatives Program (TAP) grant in the amount of $480,000. All of the funds must be raised in the same year as the grant is provided, to total $600,000. $120,000 in property tax is the required match for these funds over 1 year. | | | |

*Source: Highway Department 2014, as modified by the CIP Committee*

## Table 10A

### Highway Department 2015
### Facilities, Staffing, and Long-Term Needs

| PRESENT – 2015 | |
|---|---|
| Building #1 Square Footage | Highway Garage: 6,000 sf |
| Annual Paid Staff Hours | 9,600 |
| Annual Non-Paid Hours | |
| Full Time Employees | 4 |
| Part Time Employees | |
| **FUTURE – 15 Years** | |
| Staffing Needs | One additional full time staff member |
| Program Needs | |
| Building Needs | Sand/Salt Shed |
| Equipment Needs | |

*Source: Highway Department 2014*

## Fire Department

Ten (10) Applications were submitted for consideration into the CIP. Three (3) projects were removed from the CIP because more information was required and/or the projects were considered premature within the six-year timeframe. **Seven (7) Applications** were selected for inclusion into the CIP.

**Table 11**

**Fire Department Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| **2 NECESSARY** | **41-FD-2015** | **Replace Breathing Air Compressor and Cascade Cylinders (2017)** | **$30,000** | **2017** |
| | Project is to replace breathing air compressor purchased in 1988. The compressor has become unreliable, including cylinders and valves, and does not meet the necessary requirement of 6,000 PSI. The booster pump on the rescue truck is being used to achieve adequate air pressure, shortening the booster pump's operational life.<br><br>Project will be funded by property tax ($30,000) over 1 year. | | | |
| **5 PREMATURE** | **42-FD-2015** | **Replace Driveway** | **$30,500** | **removed** |
| | Project is to replace the driveway to the Bradford Fire Station.<br><br>Project will be funded by property tax ($30,500) over 1 year. | | | |
| **2 NECESSARY** | **43-FD-2015** | **Replace Fire Alarm System and Add Security System (2018)** | **$22,000** | **2018** |
| | Project is to replace the fire alarm system in the Bradford Fire Station that was installed over 30 years ago as replacement parts are no longer available. A security system would also be installed to protect the expensive equipment housed at the station.<br><br>Project will be funded by property tax ($22,000) over 1 year. | | | |
| **5 PREMATURE** | **44-FD-2015** | **Add to Fire House** | **$775,000** | **removed** |
| | Project is to add space and sleeping quarters to the Bradford Fire Station.<br><br>Project will be funded by property tax ($775,000) or bond. | | | |
| **1 URGENT** | **45-FD-2015** | **Install Floor Drain Capture System (2016)** | **$30,000** | **2016** |
| | Project is to install a floor drain capture system which is required by state law. The station is currently in violation.<br><br>Project will be funded by property tax ($30,000) over 1 year. | | | |
| **3 DESIRABLE** | **46-FD-2015** | **Replace Furnace (2019)** | **$18,000** | **2019** |
| | Project is to replace the furnace in the Bradford Fire Station that was installed over 30 years ago. The furnace receives regular maintenance and has no anticipated death date yet.<br><br>Project will be funded by property tax ($18,000) over 1 year. | | | |
| **3 DESIRABLE** | **47-FD-2015** | **Replace 1994 Pumper, 82-M2 (2019)** | **$475,000** | **2019** |
| | Project is to replace 1994 pumper, which is five years older than the NFPA recommendation replacement age. The pumper is started to become unreliable, especially in the foam system. A new pumper would have additional security features such as ABS braking and stability control.<br><br>Project will be funded by property tax ($475,000) over 1 year. | | | |

## Table 11, continued

**Fire Department Projects**

| Project Prioritization | Title of Project | | Total Estimated Cost | CIP Expenditure Year(s) |
|---|---|---|---|---|
| 5 PREMATURE | 48-FD-2015 | Install Fire Suppression System in Fire House | $135,500 | removed |
| | Project is to install a fire suppression system in the fire house.<br><br>Project will be funded by property tax ($135,000) over 1 year). | | | |
| 1 URGENT | 49-FD-2015 | Replace 1986 Tanker, 82-K1 (2015) | $273,500 | 2015 |
| | Project is to replace 1986 Tanker, which is eight years older than the NFPA recommendation replacement age. The Tanker does not have adequate water carrying capabilities or the safety features available on new models such as ABS braking, stability control, seat alp and belt harness, and lower center of gravity.<br><br>Project will be funded by property tax ($62,000) over 1 year and capital reserve funds ($211,000). | | | |
| 1 URGENT | 50-FD-2015 | Purchase and Install Washer/Dryer (2015) | $24,500 | 2015 |
| | Project is purchase and install a washer and dryer in the Bradford Fire Station. Washing and drying fire garments after any incident is required by NFPA and OSHA, and is proven to prolong the life of the garments.<br><br>Project will be funded by property tax ($24,500) over 1 year. | | | |

*Source: Fire Department 2014, as modified by the CIP Committee*

## Table 11A

**Fire Department 2015**

**Facilities, Staffing, and Long-Term Needs**

| PRESENT – 2015 | |
|---|---|
| Building #1 Square Footage | *Information not available for the 2015-2020 CIP* |
| Annual Paid Staff Hours | |
| Annual Non-Paid Hours | |
| Full Time Employees | |
| Part Time Employees | |
| **FUTURE – 15 Years** | |
| Staffing Needs | |
| Program Needs | |
| Building Needs | |
| Equipment Needs | |

*Source: Fire Department 2014*

## ORIGINAL CIP APPLICATIONS

The original project Applications, along with any supporting documentation submitted, are on file in the Planning Board office. The Applications give additional detail on the impacts to the operating budget and the methods anticipated to fund each of the applications. However, note that the Application information evolves over the CIP process to what is displayed within this document and the **Municipal Improvement Schedule**.

Forty-two (**42**) projects of the original **51** Application submitted are included within this CIP, all of which are municipal projects, proposed over the six-year period of 2015-2020.

## MUNICIPAL IMPROVEMENTS SCHEDULE

**Figure 1**, **Municipal Improvements Schedule** on the foldout page, details the recommended methods of financing the capital improvements, and the impacts to the yearly municipal tax rates for the municipal projects presented within this CIP. The fiscal year of the Town begins on January 1 and ends on December 31 of the same year. All numbers are shown in 2014 dollars and inflation is not accounted for.

**Figure 1** illustrates a potential **$3.02** impact to every $1,000 of property valuation in **2015**. This impact includes projects which would have normally occurred that year, bond payments, and a few new projects that were introduced during the CIP planning process. The **$3.01** per $1,000 in valuation in **2015** represents the lowest impact to the tax rate over the coming six years; the highest will be found, with the current project load, in **2020** at **$5.61**.

The CIP Committee chose to focus on the first two years of the CIP, **2015** (**$3.02**) and **2016** (**$3.60**), to obtain the greatest level of accuracy with the assumption of an annual CIP update to obtain more cost information on large projects and reprioritize the remaining projects.

Voters at the annual March Town Meeting will decide whether the best interests of the Town and its residents are served when they choose to allocate funds to many of the capital projects listed here. If the CIP is annually updated (a 2016-2021 document, for instance) as is highly recommended, more information will be available on 2015 projects submitted but not yet purchased. The potential net impact on the town tax rate will be managed by viewing another six years worth of municipal projects and prioritizing Department needs using the most recent Net Valuation and project costs.

# Chapter 5.
# Financial Analysis

## TERMINOLOGY

**Equalized valuation**, or **equalization**, is an adjustment of the town's local assessed values, either upward or downward, in order to approximate the full value of the town's property. Each year, the NH Department of Revenue Administration (NH DRA) equalizes the property values for every city and town. This process is due to an imbalance caused by varying local assessment levels. Adjusting these values among towns is the only way for statewide consistency. The total value of all property in town is adjusted based upon the comparison of recent property sales with local property assessments. Once property values have been equalized, public taxes and state revenues shared by towns and cities may be fairly apportioned among them. This includes state education property taxes and county taxes.

As generated statistics, **equalization ratios** are used when revaluation companies are planning their work and are used by assessing officials to periodically check the validity of assessments. Ratios are computed using properties that have sold during the period: the prices the properties actually sold for are compared to the values listed on the assessment cards. The median ratio in a listing of properties is selected to represent the equalization ratio in a town because it gives equal weight to all properties regardless of selling price. The ratio can help towns judge when revaluation should occur and how the town compares with other towns or cities.

The **full value tax rate** is the equalized tax rate for a town. Contrary to popular belief, the town's equalization ratio cannot be applied directly to the local assessed rate to equal the full value tax rate since other variables are involved. This full value tax rate permits comparisons to other towns in the state for apportionment purposes.

The **state school tax rate**, or the State Grant/Cost of an Adequate Education, is the town's share of the statewide cost for an adequate education. In 2013, Bradford was responsible for raising an amount equal to **$2.41** per $1,000 of the town's share of the statewide cost of an adequate education. In order for the town to raise this amount, the rate must be restated to reflect the equalized value of the town *not* including utilities (developed by NH DRA) instead of the local assessed value of the town (developed by the Town).

The **local school tax rate** is calculated using the local assessment of a town. The local assessment is apportioned based on the number of students from each town (also called the average daily membership) and the equalized valuation of each town.

## BONDED INDEBTEDNESS

Bradford, like most Towns, relies on bonds for the funding of large-scale municipal projects. Bonds typically last from five to twenty years. Low-interest loans and bonds are provided by the NH Municipal Bond Bank and by private organizations. Towns are permitted to carry a certain amount of debt, as described below.

Shown in **Table 12**, the Town of Bradford currently has three outstanding municipal bonds, or debt service. The Town owes a total of **$264,472** in existing municipal debt over the CIP term of 2015-2020. Adding in the remaining **$101,505** of the Road Repair Bond (2014) payments through 2023, this equals a total existing municipal debt of **$365,997**, overall a very low amount.

**Table 12**

**Existing Bond Payment Schedules, 2015-2020**

| Existing Town Bonds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|---|---|---|---|---|---|---|
| Highway Garage (2010) | $30,731 | $30,731 | | | | | **$61,462** |
| Road Repair Bond (2014) | $33,835 | $33,835 | $33,835 | $33,835 | $33,835 | $33,835 | **$203,010** |
| **Existing Town Bond Payments** | **$64,566** | **$64,566** | **$33,835** | **$33,835** | **$33,835** | **$33,835** | **$264,472** |

*Source: Town Administrator*

The Town Hall Restoration bond will again be presented at Town Meeting 2015 with anticipation of warrant article approval. Displayed in **Table 12A**, the anticipated bond would have a term of 15 years, and the approximate payment would be **$85,000** (principal only) per year if approved at Town Meeting. Within the CIP term of 2015-2020, this would require an additional **$510,000** in payments and raise the total municipal debt by **$1,400,000** (principal only) to equal **$1,765,977** in total overall municipal debt through 2031.

**Table 12A**

**Potential Additional Bond Payment Schedule, 2015-2020**

| NEW Bonds in CIP Term* | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|---|---|---|---|---|---|---|
| (TH) Town Hall Restoration *NEW 2015* | $85,000 | $85,000 | $85,000 | $85,000 | $85,000 | $85,000 | **$510,000** |
| **NEW Town Bond Payments*** | **$85,000** | **$85,000** | **$85,000** | **$85,000** | **$85,000** | **$85,000** | **$510,000** |
| | | | | | | | |
| **Total Existing and New* Bond Payments** | | | | | | | |
| **Total Town Bond Payments 2015-2020*** | **$149,566** | **$149,566** | **$118,835** | **$118,835** | **$118,835** | **$118,835** | **$774,472** |

*Source: Town Administrator *if approved at Town Meeting*

The existing bond and potential new bond have impacts on the annual tax rate, as represented on **Figure 1. Municipal Improvements Schedule**.

The Municipal Finance Act (RSA 33:4a and 4b) establishes the base limit of bonded indebtedness a municipality can incur for municipal expenses (**3.0%** of the equalized valuation) and for school improvements (**7.0%** of the equalized valuation). Water projects, the portion of sewer projects financed by users, and tax anticipation notes are excluded from the calculation of indebtedness. Towns participating in a cooperative school district can incur bonded indebtedness up to **10%** of its equalized valuation. Based on State law, the bonding capacity and amount available for the Town of Bradford is as follows.

Water projects, the portion of sewer projects financed by user fees, and tax anticipation notes are excluded from the calculation of indebtedness. The Town does not carry any tax anticipation notes. The ***Maximum Bonding Capacity*** and amount of money available for the Town of Bradford to currently bond (***Available Bonding Capacity***) is displayed in **Table 13**:

**Table 13**
**Bonded Indebtedness**

| | Base Valuation for Debt Limits | Maximum Bonding Capacity | Existing Debt | Available Bonding Capacity |
|---|---|---|---|---|
| Town (3%) | $213,355,626 | $6,400,669 | $365,977 | $6,034,692 |
| Local School (10%) | $213,355,626 | $21,335,563 | $0 | $21,335,563 |

*Sources: NHDRA 2013 Base Valuation for Debt Limits (latest available); **Table 12** with further calculation*

The ***Available Bonding Capacity*** of the Town from **Table 13** is **$6.03 million** after the existing debt of the Highway Garage and Road Repair bonds' **$365,977** debt is subtracted. The potential new bond for the Town Hall Restoration is not included. With the available bonding capacity of over **$6 million** and the potential new bond for Town Hall Restoration of $**1.4 million**, that would leave over **$4.63 million** left in bonding capacity, a substantial amount for other capital projects should the Town choose to pursue the bonding option.

Although the calculated numbers display the ***Available Bonding Capacity*** as **$6.03 million**, the reality is the Town is constrained by revenue brought in by taxes. The Town would not be able to bond to the maximum technical capacity. Factors include how much property is in current use, the Town's poverty rate, the average household income, a percentage of affordable housing higher than the regional average, etc. Raising the taxes does not equal much additional money because of these and other factors, so enough revenue could not be generated to cover bonds of this size.

As the Town chose not to include the cooperative Kearsarge Regional School District's capital expenses, reserve funds, debt or to seek Project Applications, the School District's actual available bonding capacity is not available without these detailed figures. However, using the basic calculations the School's ***Maximum Bonding Capacity*** of **$21.33 million** is displayed in **Table 13.** School bonding increases the Town's overall tax rate as the payments are calculated into the Local School tax rate.

## ANNUAL APPROPRIATIONS

In order to create a CIP which is feasible, and because the CIP will have financial impact on the community, it is important to understand financial trends within Bradford.

Bradford has relied upon a variety of revenue sources to finance municipal operations. Such sources include fees, licenses, trusts (including capital reserve funds), interest on accounts, intergovernmental transfers (grants), and property taxes, which is the single largest form of annual revenue. Tax rates are provided to Bradford in early October each year by NHDRA, so by the end of October tax bills are mailed to taxpayers. **Table 14** displays the appropriations and taxes **per $1,000 of valuation** for municipal, county, local school, and state school tax categories. Exemptions are not included here.

**Table 14**

**Annual Appropriations, 2007-2013**

| Assessments & Tax Rates | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|
| **Net Property Valuation** | **228,614,981** | **234,904,231** | **234,369,815** | **234,369,815** | **218,736,468** | **219,877,193** | **220,787,083** |
| Municipal Rate | 6.19 | 6.15 | 6.55 | 6.46 | 7.27 | 7.38 | 6.67 |
| *amount raised in taxes* | $1,431,651 | $1,447,460 | $1,320,412 | $1,411,836 | $1,589,175 | $1,621,869 | $1,473,702 |
| County Rate | 2.12 | 2.4 | 2.65 | 2.84 | 2.74 | 2.81 | 2.87 |
| *amount raised in taxes* | $494,079 | $563,999 | $494,079 | $621,128 | $599,489 | $618,202 | $634,445 |
| School Rate (local) | 6.75 | 8.45 | 8.32 | 8.91 | 10.38 | 10.12 | 10.47 |
| *amount raised in taxes* | $1,562,035 | $1,987,847 | $2,131,123 | $1,950,342 | $2,269,449 | $2,225,338 | $2,312,367 |
| School Rate (state) | 2.12 | 2.08 | 2.20 | 2.37 | 2.51 | 2.38 | 2.41 |
| *amount raised in taxes* | $484,102 | $483,720 | $488,394 | $509,697 | $539,229 | $513,781 | $523,224 |
| **Total Tax Rate** | **17.18** | **19.08** | **19.72** | **20.58** | **22.90** | **22.69** | **22.42** |
| **Total Assessments** | **$3,971,867** | **$4,483,026** | **$4,434,008** | **$4,493,003** | **$4,997,342** | **$4,979,190** | **$4,943,738** |

*Source: Town Reports 2007-2013*

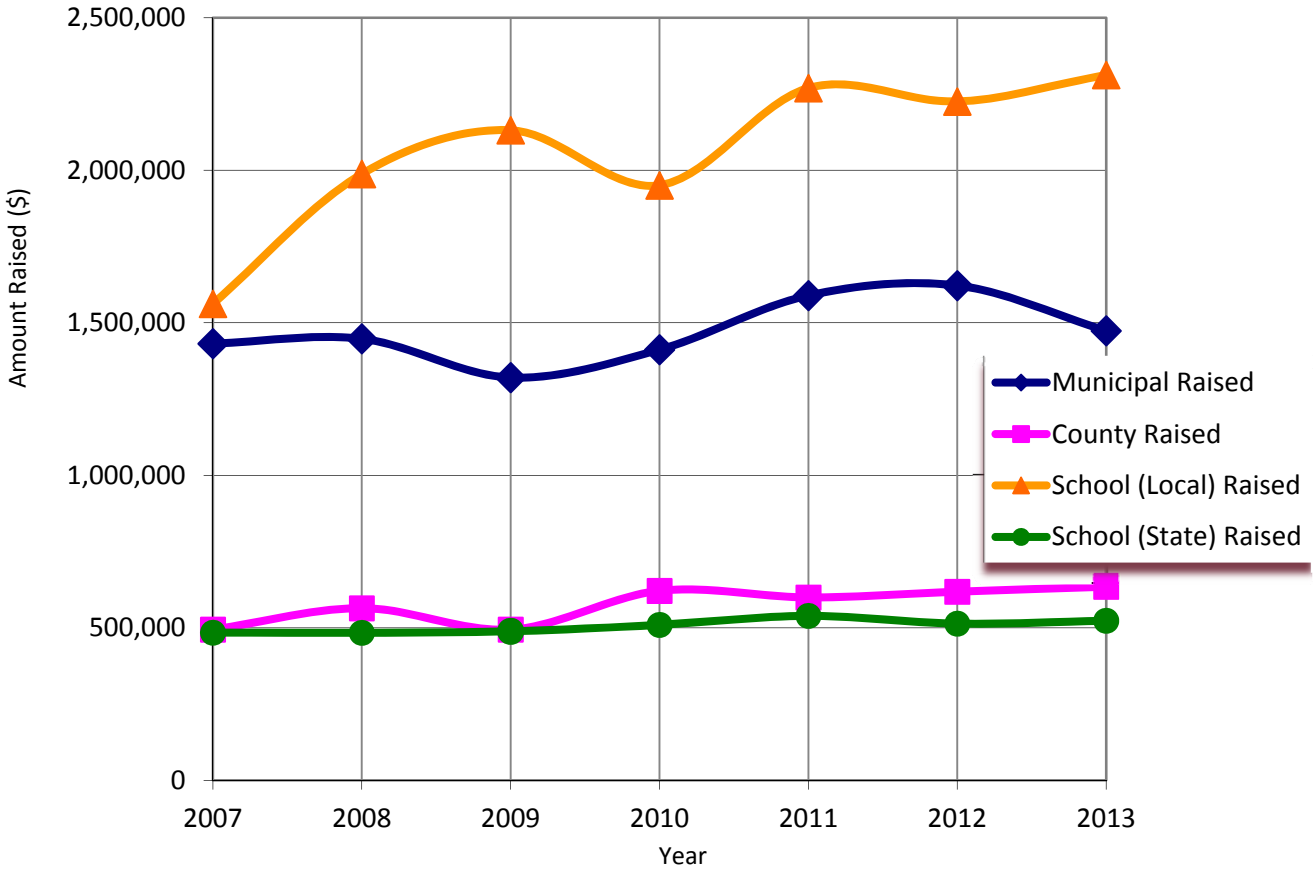
Since 2008, net valuations had an overall trend of slow increases to reach **$220,787,083** in 2013. The net valuations can be grouped into two sets of averages over the past seven years. The first assessment group is from 2007 ($**228,614,981**) to 2010 (**$234,369,815**), with an overall average increase of **0.84%** over the term. The reassessment in 2011 brought the net valuation down to **$218,736,468**, yielding an average increase of **0.50%** through 2013.

For the purposes of the **anticipated net valuation** increases over the CIP term of 2015-2020, these two assessment group average increase figures are then averaged to calculate a future net valuation change of **0.63%** per year as used within the **Municipal Improvements Schedule** in **Figure 1**. See also **Net Valuation** section below.

Overall, the **total tax rate per $1,000 of net valuation** in Bradford has been increasing from 2008's value of **$17.18** to **$22.69** in 2012. In 2013 the rate decreased **$0.27** with a total tax rate of **$22.42**, the only total tax rate decrease over the six year period. The largest jump in total tax rate occurred in 2011 when the total tax rate increased to **$22.90** from **$20.58.**

From **Table 14**, the local school tax rate notably increased from 2007 to its present rate of **$10.47** in 2013, with jumps of **$8.45** in 2008 and **$10.38** in 2011. The municipal rate remains fairly similar over the six year period, increasing to **$7.27** and **$7.38** in 2011 and 2012. However, 2013 saw a significant decrease to **$6.67**. The county and state school tax rates remain the lowest contributors to the overall tax rate per $1,000 of net valuation.

**Figure 2**
**Taxes Raised for Appropriations**




*Source: **Table 14***

**Figure 2** illustrates the amount of appropriations raised in **Table 14** over the six year period of 2007-2013. Each tax line shows an increase over the six year period, with the local school appropriation being the largest in 2013 at **$2,312,367**. The local school appropriation and municipal appropriation both have the largest fluctuations of amount raised, as municipal taxes raised began at **$1,431,651** in 2007, jumped to **$1,621,869** in 2011, and lowered back to **$1,473,702** in 2013. The state school and county tax appropriations have remained relatively constant, with an overall slight increase, during this time period.

## CAPITAL RESERVE FUNDS

Often yearly, the voters allocate funds into the Town's Capital Reserve Funds (CRFs) or Expendable Trust Funds (ETFs) dedicated for specific purchases or improvements. **Table 15** lists those fund balances as of June 30, 2014. Only those funds which are related to the capital expenditures contained within this CIP or were anticipated to have additional monies added into the funds between 2015 and 2020 were included in **Table 15**.

**Table 15**

**Capital Reserve Funds and Balances, 2014**

| Fund Name | Balance on June 30, 2014 |
|---|---|
| (HD) Highway Heavy Equipmenty CRF | $40,000 |
| (HD) Grader Repairs (non-lapsing) CRF | $18,034 |
| (HD) Ashphalt Shim (non-lapsing) CRF | $50,000 |
| (HD) Main Street Improvement CRF | $61,951 |
| (HD) Bridge Design (non-lapsing) CRF | $53,000 |
| (FD) Fire Department Equipment CRF | $211,142 |
| (FD) Fire Station Repair & Improvement | $10,654 |
| (PD) Police Facility | $67,068 |
| (PD) Police Cruiser CRF | $0 |
| (TH) Town Hall Restoration Committee CRF | $95,000 |
| Town Facilities CRF | $28,454 |

*Source: Town Administrator, July 2014*

Many of the projects listed within the CIP will be proposed for full or partial funding from these CRFs.

Voters at the annual School District meeting also allocate funds into the School District's Capital Reserve funds dedicated for specific purchases or improvements to Bradford (and District) schools. While there are currently no School District projects or funding to review within the 2015-2020 CIP, this data might be placed within a future Town CIP if the School's capital expenditure projects are added. School Districts often develop their own Capital Improvement Programs, and it is important that Bradford obtain copies of any current School CIPs for their information.

Capital Reserve Funds (CRFs) are an excellent tool to help keep the municipal property taxes stable. They offer a mechanism for a municipality to save for anticipated future projects or purchases instead of taking a direct tax hit in any one given year. Money set aside in CRFs also collects interest. Bradford could use their multitude of CRFs more effectively by placing funds in the more regularly used accounts on a yearly basis now that this CIP displays the Department needs.

By creating CRFs for many of the projects proposed in this CIP or by increasing the deposits into the CRFs via warrant articles at the March 2015 annual Town Meeting, the proposed expenditures in this CIP should be more evenly distributed in the following years. In addition, grant funds might be pursued to help offset the burden to taxpayers for some of the projects or purchases that are proposed.

## TOWN OPERATING BUDGET

The Town's operating budget is a significant component of the annual budget. The Operating budget pays for all Departments' operations and permits the Town to provide services to residents. **Table 16** displays the annual appropriated Operating Budgets along with the Capital Reserve Fund (CRF) appropriations so annual comparisons can be made. The CRF appropriations may differ from those in **Table 15** as they include appropriations for fund accounts which are no longer used, or for one-time expenditures, for instance.

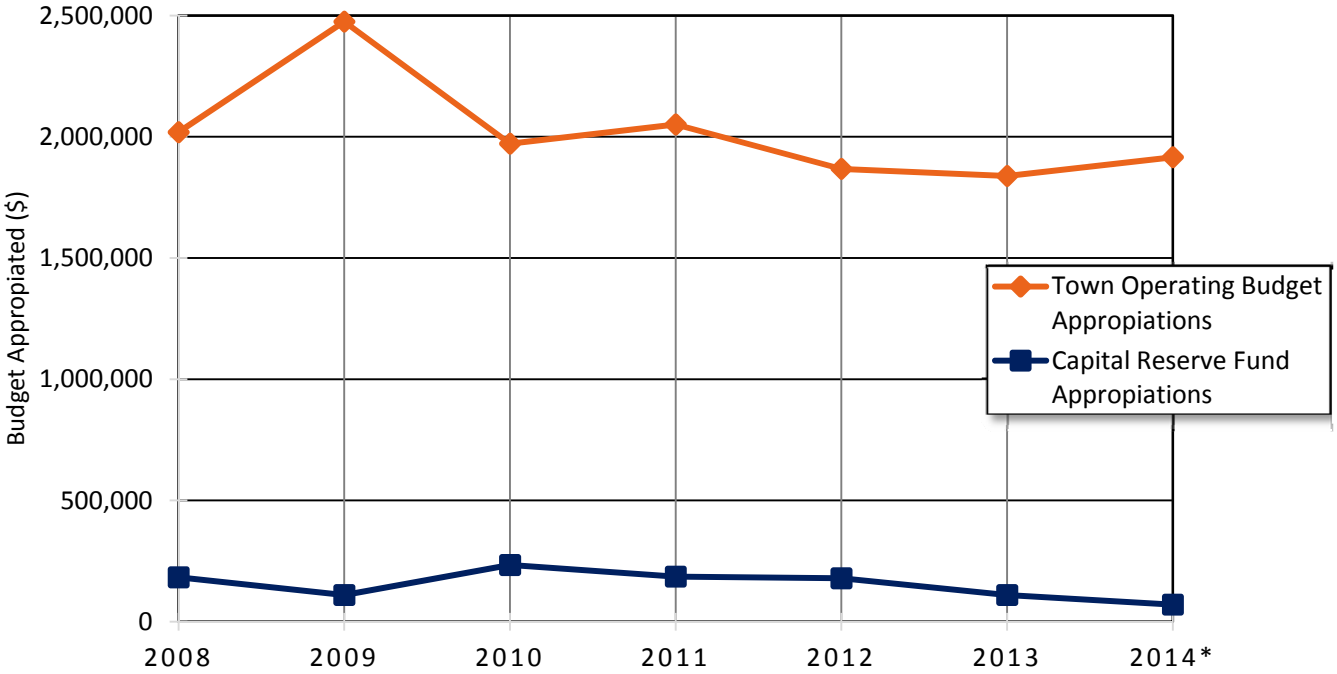
**Table 16**
**Operating Budget and Capital Reserve Appropriations, 2008-2014**

| Budgets | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014* | AVERAGE between 2008 - 2014 |
|---|---|---|---|---|---|---|---|---|
| **Town Operating** Budget Appropriations | $2,018,834 | $2,474,931 | $1,971,751 | $2,050,866 | $1,867,578 | $1,838,448 | $1,915,757 | **$2,019,738** |
| **Capital Reserve Fund** Appropriations | $233,000 | $40,000 | $89,500 | $371,034 | $340,990 | $605,985 | $70,200 | **$250,101** |
| *% of Town Budget* | *11.5%* | *1.6%* | *4.5%* | *18.1%* | *18.3%* | *33.0%* | *3.7%* | ***12.4%*** |

**estimate of Budget Committee*
*Source: Town Reports 2008-2013*

**Figure 3** below graphs the difference between the Capital Reserve Fund (CRF) expenditure appropriations and the Operating Budget appropriations. In 2014, CRF funding was only **3.7%** of the Operating budget, **$70,200**. Overall, between 2008 and 2014, CRF funding averaged **12.4%** of the Operating Budget dollar amount to total **$250,101** annually.

**Figure 3**
**Annual Appropriation Trends Comparison:**
**Town Operating Budgets and Capital Reserve Funds, 2008-2014**




*Source:* **Table 16**

**Figure 3** illustrates **Table 16** over the six year period of 2008-2014. The two lines represent the appropriated town operating budget and the appropriated capital reserve fund for each year since 2008. Overall, the trend of both lines show a general decrease after 2011, with the exception of the town operating budget in 2014 estimated to be **$1,915,757.** As seen in 2009, the town operating budget was **$2,474,931** and the capital reserve fund was **$110,000**. Similarly, the same trend of high operating budget and lower capital reserve fund may continue as the town's the capital reserve fund is estimated to decrease to **$70,200** in 2014. The capital reserve fund appropriations were the largest component of the town's budget in 2010, at **11.9%** followed by 2012 at **9.6%**.

## TAX RATE TRENDS AND COMPARISONS

The full value tax rates included in the table below are derived by the NH Department of Revenue Administration (NH DRA). The NH DRA develops the full value tax rate as a way to compare tax rates among New Hampshire communities. To determine the full value tax rate, the NH DRA compares each municipality's tax rate with its net valuation.

**Table 17**
**Bradford Tax Rates and Trends, 2008-2013**

| Bradford Taxes | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|
| Local Tax Rate | $19.08 | $19.33 | $20.58 | $22.90 | $22.69 | $22.42 |
| Full Value Tax Rate | $19.15 | $19.38 | $20.73 | $23.06 | $22.80 | $23.17 |
| *Equalization Ratio* | *100.0* | *100.0* | *100.0* | *100.0* | *100.0* | *102.9* |

*Sources: NHDRA Equalization Survey Including Utilities Reports*

From **Table 17**, the equalization ratio raised from **100.0** in 2012 to **102.9** in 2013. The ratio remained constant at **100.0** from 2008 to 2012. As of the writing of this document, figures for 2014 were not available as the tax rate has not yet been set.

The local tax rates, what residents pay through property taxes of $1,000 per valuation, remained relatively constant between 2011-2013, with a local tax rate of **$22.90** in 2011 and **$22.42** in 2013. As seen in **Table 17**, the local tax rate is tending to increase, starting in 2011.

Because the assessed valuation of any community, including Bradford, changes annually, if a Town has not been reassessed that year, the full value tax rates vary sometimes significantly from the local tax rate. The closer the equalization ratio is to 100, the closer the match will be between the local tax rate and the full value tax rate. This trend is reflected in Bradford during 2008 to 2013.

In **Table 18**, Bradford's full value tax rate in 2013 of **$23.17** was one of the lowest of the surrounding communities, with Washington (**$17.83**) and Newbury (**$14.81**) rates far lower. The local area's full value tax rate averaged **$28.19** per $1,000 of valuation. Henniker has the highest full value tax rate at **$31.07**. None of the communities had equalization ratios at 100, making it difficult to compare the towns total tax rate.

Bradford falls on the better end of the equalization ratio scale (**102.9**), which is the same ratio as Hillsborough. Warner (**115.4**) and Goshen (**111.1**) could use revaluations to bring their ratio closer to 100.

**Table 18**

**Abutting Community Tax Rate Comparison, 2013**

| 2010 US Census Population | | Municipal | County | Local School | State School | TOTAL TAX | Per Capita Tax | Equal. Ratio % | Full Value Tax Rate |
|---|---|---|---|---|---|---|---|---|---|
| **Bradford** | **1,650** | **6.67** | **2.87** | **10.47** | **2.41** | **$22.42** | **$0.014** | ***102.9*** | **$23.17** |
| Goshen | 810 | 6.84 | 2.90 | 12.36 | 2.41 | **$24.51** | $0.030 | *111.1* | $27.12 |
| Henniker | 4,836 | 7.71 | 2.68 | 17.59 | 2.36 | **$30.34** | $0.006 | *103.7* | $31.07 |
| Hillsborough | 6,011 | 10.44 | 1.16 | 14.11 | 2.35 | **$28.06** | $0.005 | *102.9* | $29.42 |
| Newbury | 2,072 | 3.70 | 2.88 | 5.87 | 2.48 | **$14.93** | $0.007 | *99.1* | $14.81 |
| Sutton | 1,837 | 6.04 | 2.90 | 12.26 | 2.44 | **$23.64** | $0.013 | *101.8* | $23.95 |
| Warner | 2,833 | 9.19 | 2.64 | 11.77 | 2.42 | **$26.02** | $0.009 | *115.4* | $29.96 |
| Washington | 1,123 | 5.55 | 2.86 | 6.98 | 2.58 | **$17.97** | $0.016 | *98.9* | $17.83 |

*Sources: NHDRA Municipal Services Tax Rates 2013; NHDRA Equalization Survey Including Utilities 2013; US Census 2010*

In 2013, Bradford's municipal taxes of **$6.67** were lower than the average of the surrounding towns (**$8.02**). The lowest local tax was Newbury at **$3.70** while the highest was Hillsborough at **$10.44**. On the local school side, Bradford's tax rate of **$10.47** was lower than the area average of **$13.06**. Henniker's local school rate was highest at **$17.59** and the lowest was Newbury at **$5.87**.

For additional comparison purposes in ***Table 18***, the ***Per Capita Tax*** (the tax rate per person) attempts to removes the population component (i.e., large town taxes do not compare well with small town taxes), from the tax rate contrast. Per capita (person), Hillsborough has the lowest tax rate at **$0.005**; however, it does have the highest population. Goshen has the highest tax rate at **$0.30** per capita (and has the lowest population), and Washington has the second highest tax rate per capita at **$0.016** (second lowest population). This method of comparison is less favorable and less reliable as although the attempt is to remove population from the tax comparison, note the per capita tax scale is very similar to the population itself.

## ANTICIPATED FINANCIAL IMPACTS OF PROJECTS

It is important to note that the CIP and its projected financial impacts are first and foremost advisory and hold no legal commitment for the Town to undertake such expenditures. This CIP document serves as a planning tool to help stabilize the tax rate while ensuring essential services are provided, as each Department's needs over the next few years are listed to keep the Town running safely. The CIP identifies when (and at what cost) the municipal tax impacts may come into effect as a result of necessary Department future capital expenditures.

The projects that Bradford has identified within this CIP *will* increase the municipal tax rate. However, many of these projects *would have occurred regardless* of the existence of a Capital Improvements Program and now the Town can plan ahead with upcoming anticipated capital expenditures by having them all appear in one location. Although higher taxes are often difficult to defend to taxpayers, increases may be easier to justify if they improve the people's quality of life, improve safety, or correct deficiencies in expected services or amenities.

A high dollar amount of offsetting revenues is applied to both project amounts and CRF payment amounts to reduce the overall amount to taxpayers in any one given year. The silver *Project Cost Impact* amounts added to rainbow striped *CRF/Bond Payments Impact*, the total of which subtracts the brown *Total Offsetting Revenues* will equal the blue *Net Impact*.

To obtain Capital Reserve funding at the annual March Town Meetings, Department heads and Boards should raise public awareness and promote a positive message for the necessity of their projects during the period January 1 through the Town Meeting in March, each year. The capital projects are discussed in Chapter 4. Summary of Projects.

The dollars required for each capital expenditure will be weighed annually against the need for other projects and operating expenses before the Budget Committee and Board of Selectmen develop warrant articles for Town Meeting. The Department and Board funding needs displayed with in this CIP 2015-2020 have been projected for the next six years for the town to operate safely. These needs may be modified as other or higher priority requirements are discovered. One significant advantage to updating a Capital Improvements Program each year is the ability to adjust costs for existing projects when the details become more clear or to reprioritize based upon the need for new or different projects altogether.

**Projected Net Valuation Increases**

In order to ascertain what the annual *Net Impact on Town Tax Rate* ($ per $1,000 of valuation) could be with the projects provided, the Net Valuation (with utilities) of each year between 2015 and 2020 must be calculated. However, the latest Net Valuation available from the NH Department of Revenue Administration (NHDRA) is from **2013** in the amount of **$220,949,340**, which is considered the baseline for calculations.

The approach to derive Net Valuation increases and the resulting Net Impact to the Town Tax Rate is made in a consistent, logical manner for the task of attempting to budget forecast out for the next six years.

To determine how much the **2013** baseline net valuation of $**220,949,340** must **grow** to reach a projected **2015** net valuation, past changes in net valuation are examined and use to develop a percentage of change. When net valuations *increase*, the annual projects' Net Impact on Town Tax Rate will *decrease*.

From **Table 14**, the net valuations were grouped into two sets of averages over the past seven years. The first assessment group is from **2007** (**$228,614,981**) to **2010** (**$234,369,815**), with an overall average increase of **0.84%** over the term. The second group was assembled when the reassessment in **2011** brought the net valuation down to **$218,736,468**, which yields an average increase of **0.50%** through the **2013** net valuation baseline of **$220,949,340**.

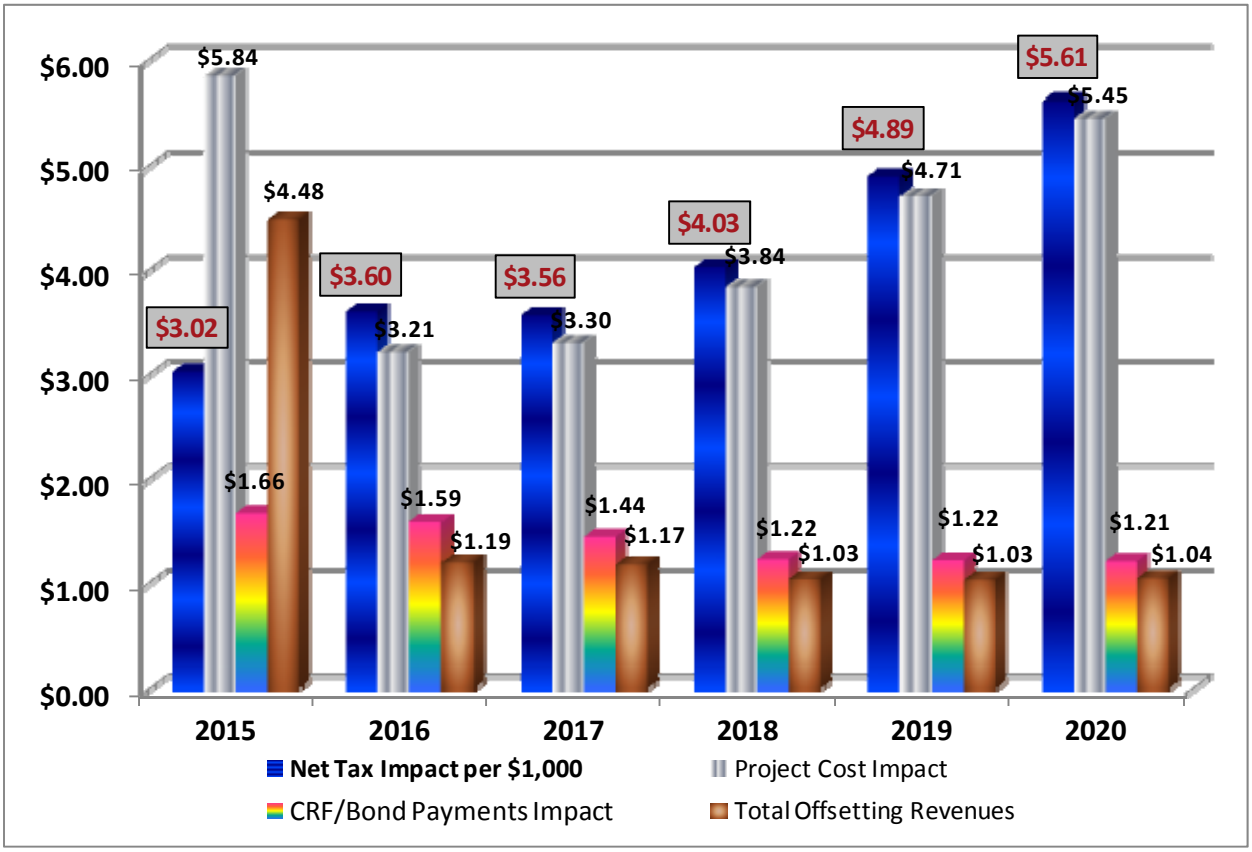
For the purposes of the **projected net valuation** increases over the CIP term of 2015-2020, these two assessment group average increases percentages are then averaged to calculate a future **projected net valuation** change of **0.63%** per year as used within the **Municipal Improvements Schedule** in **Figure 1**.

**Interpreting the Net Impact on Town Tax Rate**
On **Figure 1**. **Municipal Improvements Schedule**, each year's Net Impact to the Town Tax Rate is standalone. The Net Impact on Town Tax Rate ($ per $1,000 of valuation), and everything shown within a single year column of the spreadsheet are not cumulative. They are indicative of that year alone.

Each year's Net Impact on Town Tax Rate shown in **Figure 1** displays how much the taxpayers would pay for that year alone if each of the projects were funded. For instance, in **2015**, property taxes would increase **$3.02** per $1,000 of valuation if all projects were funded.

**Figure 4** projects out the **Capital Project Impact on the Town Tax (Per $1,000)** including the project costs, capital reserve and bond payments, offsetting revenue costs, and total costs to taxpayers (**Net Tax Impact per $1,000**) if all of the projects in each of the years 2015-2020 would be funded with no changes made to **Figure 1. Municipal Improvements Schedule**.

**Figure 4**
**Capital Project Impact on Town Tax Rate (Per $1,000)**




*Source: **Figure 1**, **Municipal Improvements Schedule***

Taken directly from **Figure 1**. **Municipal Improvements Schedule**, **Figure 4. Capital Project Impact on Municipal Tax Rate** displays the net impact (or how many dollars) per $1,000 of (property) valuation from the capital projects, bond payments, and capital reserve fund (CRF) deposits after the offsetting revenues or reimbursements have been taken into account.

For instance, in **2015**, if all of the capital projects are approved at Town Meeting and all CRF deposits are approved, a total of **$3.02** would be added to the municipal tax rate.

Ultimately, the CIP document is a planning tool and is not expected to contain actual budget figures; instead, but it is a "best guess" for what projects might cost the Town and taxpayers with the information available. With so many possible changing variables such as project cost fluctuations, fragile funding mechanisms, and actual net valuations determined by the NHDRA (using real estate market conditions), budgetary accuracy is not possible. The CIP's approach provides a consistent, relative comparison of capital project impact on the town tax rate. The CIP is intended to be updated yearly for these reasons and does the best it can at forecasting out six years with the information provided.

# Chapter 6.
# Road Management Plan

The Road Management Plan within a Capital Improvements Program assists municipalities with managing the current and future road improvements which will be required to maintain safety. Towns are responsible for maintaining Class V roads, but not Class VI roads, and received Highway Block Grant State Aid to assist with road maintenance. Private and State roads are documented. Highway expenditures and proportion of the entire Town budget are examined. Road construction and maintenance are a significant expense, and few roads can be maintained in a given year based upon the miles of road the Town is responsible for. Roads are typically improved on an as-needed basis due to the lack of funding available to bring the roads up to a completely maintained status.

The road lengths displayed in the following Town and State road tables are approximations only and may not have been measured in the field.

## TOWN ROADS - CLASS V AND CLASS VI

Bradford, like other New Hampshire municipalities, has municipal roads which are the responsibility of the Town to build and maintain. Generally, the costs below reflect basic reconstruction. These Class V Town roads are listed in **Table 20**, with local road improvement costs to be undertaken during the CIP 2015-2020 term displayed in **Table 23**. Class VI Town roads are listed in **Table 24**.

### Road Surface Management System Inventory

The information with the local road tables was collected by the Central NH Regional Planning Commission using the Road Surface Management System (RSMS) software in 2011 under a grant provided to the Town. This baseline information will assist municipal officials and the Highway Department with making decisions on how to address maintaining and reconstructing the local roads.

A discussion follows about what the RSMS is and what the software is meant to be used for so the information within **Table 19** is interpreted correctly.

## Table 19

**RSMS Maintenance Report 2011: Town Roads (Class V)**

| Road Name | From | To | Surface Type | Length (Miles) | Length (Feet) | Level of Traffic | Improvements to Surface | Road Drainage |
|---|---|---|---|---|---|---|---|---|
| Alder Plains Road | East Washington Rd | Unmaintained | Gravel | 0.189 | 997.9 | low | Routine-2 | Good-2 |
| Bacon Rd | Route 114 | Breezy Hill | Paved | 0.132 | 697.0 | low | Preventive-2 | Good-2 |
| Blaisdell Lake Rd | Route 103 | Sutton TL | Gravel | 1.03 | 5,438.4 | low | Routine-2 | Good-2 |
| Breezy Hill Rd | Route 114 | Bridge Closed | Paved | 0.225 | 1,188.0 | low | No Maint-2 | Good-2 |
| Breezy Hill Rd | Route 103 | Bridge Closed | Paved | 0.956 | 5,047.7 | low | Reconstruct-3 | Poor-3 |
| Center Rd | Route 103 | Jones Rd | Paved | 0.391 | 2,064.5 | med-high | No Maint-8 | Good-8 |
| Center Rd | Jones Rd | Cressy Rd | Paved | 1.062 | 5,607.4 | med-high | No Maint-8 | Good-8 |
| Center Rd | Cressy Rd | County Rd | Paved | 0.921 | 4,862.9 | med-high | Routine-8 | Good-8 |
| Cheney Hill Rd | Center Rd | Center Rd | Gravel | 0.51 | 2,692.8 | low | Routine-2 | Good-2 |
| Church Street | West Main St | End | Paved | 0.104 | 549.1 | low | Preventive-2 | Good-2 |
| Ciley Lane | East Main Street | End | Paved | 0.398 | 2,101.4 | low | Reconstruct-3 | Poor-3 |
| County Rd | Center Rd | West Dunfield Rd | Gravel | 1.85 | 9,768.0 | low | Routine-2 | Good-2 |
| County Rd | West Dunfield Rd | Unmaintained | Gravel | 0.972 | 5,132.2 | low | Routine-2 | Good-2 |
| Craig Rd | County Rd | End of Maintained | Gravel | 0.307 | 1,621.0 | low | Routine-2 | Good-2 |
| Cressy Rd | Center Rd | Hog Hill | Paved | 0.909 | 4,799.5 | medium | Preventive-6 | Good-6 |
| Davis Road | Massesecum Lake Rd | Bridge | Paved | 0.11 | 580.8 | low-med | No Maint-4 | Good-4 |
| Davis Road | Bridge | Eastshore Drive | Paved | 0.353 | 1,863.8 | low | No Maint-2 | Good-2 |
| Davis Road | Eastshore Drive | Latvia Lane | Paved | 0.084 | 443.5 | low | Rehabilitate-2 | Good-2 |
| Day Pond Rd | Route 114 | Unmaintained | Gravel | 0.388 | 2,048.6 | low | Routine-2 | Good-2 |
| Deer Valley Rd | West Road | Unmaintained | Gravel | 1.5 | 7,920.0 | low | Routine-2 | Good-2 |
| East Main Street | Route 114 | Route 103 | Paved | 0.325 | 1,716.0 | high | No Maint-10 | Good-10 |
| East Washington Road | Washington TL | Start of Pavement | Gravel | 1.55 | 8,184.0 | low-med | Routine-4 | Good-4 |
| East Washington Road | Start of Pavement | West Road | Paved | 1.87 | 9,873.6 | low-med | No Maint-4 | Good-4 |
| Eastshore Drive | End of Pavement | Narrowing | Gravel | 0.352 | 1,858.6 | low | Routine-2 | Good-2 |
| Eastshore Drive | Narrowing | Start of Pavement | Gravel | 0.102 | 538.6 | low | Routine-2 | Good-2 |
| Eastshore Drive | Davis Road | End | Paved | 0.107 | 565.0 | low | Preventive-2 | Good-2 |
| Eastshore Drive | Bottom of Hill | End of Pavement | Paved | 0.02 | 105.6 | low | Rehabilitate-2 | Good-2 |
| Fairgrounds Road | Jim Falicon | Old Fairgrounds Rd | Paved | 1.094 | 5,776.3 | medium | No Maint-6 | Good-6 |
| Fairgrounds Road | Bridge | West Road | Paved | 0.209 | 1,103.5 | low-med | Preventive-4 | Good-4 |
| Fairgrounds Road | Old Fairgrounds Rd | West Meadow Rd | Paved | 0.642 | 3,389.8 | medium | Rehabilitate-6 | Poor-6 |
| Fairgrounds Road | West Meadow Rd | Bridge | Paved | 1.665 | 8,791.2 | medium | Rehabilitate-6 | Poor-6 |
| Forest Street | End of Pavement | Jackson Rd | Gravel | 0.558 | 2,946.2 | low | Routine-2 | Good-2 |
| Forest Street | Narrowing | Rowe Mt. Rd | Gravel | 0.519 | 2,740.3 | low | Routine-2 | Good-2 |
| Forest Street | Jackson Rd | Narrowing | Gravel | 0.408 | 2,154.2 | low | Reconstruct-2 | Good-2 |
| Forest Street | Route 114 | Bottom of Hill | Paved | 0.429 | 2,265.1 | low-med | Routine-4 | Poor-4 |

## Table 19, continued

**RSMS Maintenance Report 2011: Town Roads (Class V)**

| Road Name | From | To | Surface Type | Length (Miles) | Length (Feet) | Level of Traffic | Improvements to Surface | Road Drainage |
|---|---|---|---|---|---|---|---|---|
| Forest Street | Bottom of Hill | End of Pavement | Paved | 0.162 | 855.4 | low-med | Routine-4 | Good-4 |
| Fortune Rd | Mountain Road | Unmaintained | Gravel | 0.714 | 3,769.9 | low | Routine-2 | Good-2 |
| Frenches Rd | Route 114 | Pavement | Gravel | 0.171 | 902.9 | low-med | Routine-4 | Good-4 |
| Frenches Rd | Oakdale | End of Pavement | Paved | 0.06 | 316.8 | low | Preventive-3 | Good-3 |
| Gillingham Rd | Route 103 | Sutton TL | Paved | 0.173 | 913.4 | low-med | Routine-4 | Good-4 |
| Gillingham Rd | West Main St | Route 103 | Paved | 0.241 | 1,272.5 | low-med | Reconstruct-4 | Poor-4 |
| Greenhouse Ln | Route 114 | End | Paved | 0.147 | 776.2 | low | Reconstruct-2 | Poor-2 |
| High Street | Fairgrounds Rd | Route 103 | Paved | 0.346 | 1,826.9 | med-high | Rehabilitate-8 | Good-8 |
| Hogg Hill Road | Cressy Rd | Sunset Hill Rd | Paved | 0.353 | 1,863.8 | low-med | Rehabilitate-4 | Poor-4 |
| Howlet Road | End of Pavement | Unmaintained | Gravel | 0.9 | 4,752.0 | low | Routine-2 | Good-2 |
| Howlet Road | Route 114 | End of Pavement | Paved | 0.045 | 237.6 | low | Reconstruct-2 | Poor-2 |
| Jewett Rd | County Rd | Rowe Mt. Rd | Gravel | 0.898 | 4,741.4 | low | Routine-2 | Good-2 |
| Johnson Hill Rd | Sunset Hill Rd | End Winter Maint. | Gravel | 0.688 | 3,632.6 | low-med | Routine-4 | Good-4 |
| Johnson Hill Rd | End Winter Maint. | Fairgrounds Rd | Gravel | 0.392 | 2,069.8 | low | Routine-2 | Good-2 |
| Jones Rd | Route 114 | Center Rd | Paved | 0.443 | 2,339.0 | med-high | Rehabilitate-8 | Poor-8 |
| Latvia Lane | Davis Road | Riga Ln | Paved | 0.125 | 660.0 | low | Rehabilitate-2 | Good-2 |
| Marshall Hill Rd | Hogg Hill Road | Water Street | Paved | 0.473 | 2,497.4 | medium | Rehabilitate-6 | Poor-6 |
| Massesecum Ave | End of Pavement | End Winter Maint. | Gravel | 0.481 | 2,539.7 | low | Routine-2 | Good-2 |
| Massesecum Ave | End Winter Maint. | Unmaintained | Gravel | 0.132 | 697.0 | low | Routine-2 | Good-2 |
| Massesecum Ave | Route 114 | End of Pavement | Paved | 0.096 | 506.9 | low | Reconstruct-2 | Poor-2 |
| Massesecum Lake Rd | Pavement Change | Pavement Change | Paved | 0.017 | 89.8 | low-med | No Maint-5 | Good-5 |
| Massesecum Lake Rd | Route 114 S. Ent. | Pavement Change | Paved | 0.042 | 221.8 | low-med | Preventive-5 | Poor-5 |
| Massesecum Lake Rd | Pavement Change | Route 114 N. Ent. | Paved | 0.56 | 2,956.8 | low-med | Rehabilitate-5 | Good-5 |
| Melvin Mills Rd | Warner TL | Route 103 | Paved | 0.319 | 1,684.3 | low | Reconstruct-3 | Poor-3 |
| Mountain Road | Fortune Rd | Newbury TL | Gravel | 0.1 | 528.0 | low-med | Routine-4 | Good-4 |
| Mountain Road | West Road | Fortune Rd | Paved | 0.051 | 269.3 | low-med | Preventive-4 | Poor-4 |
| Oakdale Rd | Route 114 S. Ent. | Route 114 N. Ent. | Paved | 0.541 | 2,856.5 | low-med | Rehabilitate-4 | Poor-4 |
| Old Fairgrounds Rd | Fairgrounds Rd NW | Fairgrounds Rd SE | Gravel | 0.317 | 1,673.8 | low | Routine-2 | Good-2 |
| Old Mountain Road | West Road | Unmaintained | Gravel | 0.392 | 2,069.8 | low | Reconstruct-2 | Poor-2 |
| Old Sutton Rd | Route 103 | Newbury TL | Paved | 0.461 | 2,434.1 | low-med | Rehabilitate-4 | Poor-4 |

## Table 19, continued

**RSMS Maintenance Report 2011: Town Roads (Class V)**

| Road Name | From | To | Surface Type | Length (Miles) | Length (Feet) | Level of Traffic | Improvements to Surface | Road Drainage |
|---|---|---|---|---|---|---|---|---|
| Old Warner Rd | Bradford Elementry | Ring Hill Rd | Paved | 0.379 | 2,001.1 | high | Routine-10 | Good-10 |
| Old Warner Rd | Route 103 | Bradford Elementry | Paved | 0.289 | 1,525.9 | med-high | Rehabilitate-9 | Good-9 |
| Old Warner Rd | Ring Hill Rd | Route 114 | Paved | 0.397 | 2,096.2 | high | Reconstruct-10 | Poor-10 |
| Pierce Rd | Breezy Hill | Unmaintained | Gravel | 0.232 | 1,225.0 | low | Routine-2 | Good-2 |
| Pleasant Valley | Route 114 S. Ent. | Route 114 N. Ent. | Gravel | 0.542 | 2,861.8 | low | Routine-2 | Good-2 |
| Pleasant View | Fairgrounds Rd | Pavement Change | Paved | 0.066 | 348.5 | low-med | No Maint-4 | Good-4 |
| Pleasant View | Pavement Change | Newbury TL | Paved | 0.96 | 5,068.8 | low-med | Preventive-4 | Good-4 |
| Ring Hill Rd | Old Warner Rd | End | Paved | 0.154 | 813.1 | low | Routine-2 | Good-2 |
| Rowe Mt. Rd | End of Pavement | Hill | Gravel | 0.627 | 3,310.6 | low | Routine-2 | Good-2 |
| Rowe Mt. Rd | Hill | Unmaintained | Gravel | 0.391 | 2,064.5 | low | Routine-2 | Good-2 |
| Rowe Mt. Rd | Bottom of Hill | Forest St | Paved | 0.453 | 2,391.8 | low-med | No Maint-4 | Good-4 |
| Rowe Mt. Rd | Forest St | End of Pavement | Paved | 0.379 | 2,001.1 | low | No Maint-2 | Good-2 |
| Rowe Mt. Rd | Center Rd | Bottom of Hill | Paved | 0.584 | 3,083.5 | low-med | Preventive-4 | Good-4 |
| Steele Rd | End of Pavement | Start of Pavement | Gravel | 0.042 | 221.8 | low | Routine-2 | Good-2 |
| Steele Rd | End of Pavement | End | Gravel | 0.039 | 205.9 | low | Routine-2 | Good-2 |
| Steele Rd | Gillingham Rd | End of Pavement | Paved | 0.023 | 121.4 | low | No Maint-2 | Good-2 |
| Steele Rd | Start of Pavement | End of Pavement | Paved | 0.038 | 200.6 | low | Preventive-2 | Poor-2 |
| Sunset Hill Rd | Cressy Rd | Guy Chamberlands | Paved | 0 | 0.0 | low | No Maint-2 | Good-2 |
| Sunset Hill Rd | Hogg Hill Road | Guy Chamberlands | Paved | 0.777 | 4,102.6 | low-med | Rehabilitate-4 | Poor-4 |
| Sunset Lane | West Main St | End | Paved | 0.042 | 221.8 | low | No Maint-2 | Good-2 |
| Water Street | Marshall Hill Rd | Fairgrounds Rd | Paved | 0.29 | 1,531.2 | medium | Preventive-6 | Poor-6 |
| West Dunfield Rd | County Rd | Unmaintained | Gravel | 0.232 | 1,225.0 | low | Routine-2 | Good-2 |
| West Main St | High Street | Route 103 | Paved | 0.455 | 2,402.4 | high | Preventive-10 | Good-10 |
| West Meadow Rd | Fairgrounds Rd | Bridge (asphalt) | Gravel | 1.048 | 5,533.4 | low-med | Routine-4 | Good-4 |
| West Meadow Rd | Bridge (asphalt) | West Road | Gravel | 0.328 | 1,731.8 | low-med | Routine-4 | Good-4 |
| West Meadow Rd | Start of Pavement | End of Pavement | Paved | 0.039 | 205.9 | low-med | No Maint-4 | Good-4 |
| West Road | Pavement Change | Pavement Change | Paved | 0.472 | 2,492.2 | medium | No Maint-6 | Good-6 |
| West Road | Pavement Change | End of Bridge | Paved | 0.112 | 591.4 | medium | No Maint-6 | Good-6 |
| West Road | Pavement Patch | End of Patch | Paved | 0.08 | 422.4 | low-med | No Maint-4 | Good-4 |
| West Road | Pavement Patch | End of Patch | Paved | 0.106 | 559.7 | low-med | No Maint-4 | Good-4 |
| West Road | End of Bridge | Center Rd | Paved | 1.27 | 6,705.6 | medium | Preventive-6 | Good-6 |

**Table 19, continued**

**RSMS Maintenance Report 2011: Town Roads (Class V)**

| Road Name | From | To | Surface Type | Length (Miles) | Length (Feet) | Level of Traffic | Improvements to Surface | Road Drainage |
|---|---|---|---|---|---|---|---|---|
| West Road | Mountain Road | Pavement Patch | Paved | 0.123 | 649.4 | low-med | Rehabilitate-4 | Poor-4 |
| West Road | Pavement Patch | Pavement Change | Paved | 0.609 | 3,215.5 | low-med | Rehabilitate-4 | Good-4 |
| West Road | Swamp | Top of Hill | Paved | 0.284 | 1,499.5 | low-med | Reconstruct-4 | Poor-4 |
| West Road | Top of Hill | Pavement Patch | Paved | 1.265 | 6,679.2 | low-med | Reconstruct-4 | Poor-4 |
| West Road | Newbury TL | Mountain Road | Paved | 0.108 | 570.2 | low | Reconstruct-2 | Poor-2 |
| West Shore Rd | Route 114 | End | Paved | 0.123 | 649.4 | low | No Maint-2 | Good-2 |
| Woodview Heights | Johnson Hill Rd | End | Gravel | 0.429 | 2,265.1 | low | Routine-2 | Good-2 |
| | | **Total Road Length** | | **44.3** | **242,183.0** | | | |

*Source: Road Surface Management System (RSMS) Data Collection, 2011*

For these **103** Town maintained roads (or road sections) in **Table 19**, their combined length totals about **242,000** feet or **44.3** miles of Class V road length. Road improvement projects required over the years will cost a substantial amount of money to maintain. Many RSMS software reports can be generated from this basic data including miles of gravel and paved roads, which roads need drainage improvements, and which roads received significant improvement ratings.

**What is the Road Surface Management System?**

The Road Surface Management System (RSMS) is a methodology intended to provide an overview and estimate of a road system's condition and the approximate costs for future improvements. RSMS provides a systematic approach for local officials to answer basic questions about their road system, to gauge current network conditions and to guide future improvement and investment in line with municipal Capital Improvements Programs (CIPs).

There are seven types of observable conditions that are recorded during onsite road surface inspection: (1) rutting, (2) potholes and patching (3) roughness, (4) alligator cracking, (5) edge cracking, (6) transverse and longitudinal cracking, and (7) roadside drainage. If any distress exists at all it is then rated for both its severity and its extent. Severity can be rated low, medium, or high. Extent is also rated low, medium, or high.

For example, a particular road segment might be categorized this way:

1) Rutting: low severity and low extent
2) Potholes and patching: none
3) Roughness: low severity and low extent
4) Alligator cracking: high severity and medium extent
5) Edge cracking: medium severity and high extent
6) Transverse and longitudinal cracking: low severity and low extent
7) Road side drainage: medium severity and low extent

The RSMS software has a built-in computation that combines all of the information on observable conditions and produces two recommendations for consideration. One is a simple statement of roadside drainage as either "poor" or "good." The more complicated recommendation is the type of maintenance or repair that would most benefit the road segment. There are five such categories.

**1. No Maintenance:** No action required. The road section is in very good condition.

**2. Routine Maintenance:** For paved roads, sealing cracks and patching potholes for specific small areas. For unpaved roads, filling small areas and grading the roadway. For both road surface types, routine maintenance should include cleaning ditches and culverts. Crack sealing, patching, spot regraveling, ditch and culvert cleaning, and mowing of shoulders and adjacent areas are essential to get the intended service life from a section of pavement.
Routine maintenance therefore has the highest value in the RSMS priority setting procedure. Routine maintenance can usually be performed by the town's road crew, and should be included in the town's annual budget. Roads requiring routine maintenance are slowly but surely deteriorating. Adequate funds should be made available consistently across annual budgets to ensure that roads in good condition remain so.

**3. Preventive Maintenance**: For paved roads, coating of the surface and chip seals of thin (1 ½ inch) overlays are used to prevent or slow further deterioration. For unpaved roads this includes shaping and grading the road surface, as well as adding minor amounts of material as necessary.

Preventative maintenance is performed on roads that are in sufficiently good condition and require inexpensive repair to extend road life. In the RSMS priority setting procedure, preventive maintenance has the second highest value and should receive a high priority in annual funding of highway budgets. Much of the work is within the highway department's capability with the exception of chip seals that are usually performed by contractors. The town should plan to accomplish all preventive maintenance within annual operations budgets.

**4. Rehabilitation:** Major repairs of the road surface: usually an asphalt overlay after surface preparation for a paved road, adding major amounts of gravel to unpaved roads, or regrading, reshaping, and compacting them.

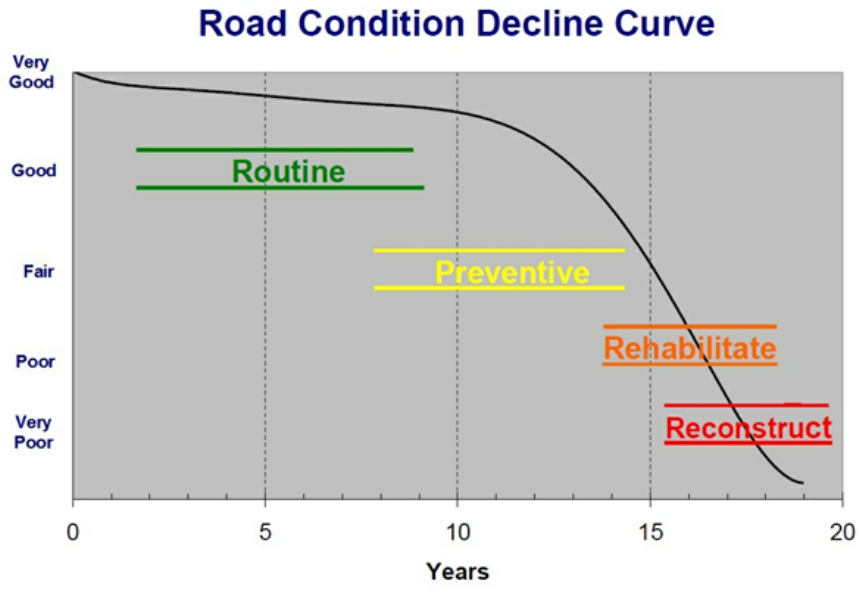
Rehabilitation is more expensive than routine or preventive maintenance, but less expensive than reconstruction. For paved roads, contractors usually perform rehabilitation repairs. Municipalities should fund them through a Capital Improvements Program (CIP). Large amounts of gravel required for unpaved roads may also be funded though a CIP. Before town officials attempt to fund these out of annual budgets, they should consider the impact on routine and preventive maintenance. It is much less expensive in the long run to keep good roads in good condition than to let them deteriorate to where they need rehabilitation. On the other hand, roads needing rehabilitation are rapidly deteriorating and will become much worse quickly without adequate funding.

**5. Reconstruction:** Excavation of the road base, the replacement and often the addition of aggregate, and new paved surface or new wearing surface gravel.

The road including its subbase has deteriorated to such an extent that the base must be replaced or stabilized. Such conditions are usually caused by too long a period of inadequate maintenance, and by poor subsurface drainage. In the latter conditions, appropriate repair and/or new construction of ditches and culverts should be included in the project. Reconstruction is so costly that it can absorb a large portion, if not all, of a municipality's annual budget, and therefore allow too small a budget for routine and preventative maintenance. Their accomplishment, therefore, will also best be funded with a CIP.

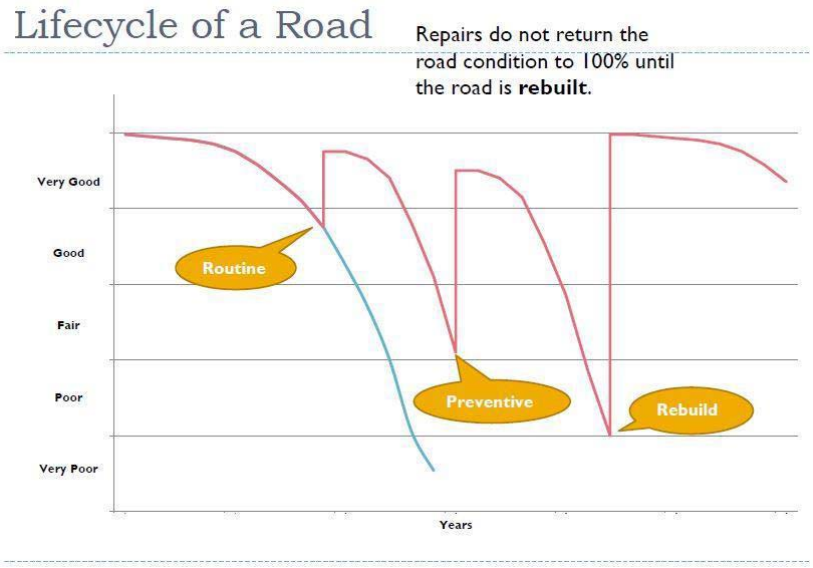
It is important to understand the life cycle of a road surface. When a paved road has been well designed and constructed it has a life of approximately 20-25 years. The RSMS system utilized by CNHRPC is based on the Road Condition Decline Curve below, which illustrates that roads in good condition cost less to maintain than those in poor condition. Routine maintenance on roadways in generally good condition is often the most important strategy to consider. According to the American Association of State Highway and Transportation Officials (AASHTO), every $1 spent to keep a road in good condition avoids $6-14 needed later to rebuild the same road once it has deteriorated significantly. Investing too little on road repair increases these future liabilities. **Figures 5** and **6** show the deterioration of a theoretical road segment over time. **Figure 7** displays the road inventory forms used during RSMS road data collection.

**Figure 5**
**Road Condition Decline Curve**



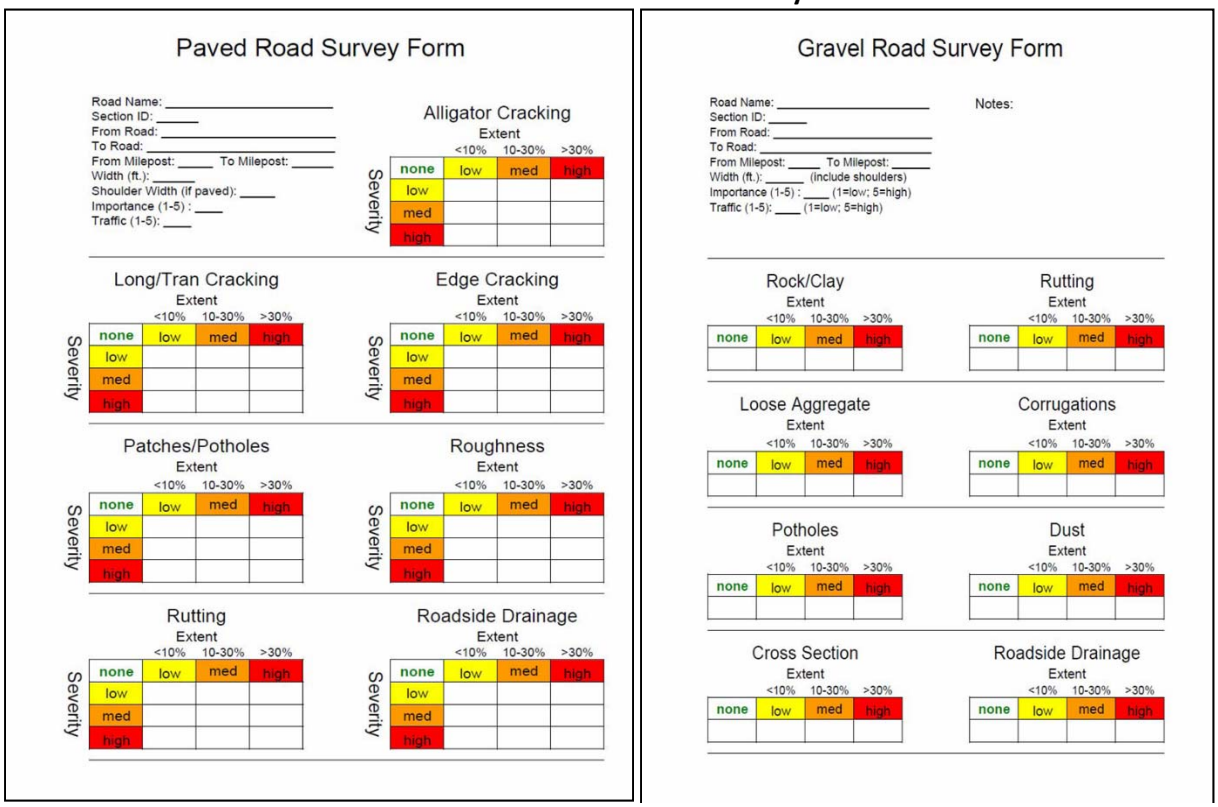

Source: Road Surface Management Software, Bob Strobel, University of New Hampshire Technology Transfer Center, December 2011

## Figure 6
**Life Cycle of a Road**




Source: Road Surface Management Using PWS RSMS Software,
Bob Strobel, University of New Hampshire Technology Transfer Center, December 2011

## Figure 7
**RSMS Paved and Gravel Road Survey Forms**



## Other Class V Roads Information

The NH Department of Transportation (NHDOT) maintains a database of Class V roads within their geographic information system (GIS) roads layer used for state and local mapping. Some of these roads in **Table 20** will differ from those of the RSMS in **Table 19** previously shown. The NHDOT strives for accuracy, and attempts by Bradford Board members to foster a regular relationship with them to provide Bradford's road corrections and to share updated roads information should continue to minimize the conflicting data utilized.

From NHDOT's spring 2014 road database, the following Class V roads were identified within Bradford:

**Table 20**
**Class V Roads**

| Class V Roads | Calculated Length in Feet | System Miles | Surface | Roadway Width |
|---|---|---|---|---|
| Alder Plains Rd | 961 | 0.182 | Paved | 18 |
| Bacon Rd | 686 | 0.130 | Paved | 20 |
| Bagley Hill Rd | 845 | 0.160 | Unpaved | 10 |
| Between the Mountains Rd | 829 | 0.157 | Unpaved | 10 |
| Bible Hill Rd | 787 | 0.149 | Paved | 16 |
| Blaisdell Lake Rd | 5,470 | 1.036 | Unpaved | 16 |
| Breezy Hill Rd (unpaved) | 2,672 | 0.506 | Unpaved | 10 |
| Breezy Hill Rd (paved) | 1,431 | 0.271 | Paved | 18 |
| Center Rd* | 10,476 | 1.984 | Paved | 20 |
| Center Rd | 2,059 | 0.390 | Paved | 20 |
| Cheney Hill Rd | 3,052 | 0.578 | Unpaved | 6 |
| Chestnut Hollow** | 787 | 0.149 | Paved | 20 |
| Church St | 549 | 0.104 | Paved | 12 |
| Cilley Ln | 686 | 0.130 | Paved | 14 |
| County Rd | 13,739 | 2.602 | Unpaved | 14 |
| Craig Rd | 1,811 | 0.343 | Unpaved | 10 |
| Cressy Rd | 5,064 | 0.959 | Paved | 18 |
| Davis Rd | 2,835 | 0.537 | Paved | 18 |
| Deer Valley Rd | 8,960 | 1.697 | Unpaved | 10 |
| Dump Rd | 776 | 0.147 | Unpaved | 12 |
| E Main St | 1,758 | 0.333 | Paved | 22 |
| East Shore Dr | 3,168 | 0.600 | Unpaved | 10 |
| East Washington Rd* | 18,332 | 3.472 | Paved | 18 |

** Minor Collector Street ** Planning Board records indicate road is a Private Road*

**Table 20, continued**

**Class V Roads**

| Class V Roads | Calculated Length in Feet | System Miles | Surface | Roadway Width |
|---|---|---|---|---|
| Fairgrounds Rd (18' wide) | 9,895 | 1.874 | Paved | 18 |
| Fairgrounds Rd (20' wide) | 9,161 | 1.735 | Paved | 20 |
| Forest Brook Rd | 259 | 0.049 | Unpaved | 24 |
| Forest St (paved) | 5,475 | 1.037 | Paved | 19 |
| Forest St (unpaved) | 5,739 | 1.087 | Unpaved | 10/16 |
| Fortune Rd | 3,622 | 0.686 | Unpaved | 14 |
| Frenchs Park Rd | 1,230 | 0.233 | Unpaved | 8 |
| Gillingham Dr | 2,196 | 0.416 | Paved | 18 |
| Greenhouse Ln | 787 | 0.149 | Paved | 18 |
| High St (18' width) | 53 | 0.010 | Paved | 18 |
| High St (20' width) | 1,748 | 0.331 | Paved | 20 |
| Hogg Hill Rd | 1,869 | 0.354 | Paved | 18 |
| Howlett Rd | 3,923 | 0.743 | Unpaved | 10 |
| Jewett Rd | 4,847 | 0.918 | Unpaved | 8 |
| Johnson Hill Rd | 6,257 | 1.185 | Unpaved | 10 |
| Jones Rd* | 2,413 | 0.457 | Paved | 16 |
| Marshall Hill Rd | 3,332 | 0.631 | Paved | 18 |
| Massasecum Ave | 4,235 | 0.802 | Unpaved | 8 |
| Massasecum Lake Rd | 3,268 | 0.619 | Paved | 20 |
| Melvin Mills Rd | 1,917 | 0.363 | Paved | 20 |
| North Ridge Rd** | 3,274 | 0.620 | Unpaved | 20 |
| Oakdale Rd | 2,983 | 0.565 | Paved | 16 |
| Old Fairgrounds Rd | 1,896 | 0.359 | Unpaved | 10 |
| Old Sutton Rd | 2,439 | 0.462 | Paved | 14 |
| Old Warner Rd | 5,681 | 1.076 | Paved | 20 |
| Pierce Rd | 4,013 | 0.760 | Paved | 18 |
| Pleasant Valley Rd | 3,073 | 0.582 | Paved | 20 |
| Pleasant View Rd | 5,417 | 1.026 | Paved | 14 |
| Ring Hill Rd | 1,003 | 0.190 | Unpaved | 18 |
| Rowe Mountain Rd (paved) | 5,454 | 1.033 | Paved | 18 |
| Rowe Mountain Rd (unpaved) | 8,274 | 1.567 | Unpaved | 12 |
| South Brook Cir | 797 | 0.151 | Unpaved | 20 |
| South Ridge Rd** | 5,491 | 1.040 | Unpaved | 20 |
| Steele Rd | 919 | 0.174 | Paved | 12 |

** Minor Collector Street ** Planning Board records indicate road is a Private Road*

**Table 20, continued**

**Class V Roads**

| Class V Roads | Calculated Length in Feet | System Miles | Surface | Roadway Width |
|---|---|---|---|---|
| Sunset Hill Rd | 4,203 | 0.796 | Paved | 16 |
| Sunset Ln | 232 | 0.044 | Paved | 10 |
| W Dunfield Rd | 1,922 | 0.364 | Unpaved | 12 |
| W Main St | 2,434 | 0.461 | Paved | 22 |
| Water St | 808 | 0.153 | Paved | 18 |
| West Meadow Rd | 7,471 | 1.415 | Unpaved | 14 |
| West Rd** | 22,440 | 4.250 | Paved | 18 |
| West Shore Ln | 755 | 0.143 | Paved | 10 |
| Woodview Heights Rd | 4,002 | 0.758 | Unpaved | 20 |
| **TOTAL** | **254,918** | **48.28** | | |

** Minor Collector Street ** Planning Board records indicate road is a Private Road*

*Source: NH Department of Transportation 2014 Geographic Information System Database 2014*

The Highway Department likely holds different road inventory listings of the Town road classifications than those displayed in **Table 20**. A thorough, partnered investigation into the Town roads should be undertaken to resolve data discrepancies being utilized. Results should be shared with the NH Department of Transportation.

## Traffic Counts

Traffic counts were collected in Bradford by the Central NH Regional Planning Commission (CNHRPC) and the State NH Department of Transportation (NHDOT) on select municipal Class V roads. The NHDOT **Annual Average Daily Traffic** count numbers, which were adjusted by the NHDOT for seasonal use and a vehicle's number of axels, are displayed in black. Those Average Daily Traffic count numbers which were collected during three days of the work week by CNHRPC and were not adjusted are displayed in red. The last three counts available for each road in Bradford are displayed in **Table 21.**

**Table 21**
**Available Traffic Count Data for Bradford Roads,**

| Bradford Roads | Location | AADT or ADT* | Count Year | AADT or ADT* | Count Year Previous | ADT* | Count Year Latest |
|---|---|---|---|---|---|---|---|
| Breezy Hill Rd. | At Warner River Bridge | | | 180 | 2008 | 140 | 2011 |
| Center Rd. | At Hoyt Brook | 580 | 2008 | 510 | 2011 | 562 | 2014 |
| East Main St. | W. of NH 114 | | | 1,472 | 2011 | 1,396 | 2013 |
| Fairgrounds Rd. | At West Branch Brook | 120 | 2008 | 90 | 2011 | 390 | 2014 |
| Jones Rd. | Over Hoyt Brook Rd. | 280 | 2008 | 450 | 2011 | 435 | 2014 |
| Main St. | Over Lake Todd Outlet | | | 1,100 | 2008 | 1,206 | 2011 |
| Marshall Hill Rd./Water St. | At West Branch Brook | 360 | 2008 | 320 | 2011 | 324 | 2014 |
| NH 103 | At Newbury TL | | | 4,742 | 2011 | 4,734 | 2014 |
| NH 103 | W. of NH 114 | | | 5,237 | 2011 | 5,342 | 2014 |
| NH 114 | At Sutton TL | | | 1,245 | 2011 | 1,568 | 2014 |
| NH 114 | S. of NH 103 | | | 3,537 | 2011 | 4,045 | 2014 |
| NH 114 | At Warner TL | | | 3,453 | 2011 | 3,639 | 2014 |
| NH 114 | S. of Old Warner Rd. | | | NA | NA | 1,516 | 2011 |
| Old Warner Rd. | E. of 114 | | | 596 | 2011 | 543 | 2013 |
| Old Warner Rd. | E. of school | | | NA | NA | 338 | 2013 |
| West Main St. | E. of Gillingham Dr. | | | NA | NA | 1,292 | 2013 |
| West Rd. | At Newbury TL | 60 | 2008 | 69 | 2011 | 80 | 2014 |

*Source: NH Department of Transportation and Central NH Regional Planning Commission, through 07-31-14*

***AADT** - NHDOT publishes its counts in the Annual Average Daily Traffic (AADT) format. AADT is an adjusted traffic volume and is defined by NHDOT as the total two-way volume of traffic at a given location during a twenty four (24) hour period representing an average day of the year. When calculating AADT, NHDOT employs seasonal and axle correction factors. The seasonal correction factors account for seasonal variations in traffic. Axle correction factors are necessary because automatic traffic counting machines count traffic based on the number of set wheels (axles) that a vehicle has. The axle correction factor assumes that a certain percentage of vehicles have more than two sets of wheels.

***ADT** – The Average Daily Traffic from Tuesday to Thursday during the collection period.

**Table 22**

**Available Traffic Count Data for CIP Application Roads**

| Bradford CIP Applications 2015-2020: Highway Department Roads | | AADT or ADT* | Count Year Previous | AADT or ADT* | Count Year Latest |
|---|---|---|---|---|---|
| Repair Marshall Hill Road | 18-HD-2015 | **320** | 2011 | **324** | 2014 |
| Repair Hogg Hill Road | 19-HD-2015 | | | | |
| Repair Old Warner Road | 20-HD-2015 | **596** | 2011 | **543** | 2013 |
| Repair Green House Lane Rd | 21-HD-2015 | | | | |
| Repair West Road | 22-HD-2015 | **69** | 2011 | **80** | 2014 |
| Repair Jones Road | 23-HD-2015 | **450** | 2011 | **435** | 2014 |
| Repair Sunset Hill Road | 24-HD-2015 | | | | |
| Repair Cressy Road | 25-HD-2015 | | | | |
| Repair Fairgrounds Road | 26-HD-2015 | **90** | 2011 | **390** | 2014 |
| Repair Cilley Lane | 27-HD-2015 | | | | |
| Repair Melvin Mills | 28-HD-2015 | | | | |
| Repair Gillingham Drive | 29-HD-2015 | | | | |
| Repair Old Sutton Road | 30-HD-2015 | | | | |
| Repair Howlett Road | 31-HD-2015 | | | | |
| Repair Oakdale Road | 32-HD-2015 | | | | |
| Repair Forrest Street | 33-HD-2015 | | | | |
| Repair Davis Road | 34-HD-2015 | | | | |
| Repair Massasecum Avenue | 35-HD-2015 | | | | |
| Repair Massasecum Lake Rd | 36-HD-2015 | | | | |
| Repair Breezy Hill Road | 37-HD-2015 | **180** | 2008 | **140** | 2011 |
| Repair Rowe Mountain Road | 38-HD-2015 | | | | |
| Repair Center Road | 39-HD-2015 | **510** | 2011 | **562** | 2014 |
| Repair East Washington Road | 40-HD-2015 | | | | |

*Source: Highway Department; **Table 21***

**Table 22** displays available traffic counts on the roads which are currently under CIP Committee review for 2015 to 2020. Each of these roads needs repair or restoration.

The Town has **62** town-maintained roads totaling about **48** miles according to the NHDOT which the Highway Department must patch, crack seal, repave, grade, stripe, reconstruct, plow, sand/salt, or otherwise maintain to keep the roads in a safe, driveable condition. Some of the roads are more heavily traveled than others. Yearly, the Department must prioritize which roads should be maintained using its annual budget, as displayed below in **Table 23**.

Improvements to the Class V local roads are planned in advance based on the current state or anticipated condition of the roadways. **Table 23** displays the CIP road repair Applications, year to begin improvements, and approximate cost of improvements to the roads during this CIP period of 2015-2020. Not all of the road projects were placed into **Figure 1. Municipal Improvements Schedule**.

**Table 23**

**Local Road Improvements 2015-2020**

| Bradford CIP Applications 2015-2020: Highway Department Roads | | Improvements to Be Performed | Year to Begin Improvements | Estimated Cost of Improvements |
|---|---|---|---|---|
| Repair Marshall Hill Road | 18-HD-2015 | (see Table 10 ) | 2015 | $110,000 |
| Repair Hogg Hill Road | 19-HD-2015 | | 2015 | $75,000 |
| Repair Old Warner Road | 20-HD-2015 | | 2015 | $160,000 |
| Repair Green House Lane Rd | 21-HD-2015 | | 2015 | $40,000 |
| Repair West Road | 22-HD-2015 | | 2016-17 | $615,000 |
| Repair Jones Road | 23-HD-2015 | | 2016 | $62,000 |
| Repair Sunset Hill Road | 24-HD-2015 | | 2016 | $80,000 |
| Repair Cressy Road | 25-HD-2015 | | 2016 | $135,000 |
| Repair Fairgrounds Road | 26-HD-2015 | | 2017 | $400,000 |
| Repair Cilley Lane | 27-HD-2015 | | 2017 | $16,000 |
| Repair Melvin Mills | 28-HD-2015 | | 2017 | $48,000 |
| Repair Gillingham Drive | 29-HD-2015 | | 2018 | $35,000 |
| Repair Old Sutton Road | 30-HD-2015 | | 2018 | $65,000 |
| Repair Howlett Road | 31-HD-2015 | | 2018 | $15,000 |
| Repair Oakdale Road | 32-HD-2015 | | 2018 | $60,000 |
| Repair Forrest Street | 33-HD-2015 | | 2018 | $82,000 |
| Repair Davis Road | 34-HD-2015 | | 2019 | $80,000 |
| Repair Massasecum Avenue | 35-HD-2015 | | 2019 | $25,000 |
| Repair Massasecum Lake Rd | 36-HD-2015 | | 2019 | $100,000 |
| Repair Breezy Hill Road | 37-HD-2015 | | 2020 | $250,000 |
| Repair Rowe Mountain Road | 38-HD-2015 | | 2020 | $100,000 |
| Repair Center Road | 39-HD-2015 | | 2020 | $350,000 |
| Repair East Washington Road | 40-HD-2015 | | 2020 | $265,000 |

*Source: Highway Department Project Applications 2014*

Many road improvement projects are also displayed in **Figure 1**, **Municipal Improvements Schedule** to document the road maintenance and reconstruction projects to be funded by the community as capital projects.

Although Bradford does not maintain Town Class VI roads, these roads are municipally owned. By vote of the Town, the Town may decide in the future to maintain these roads, resulting in their classification being upgraded to Class V. Or, as Bradford has already done, townspeople could choose to designate some of these unmaintained roads as trails. Class VI roads in Bradford are listed in **Table 24**.

**Table 24**

**Town Unmaintained Roads (Class VI)**

| Class VI (Unmaintained) Road | Calculated Length in Feet | System Miles | Surface | Roadway Width |
|---|---|---|---|---|
| Alder Plains Rd | 6,647.5 | 1.259 | Unpaved | 10 |
| Bible Hill Ln | 1,995.8 | 0.378 | Unpaved | 8 |
| Blaisdell Hill Rd | 1,061.3 | 0.201 | Unpaved | 8 |
| Breezy Hill Rd | 2,761.4 | 0.523 | Unpaved | 6 |
| Carter Hill Rd | 4,957.9 | 0.939 | Unpaved | 6 |
| County Rd | 2,502.7 | 0.474 | Unpaved | 14 |
| Day Pond Rd | 5,818.6 | 1.102 | Unpaved | 6 |
| Deer Valley Rd | 7,286.4 | 1.380 | Unpaved | 6 |
| E Dunfield Rd | 9,958.1 | 1.886 | Unpaved | 6 |
| Fortune Rd | 3,226.1 | 0.611 | Unpaved | 8 |
| Howlett Rd | 844.8 | 0.160 | Unpaved | 8 |
| Jackson Rd | 1,652.6 | 0.313 | Unpaved | 8 |
| Liberty Hill Rd | 2,455.2 | 0.465 | Unpaved | 6 |
| Massasecum Ave | 3,484.8 | 0.660 | Unpaved | 8 |
| Old Mountain Rd | 6,272.6 | 1.188 | Unpaved | 6 |
| Rowe Mountain Rd | 7,481.8 | 1.417 | Unpaved | 6 |
| Smith Rd | 6,293.8 | 1.192 | Unpaved | 6 |
| **TOTAL** | **74,701** | **14.15** | | |
| **Other Class VI Roads Identified by Town** | | | | |
| French's Park Road (seasonal) (portion) | | | | |
| Gove Road (discontinued) | | | | |
| Melvin Mills Road (portion) | | | | |
| Old Coach Road (discontinued) | | | | |
| Pierce Road (portion) | | | | |
| Woodview Heights Road (portion) | | | | |

*Sources: NH Department of Transportation 2014 Geographic Information System Database 2014; Bradford Master Plan 2006 and Planning Board*

According to the NH Department of Transportation, there are **17** Class VI roads or road segments in Bradford. Their length totals about **75,000** linear feet, or **14.2** miles, of Town roads that are not maintained. Other Class VI which are not recorded by NHDOT were identified by the Bradford Master Plan. These other Class VI roads should be incorporated into the NHDOT database so all records match.

## PRIVATE ROADS

Bradford does not maintain private roads unless the Board of Selectmen votes to accept a private road as a Town Road after the authority had been granted to them by voters at Annual March Town Meeting. Information such as approximate length, surface, and condition is not available and would need to be manually collected. Private roads within Bradford are shown in **Table 25**.

**Table 25**
**Private Roads**

| Private Road | Calculated Length in Feet | System Miles | Surface | Roadway Width |
|---|---|---|---|---|
| Crittenden Rd | 5,169.1 | 0.98 | Unpaved | 20 |
| Fire Lane 1 | 596.6 | 0.11 | Unpaved | 20 |
| Fire Lane 10 | 718.1 | 0.14 | Unpaved | 20 |
| Fire Lane 11 | 728.6 | 0.14 | Unpaved | 20 |
| Fire Lane 11 | 95.0 | 0.02 | Unpaved | 20 |
| Fire Lane 15 | 786.7 | 0.15 | Unpaved | 20 |
| Fire Lane 15 | 802.6 | 0.15 | Unpaved | 20 |
| Fire Lane 16 | 522.7 | 0.10 | Unpaved | 20 |
| Fire Lane 3 | 871.2 | 0.17 | Unpaved | 20 |
| Fire Lane 6 | 570.2 | 0.11 | Unpaved | 20 |
| Fire Lane 7 | 1,837.4 | 0.35 | Unpaved | 8 |
| Harrington Dr | 649.4 | 0.12 | Unpaved | 20 |
| Howlett Rd | 617.8 | 0.12 | Unpaved | 20 |
| Latvia Ln | 1,298.9 | 0.25 | Unpaved | 20 |
| Mapleview Dr | 2,977.9 | 0.56 | Unpaved | 20 |
| No Name (Collectively) | 20,750.4 | 3.93 | Unpaved | variable |
| Old Coach Rd | 4,287.4 | 0.81 | Unpaved | 20 |
| Purrington Rd | 744.5 | 0.14 | Unpaved | 20 |
| Ring Hill Rd | 1,013.8 | 0.19 | Unpaved | 20 |
| **TOTAL** | **45,038** | **8.53** | | |

*Source: NH Department of Transportation 2014 Geographic Information System Database 2014*

Private road length totals about **45,000** feet, or **8.5** miles. The responsibility for maintaining private roads lies with those living on those roads.

## STATE HIGHWAYS

Nearly every NH community has State routes running through them to connect multiple municipalities with one another. Bradford is no exception with **NH Route 114** and **NH Route 103** coursing within and through its borders. State road improvements are paid for by the NH Department of Transportation (NHDOT) and the Federal Highway Administration (FWHA).

State Highways are classified as either Class I (defined as Primary Highways) as or Class II (defined as Secondary Highways). The State highways in Bradford are listed in **Table 26**.

**Table 26**

**State Highways Road Mileage**

| Class I or II | Route Name | Calculated Length in Feet | System Miles | State Improvements Planned |
|---|---|---|---|---|
| I | NH Route 103 | 17,054.40 | 3.23 | None |
| I | NH Route 114 | 21,489.60 | 4.07 | None |
| II | NH Route 114 | 6,072.00 | 1.15 | None |
| | **TOTAL** | **44,616.00** | **8.45** | **Miles** |

*Sources: NH DOT State Transportation Improvement Program (STIP) 2013-2016, Amd. 6 09-14; NH DOT Ten Year Plan (TYP) 2015-24, August 2014*

According to NHDOT in **Table 26**, Primary Highway Class I **Route 103** is **3.23** miles long within Bradford. Primary Class I **Route 114** runs **4.07** miles through Town, but also has **1.15** miles of Secondary Highway Class II roadway. The State NHDOT is responsible for maintaining Class I and II roads in Bradford, totaling **8.45** miles, and elsewhere in the State. As Class I Primary Highways are considered a higher priority than Class II Secondary Highways, winter and annual maintenance are more likely to occur first on the Class I roads, of which Bradford has **7.3** miles.

## ROAD MILEAGE TOTALS

For overall consistency of Bradford's road classifications, the NH Department of Transportation (NHDOT) road mileage classification was used for calculations. The Class V road mileage is what Bradford's State Highway Block Grant Aid is based on (see **Table 28**). **Table 27** displays a total of **79** miles of roadway within Bradford as calculated by NHDOT. Their source material indicates "All mileage is based on available data and is subject to change."

**Table 27**

**NHDOT Road Mileage for Bradford**

| Road Class | Calculated Length in Feet | System Miles |
|---|---|---|
| Class I (State Primary) | 38,539 | 7.30 |
| Class II (State Secondary) | 6,056 | 1.15 |
| Class V (Town Maintained) | 254,353 | 48.17 |
| Class VI (Town Unmaintained) | 74,701 | 14.15 |
| Private | 45,038 | 8.53 |
| **TOTAL** | **418,688** | **79.30** |

*Source: Source: Chapter 6 NHDOT Tables, 2014 databse*

Using the 2010 population of **1,650** people, the NHDOT's source mileage calculates **0.02** of a mile, or **105** feet, of roadway per capita. Per capita road mileage helps the public keep maintenance costs in perspective when funding is required.

The road length differences between **Table 27** and Town records might be negligible for the purposes of Town Class V road maintenance, but the **Table 27** NHDOT Class V road mileage is responsible for the amount of Block Grant Aid the Town receives annually.

As noted previously, the Town Highway Department or Planning Board could pursue more accurate road measurement coordination with NHDOT to ensure that the Town and state records match.

## TOWN ROADS BUDGET

All Departments require operating budgets to provide services to the community. The Highway Department budget has been tracked and compared to the entire Town Operating budget between 2008 and 2014 in **Table 28**. The budget is used for expenses such as to maintain roads and equipment, to purchase supplies, pay for personnel and contractors, to manage street lights and maintain sidewalks, and to rent specialized equipment.

**Table 28**

**Highway Department Budget Trends, 2008-2014**

| Budgets and % of Budgets | 2008 | 2009 | 2010 | 2011 | 2012 | 2013* | 2014* | AVERAGE between 2008 - 2014 |
|---|---|---|---|---|---|---|---|---|
| Highways and Streets Budget Appropriations | $404,547 | $376,695 | $387,613 | $429,750 | $405,200 | $458,722 | $480,417 | **$420,421** |
| Town Budget Appropriations | $2,018,834 | $2,474,931 | $1,971,751 | $2,050,866 | $1,867,578 | $1,838,448 | $1,915,757 | **$2,019,738** |
| ***% of Town Budget*** | ***20.0%*** | ***15.2%*** | ***19.7%*** | ***21.0%*** | ***21.7%*** | ***25.0%*** | ***25.1%*** | **21.1%** |
| | | | | | | | | |
| State Highway Block Grant Aid | $78,034 | $81,259 | $85,111 | $94,783 | $84,056 | $78,501 | $78,536 | **$82,897** |
| ***% of Highway Budget*** | ***19.3%*** | ***21.6%*** | ***22.0%*** | ***22.1%*** | ***20.7%*** | ***17.1%*** | ***16.3%*** | **19.9%** |

**estimate of Budget Committee*

*Highways and Streets Budget Appropriations includes bridges and street lighting.*

*Source: Land Use Department 2013; NHDOT Block Grant Aid Report Year Ending June 30, 2014; Town of Bradford*

Highway Department's Highways and Streets Budget have overall increased from **$404,547** in 2008 to **$480,417** in 2014, accounting for dips in 2009, 2010, and 2012. The average annual Highway Budget over the seven-year period is **$420,421**. Materials costs have significantly increased, general inflation has occurred, and the personnel portion of the budget has also increased, all of which account for much of the increase. However, additional funding for local Class V road maintenance or reconstruction does not seem to have been provided.

The proportion of the Highways and Streets Budget to the Town Operating Appropriations in **Table 28** varied each year between 2008 (**20.0%**) and 2014 (**25.1%**) in about a **10%** range. The 2009 Highway Department budget yielded a significant **5%** decrease from 2008, creating an overall seven-year average of **21.1%.**

The annual State Highway Block Grant Aid from the NH Department of Transportation (NHDOT) assists New Hampshire communities with Town road maintenance. Bradford has provided been provided with an average of $82,897 annually over the seven-year period of 2008-2014. The Block Grant Aid accounted for between **16.3%** (2014) and **22.1%** (2011) of the Highway Budget from 2008 to 2013. The highest funding amount received was **$94,783** in 2011; in contrast, the lowest amount of Highway Block Grant Aid received was **$78,034** in 2008 which comprised **19.3%** of the Highway Budget. Bradford's road maintenance program relies heavily upon the State Highway Block Grant Aid to help with the required local Class V road projects.

# Chapter 7.
# Appendix

## METHODS OF FINANCING CAPITAL IMPROVEMENTS

Many other sources of project funding, other than the raising of property tax dollars in one given year to pay for a project, can be considered over the long term. This list of **17** methods of financing capital expenditure projects is not comprehensive but does cover the majority of different CIP projects as presented in this document.

1. Current Revenue (Property Tax): The most commonly used method of financing capital projects is through the use of current revenues. Current revenue is the money raised by the local property tax for a given year. When a project is funded with current revenues, its entire cost is paid off within one year. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds. If the town has the financial capacity to pay for the project in one year, the cost to the taxpayer will be less than if bonded because there are no interest payments to be made. However, making capital acquisitions with current revenues does have the effect of lumping an expenditure into a single year, sometimes resulting in higher taxes for the year of the purchase.

2. Municipal Indebtedness: General obligation bonds and short-term borrowing can be used to finance major capital projects. They are issued for a period of time ranging from 5 to 20 years, during which time principal and interest payments are made. Short-term notes and longer term bonds are secured by the government's power to tax, and are funded primarily by property taxes. Payments over time have the advantage of allowing the capital expenditures to be amortized over the life of the project, thus avoiding "spikes" in the property tax which may result from capital purchases made from current revenues. On the other hand, they can commit resources over a long period of time, thereby decreasing the flexibility of how yearly revenue can be utilized. NH RSA 33:3 mandates that bonds or notes may only be issued for the following purposes:

   - Acquisition of land;
   - Planning relative to public facilities;
   - Construction, reconstruction, alteration, enlargement or purchase of public buildings;
   - Public works or improvements of a lasting nature;
   - Purchase of equipment of a lasting character;
   - Payment of judgments; and,
   - Revaluation or acquisition of tax maps, RSA 33:3-b.

3. Capital Reserve Funds (CRF): A popular method to set money aside for expansion, alteration or improvement to municipal buildings and facilities, RSA 35V mandates that such accounts must be created by a warrant article at town meeting. The same warrant article should also stipulate how much money will be appropriated to open the fund as well as identify what Town entity will be the agent to expend the funds. Once established, communities typically appropriate more funds annually to replenish the fund or be saved and thus earn interest that will be put towards large projects or expenditures in the future. Since many capital projects involve very considerable expenditures, many towns set aside general revenue over a period of years in order to make a purchase.

   The advantage of a CRF is that the major acquisition or improvement can be made without the need to go into the bond market with the accompanying interest payments. The disadvantage to present taxpayers is that future residents enjoy the benefits of the improvement(s) without having to pay for them.

4. Special Revenue Sources: Special revenue sources include user fees, payments in lieu of taxes, gifts/donations, trusts, development impact fees, and intergovernmental transfers (i.e. grants) such as NH Shared Revenues and Highway Aid grants. The State of NH Building Aid is available at 30-55% for certain School District building projects (RSA 198:15-b).

5. NHDES Clean Water State Revolving Loan Fund: The Safe Drinking Water Act (SDWA) Amendments of 1996 provide for federal funding of a Drinking Water State Revolving Fund (DWSRF) to provide assistance to public water systems to finance the cost of drinking water infrastructure. The amendments also establish a strong emphasis on preventing contamination and enhancing water system management by allowing states to use some of the DWSRF for source water protection, capacity development and operator certification. Public water systems eligible for assistance are community water systems, both privately or publicly owned, and nonprofit non-community water systems. The DWSRF assistance is available in the form of loans or subsidies to public water systems for infrastructure and contamination prevention (source water protection) activities.

   The infrastructure portion of the DWSRF provides assistance to public water systems primarily in the form of low interest loans. In addition, the state has chosen to provide additional loan subsidies, including forgiveness of principal, to disadvantaged communities that receive loans.

   - Rehabilitation or development of sources (excluding reservoirs, dams, dam rehabilitation and water rights) to replace contaminated sources.
   - Installation or upgrading of treatment facilities if the project would improve the quality of drinking water to comply with primary or secondary standards.
   - Installation or upgrading of storage facilities, including finish water reservoirs, to prevent microbiological contaminants from entering the water system.

- Installation or replacement of transmission and distribution pipes to prevent contamination caused by leaks or breaks in the pipe, or improve water pressure to safe levels.
- Consolidation of water systems to resolve contamination problems and financial or management capability issues.
- Acquisition of land from a willing seller if it is integral to a project that is needed to maintain compliance and further public health protection.

The Source Water Protection Assistance of the DWSRF will be spent on non-infrastructure source water protection activities. Funding in the form of grants and loans is available to qualified applicants. No subsidization of loans for disadvantaged communities can occur with this portion of the DWSRF. Activities that will be eligible for this funding will include the following:

- Delineation and assessment of protection areas for wells and surface water intakes.
- Implementation of protection measures.
- Acquisition of water supply protection land (loan only).

6. State Highway Block Grants: Annually, the State NH Department of Transportation apportions funds to all cities and towns for only the construction, reconstruction and maintenance of municipal Class IV and V roadways. Apportionment "A" funds represent 12% of the State Highway budget and are allocated based upon one-half the total road mileage and one-half the total population, proportioned by prioritization the municipality with other municipalities in the State. This yields approximately $1,200 per mile of Class IV and Class V road and $11 per person residing in a municipality according to the NH Office of Energy and Planning. In **2015**, just over **$30,000,000** was available for communities received funding from Apportionment "A." Bradford is estimated to receive **$79,500** in State Fiscal Year **2015** for local road improvements through the Highway Block Grant Aid program's Apportionment "A" funding. Apportionment "B" funds are distributed from a set sum of $400,000 and assist only those municipalities having high roadway mileage and whose equalized property value is very low in relation to other communities.

   Block grant payment schedules are as follows: 30% in July, 30% in October, 20% in January, and 20% in April. Any unused funds may be carried over to the next fiscal year.

7. State Bridge Aid: This program helps to supplement the cost to communities of bridge construction on Class II and V roads in the State. Funds are allocated by NHDOT in the order in which applications for assistance are received. The amount of aid a community may receive is based upon equalized assessed valuation and varies from two-thirds to seven-eighths of the total cost of the project.

8. Town Bridge Aid: Like the State Bridge Aid program, this program also helps communities construct or reconstruct bridges on Class V roads. The amount of aid is also based upon equalized assessed valuation and ranges from one-half to seven-eighths of the total cost of the project. All bridges constructed with these funds must be designed to support a load of at least 15 tons. As mandated by State Law, all bridges constructed with these funds on Class II roads must be maintained by the State, while all bridges constructed on Class V roads must be maintained by the Town. Any community that fails to maintain bridges installed under this program shall be forced to pay the entire cost of maintenance plus 10% to the State Treasurer under RSA 85.

9. Impact Fees: Authorized by RSA 674:21, communities can adopt impact fee programs to offset the costs of expanding services and facilities communities must absorb when a new home or commercial unit is constructed in town. Unlike exactions, impact fees are uniform fees administered by the building inspector and are collected for general impacts of the development, as opposed to exaction which are administered by the planning board and are collected for specific impacts unique to new site plans or subdivisions on Town roads. The amount of an impact fee is developed through a series of calculations. Impact fees are charged to new homes or commercial structures at the time a building permit is issued. When considering implementing an impact fee ordinance, it is important to understand that the impact fee system is adopted by amending the zoning ordinance. The law also requires that communities adopting impact fees must have a Capital Improvements Program (CIP). Lastly, State law also stipulates that all impact fees collect by a community must be used within six years from the date they were collected, or else they must be refunded to the current property owner(s) of the structure for which the fee was initially collected.

10. Community Development Block Grants: Depending on the location, social value, and functional use of a municipal facility, Community Development Block Grants (CDBG) can sometimes be a good source of financing. CDBG funds are allocated from the US Department of Housing and Urban Development. Each year, communities are invited to submit grant applications for funding of projects.

11. Sale or Use of Excess Property: Another possible method to finance or expand town facilities opportunities could include sale of surplus town-owned property. Surplus property is often property acquired from private citizens for failure to pay taxes.

12. Private Foundations/Trusts: For years, communities have been the beneficiaries of trusts and donations created by private citizens and foundations. The Town should actively solicit such resources for assistance regarding the development or expansion of recreational facilities and programs.

13. User Fees: During the 1980s, the concept of user fees for funding of numerous public facilities and services were widely adopted throughout the nation. To help finance community facilities and programs, several communities in New Hampshire have adopted user fees. Examples of user fees in New Hampshire communities include water district charges and transfer station fees.

14. License and Permit Fees: Fees, such as building permits, zoning applications, and planning board subdivision and site plan fees are all examples of permit fees. Such fees are highly equitable and are successful for minimizing the burden on taxpayers for specific programs such as building code enforcement.

15. Land Use Change Tax: When a property that has been paying the lower Current Use Tax rate is removed from that program, the land use change tax penalty is paid to the Town that the property is located in. The penalty is 10% of the full market value of the land when it leaves the current use program. Many Towns put all of this money directly into the Conservation Fund (see below).

16. Conservation Fund: This fund is much like a Capital Reserve Fund, where Town Meeting approval needs to be sought to expend the accumulated funds. The primary purpose of the Fund (RSA 36-A:5) is to acquire real estate for conservation purposes.

17. Miscellaneous Grants: Grants from State Departments and federal sources could be available to help offset the costs of capital improvement projects. Depending on when the application process begins and the length of the grant round, it could be a while before the community learns whether their grant application has been accepted for funding. The actual funding might differ from what was requested. These types of unknown variables should encourage the Town to update its CIP yearly to ensure the most current financial data possible is placed into the document.

## RELEVANT STATE STATUTES FOR CAPITAL IMPROVEMENTS

Legislation is current as of 02-25-14.

### TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES
### Municipal Budget Law

**Section 32:6 Appropriations**

32:6 Appropriations Only at Annual or Special Meeting. **All appropriations in municipalities subject to this chapter shall be made by vote of the legislative body of the municipality at an annual or special meeting.** No such meeting shall appropriate any money for any purpose unless that purpose appears in the budget or in a special warrant article, provided, however, that the legislative body may vote to appropriate more than, or less than, the amount recommended for such purpose in the budget or warrant, except as provided in RSA 32:18, unless the municipality has voted to override the 10 percent limitation as provided in RSA 32:18-a.

**Municipal Finance Act**
**Section 33:1**

33:1 Definitions. - This chapter may be referred to as the "Municipal Finance Act." The following terms, when used in this chapter, shall have the meanings set forth below, except when the context in which they are used requires a different meaning:

I. "Municipality" or "municipal corporation," town, city, school district or village district;

II. "Governing board," the selectmen of a town, the commissioners or comparable officers of a village district, and the school board of a school district;

III. "**Net indebtedness**," all outstanding and authorized indebtedness, heretofore or hereafter incurred by a municipality, exclusive of the following: unmatured tax anticipation notes issued according to law; or notes issued in anticipation of grants of federal or state aid or both; debts incurred for supplying the inhabitants with water or for the construction, enlargement, improvement or maintenance of water works; debts incurred to finance the cost of sewerage systems or enlargements or improvements thereof, or sewage or waste disposal works when the cost thereof is to be financed by sewer rents or sewer assessment; debt incurred pursuant to RSA 31:10; debts incurred to finance energy production projects, the reconstruction or enlargement of a municipally-owned utility, or the manufacture or furnishing of light, heat, power or water for the public, or the generation, transmission or sale of energy ultimately sold to the public; debts incurred to finance small-scale power facilities under RSA 374-D; debts incurred outside the statutory debt limit of the municipality under any general law or special act heretofore or hereafter enacted (unless otherwise provided in such legislation); and sinking

funds and cash applicable solely to the payment of the principal of debts incurred within the debt limit.

**Section 33:4-a Debt Limit, Municipalities. –**

I. Cities shall not incur net indebtedness, except for school purposes, to an amount, at any one time outstanding, exceeding 3 percent of their valuation determined as hereinafter provided.

II. Cities shall not incur net indebtedness for school purposes to an amount at any one time outstanding, determined as hereinafter provided, exceeding 7 percent of said valuation. Any debt incurred for school purposes by a city under this or any special statute heretofore or hereafter enacted shall be excluded in determining the borrowing capacity of a city for other than school purposes under the 3 percent limitation in paragraph I.

III. **Towns shall not incur net indebtedness to an amount at any one time outstanding exceeding 3 percent of their valuation** determined as hereinafter provided.

IV**. School districts shall not incur net indebtedness to an amount at any one time outstanding exceeding 7 percent** determined as hereinafter provided.

V. Village districts shall not incur net indebtedness to an amount at any one time outstanding exceeding one percent of their valuation determined as hereinafter provided.

**Section 33:5-a Water Works**

Section 33:5-a Water Works. (Debt Indebtedness Exemption) – Municipalities may incur debt for supplying the inhabitants with water or for the construction, enlargement, or improvement of water works, by the issue of bonds or notes, for such purposes, as set forth in this chapter; provided, however, that such municipalities shall not incur debt for such purposes to an amount, at any one time outstanding, exceeding 10 percent of their last locally assessed valuation as last equalized by the commissioner of revenue administration determined as provided in RSA 33:4-b. Any municipality which shall have received orders from the department of environmental services under the provisions of RSA 485 requiring the alteration, enlargement, or application of any other improvement in such facilities as will ensure fitness and safety and adequate protection of the public health may incur debt thereof by the issue of bonds or notes outside the limit prescribed herein. **All debt authorized by this section, inasmuch as it is all excluded from the definition of "net indebtedness'' in RSA 33:1, shall at no time be included for the purpose of calculating the borrowing capacity of the municipality for other purposes.** The debt limits established by this section may be exceeded by a municipality in accordance with the procedure prescribed in and subject to the provisions of RSA 33:6.

**33:6-e Exclusion From Debt Limit; Solid Waste Management Districts**

33:6-e Exclusion From Debt Limit; Solid Waste Management Districts. (Debt Indebtedness Exemption) -
**The debt limit restrictions of this chapter shall not apply to a solid waste management district formed under RSA 53-B or to the debts or obligations incurred by such a district.** Debts or obligations of a member municipality to such a district shall at no time be included in the net indebtedness of the municipality for the purposes of determining its borrowing capacity.

**TITLE XV EDUCATION**
**Cooperative School Districts**

**Section 195:6 Powers and Duties of Cooperative School Districts.**
**Debt Indebtedness Exemption –**

I. Each cooperative school district shall be a body corporate and politic with power to sue and be sued, to acquire, hold and dispose of real and personal property for the use of schools therein, and to make necessary contracts in relation thereto, and have and possess all the powers and be subject to all the liabilities conferred and imposed upon school districts under the provisions of RSA 194. Whenever a cooperative school district assumes all the functions of a pre-existing district, it shall also assume the outstanding indebtedness and obligations thereof as of the date of operating responsibility; and on such date of operating responsibility the pre-existing districts shall be deemed dissolved, and any and all assets, property and records thereof not previously disposed of shall vest in the cooperative school district, unless otherwise provided in the articles of agreement or existing arrangements.

II. Each cooperative school district shall have the power to borrow money and issue its notes or bonds in conformity with the provisions of RSA 33, provided, however, **indebtedness of a cooperative district organized to provide both *elementary* and *secondary* schools may be incurred to an amount not to exceed 10 percent of its assessed valuation as last equalized** by the commissioner of revenue administration.

III. Whenever only a part of the educational facilities of a local school district are incorporated into a cooperative school district, such local district shall continue in existence and function as previously. The cooperative school district shall assume only those outstanding debts and obligations of the local school district which pertain to the property acquired by the cooperative school district for use by the cooperative school district. In such case no cooperative school district shall for elementary school purposes incur debt to an amount exceeding 5 percent, and for secondary school purposes, if organized for grades 9 through 12, to an amount exceeding 5 percent, and for secondary school purposes if organized for grades 7 through 12, to an amount not exceeding 6 percent of the total assessed valuation of such district as last equalized by the commissioner of revenue administration. **No cooperative school district described in this paragraph shall incur indebtedness if it subjects the taxable property**

**of any school district forming a part thereof to debt, when added to the debt of such school district, of more than 10 percent of the total assessed value of such taxable property as last equalized by the commissioner of revenue administration.**

## SCHOOL MEETINGS

**Section 197:1**

197:1 Annual. **– A meeting of every school district shall be held annually between March 1 and March 25,** inclusive, or in accordance with RSA 40:13 if that provision is adopted in the district, for raising and appropriating money for the support of schools for the fiscal year beginning the next July 1, for the transaction of other district business and, in those districts not electing their district officers at town meeting, for the choice of district officers.

**Section 197:3**

197:3 Raising Money at Special Meeting. –

I. (a) No school district at any special meeting shall raise or appropriate money nor reduce or rescind any appropriation made at a previous meeting, unless the vote thereon is by ballot, nor unless the ballots cast at such meeting shall be equal in number to at least 1/2 of the number of voters of such district entitled to vote at the regular meeting next preceding such special meeting; and, if a checklist was used at the last preceding regular meeting, the same shall be used to ascertain the number of legal voters in said district; and such checklist, corrected according to law, may be used at such special meeting upon request of 10 legal voters of the district. In case an emergency arises requiring an immediate expenditure of money, the school board may petition the superior court for permission to hold a special district meeting, which, if granted, shall give said district meeting the same authority as an annual district meeting.

(b) "Emergency" for the purposes of this section shall mean a sudden or unexpected situation or occurrence, or combination of occurrences, of a serious and urgent nature, that demands prompt or immediate action, including an immediate expenditure of money. This definition, however, does not establish a requirement that an emergency involves a crisis in every set of circumstances.

(c) To verify that an emergency exists, a petitioner shall present, and the court shall consider, a number of factors including:

(1) The severity of the harm to be avoided.
(2) The urgency of the petitioner's need.
(3) Whether the claimed emergency was foreseeable or avoidable.
(4) Whether the appropriation could have been made at the annual meeting.
(5) Whether there are alternative remedies not requiring an appropriation.

II. Ten days prior to petitioning the superior court, the school board shall notify, by certified mail, the commissioner of the department of revenue administration that an emergency exists

by providing the commissioner with a copy of the explanation of the emergency, the warrant article or articles and the petition to be submitted to the superior court. The petition to the superior court shall include a certification that the commissioner of the department of revenue administration has been notified pursuant to this paragraph.

III. In the event that the legislative body at an annual meeting amends or rejects the cost items or fact finder's reports as submitted pursuant to RSA 273-A, notwithstanding paragraphs I and II, **the school board may call one special meeting for the sole purpose of addressing all negotiated cost items without petitioning the superior court for authorization. Such special meeting may be authorized only by a contingent warrant article inserted on the warrant or official ballot either by petition or by the governing body.** The wording of the question shall be as follows: "Shall (the local political subdivision), if article _____ is defeated, authorize the governing body to call one special meeting, at its option, to address article _____ cost items only?" The refusal of the legislative body to authorize a special meeting as provided in this paragraph shall not affect any other provision of law. Any special meeting held under this paragraph shall be combined with the revised operating budget meeting under RSA 40:13, XI, if any, and shall not be counted toward the number of special meetings which may be held in a given calendar or fiscal year.

IV. When the school board votes to petition the superior court for permission to hold a special school district meeting, the school board shall post notice of such vote within 24 hours after taking the vote and a minimum of 10 days prior to filing the petition with the court. The school board shall post notice of the court date for an evidentiary hearing on the petition within 24 hours after receiving notice of the court date from the court. Such notices shall be posted at the office of the school board and at 2 or more other conspicuous places in the school district, and in the next available edition of one or more local newspapers with a wide circulation in the school district. If the district is a multi-town school district, the notices shall be posted at the office of the school board and at 2 or more other conspicuous places in each town of the multi-town school district, and in the next available edition of one or more newspapers with a wide circulation in all towns of the multi-town school district.

V. Notwithstanding any other provision of law, no special meeting to raise and appropriate money, or to reduce or rescind any appropriation made at a previous meeting, may be held unless the vote is taken on or before December 31 of any budget cycle. However, the district may bring such items as could not be addressed prior to December 31 before the voters at the next annual school district meeting. Such supplemental appropriations, together with appropriations raised under RSA 197:1, shall be assessed against property as of April 1.

## TITLE LXIV PLANNING AND ZONING
## Capital Improvements Program

**Section 674:5 through 674:8**

674:5 Authorization. **–** In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of **municipal capital improvement projects projected over a period of at least 6 years. The capital improvements program may encompass major projects being currently undertaken** or future projects to be undertaken with federal, state, county, and other public funds. **The sole purpose and effect of the capital improvements program shall be to aid the mayor and the budget committee in their consideration of the annual budget.**

674:6 Purpose and Description. **–** The capital improvement 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.

674:7 Preparation. **–** I. In preparing the capital improvements program, **the planning board shall confer, in a manner deemed appropriate by the board, with the mayor or the board of selectmen, or the chief fiscal officer, the budget committee, other municipal officials and agencies, the school board or boards, and shall review the recommendations of the master plan** in relation to the proposed capital improvements program.

II. Whenever the planning board is authorized and directed to prepare a capital improvements program, **every municipal department, authority or agency, and every affected school district board, department or agency, shall, upon request of the planning board, transmit to the board a statement of all capital projects it proposes to undertake during the term of the program.** The planning board shall study each proposed capital project, and shall advise and make recommendations to the department, authority, agency, or school district board, department or agency, concerning the relation of its project to the capital improvements program being prepared.

674:8 Consideration by Mayor and Budget Committee. – Whenever **the planning board has prepared a capital improvements program under RSA 674:7, it shall submit its recommendations for the current year to the mayor and the budget committee, if one exists, for consideration as part of the annual budget.**

## Zoning

**Section 674:21**

Section 674:21 Innovative Land Use Controls. –

I. Innovative land use controls may include, but are not limited to:

**(m) Impact fees.**

V. As used in this section **"impact fee"** means a fee or assessment imposed upon development, including subdivision, building construction or other land use change, in order to help meet the needs occasioned by that development for the construction or improvement of capital facilities owned or operated by the municipality, including and limited to water treatment and distribution facilities; wastewater treatment and disposal facilities; sanitary sewers; storm water, drainage and flood control facilities; public road systems and rights-of-way; municipal office facilities; public school facilities; the municipality's proportional share of capital facilities of a cooperative or regional school district of which the municipality is a member; public safety facilities; solid waste collection, transfer, recycling, processing and disposal facilities; public library facilities; and public recreational facilities not including public open space. No later than July 1, 1993, all impact fee ordinances shall be subject to the following:

(a) The amount of any such fee shall be a **proportional share of municipal capital improvement costs which is reasonably related to the capital needs created by the development**, and to the benefits accruing to the development from the capital improvements financed by the fee. **Upgrading of existing facilities and infrastructures, the need for which is not created by new development, shall not be paid for by impact fees**.

**(b) In order for a municipality to adopt an impact fee ordinance, it must have enacted a capital improvements program pursuant to RSA 674:5-7**.

(c) Any impact fee shall be accounted for separately, shall be segregated from the municipality's general fund, may be spent upon order of the municipal governing body, shall be exempt from all provisions of RSA 32 relative to limitation and expenditure of town moneys, and shall be used solely for the capital improvements for which it was collected, or to recoup the cost of capital improvements made in anticipation of the needs which the fee was collected to meet.

(d) All impact fees imposed pursuant to this section shall be assessed at the time of planning board approval of a subdivision plat or site plan. When no planning board approval is required, or has been made prior to the adoption or amendment of the impact fee ordinance, impact fees shall be assessed prior to, or as a condition for, the issuance of a building permit or other appropriate permission to proceed with development. Impact fees shall be intended to reflect the effect of development upon municipal facilities at the time of the issuance of the building permit. Impact fees shall be collected at the time a certificate of occupancy is issued. If no certificate of occupancy is required, impact fees shall be collected when the development is ready for its intended use. Nothing in this subparagraph shall prevent the municipality and the assessed party from establishing an alternate, mutually acceptable schedule of payment of

impact fees in effect at the time of subdivision plat or site plan approval by the planning board. If an alternate schedule of payment is established, municipalities may require developers to post bonds, issue letters of credit, accept liens, or otherwise provide suitable measures of security so as to guarantee future payment of the assessed impact fees.

(e) The ordinance shall establish reasonable times after which any portion of an impact fee which has not become encumbered or otherwise legally bound to be spent for the purpose for which it was collected shall be refunded, with any accrued interest. Whenever the calculation of an impact fee has been predicated upon some portion of capital improvement costs being borne by the municipality, **a refund shall be made upon the failure of the legislative body to appropriate the municipality's share of the capital improvement costs within a reasonable time. The maximum time which shall be considered reasonable hereunder shall be 6 years.**

(f) Unless otherwise specified in the ordinance, any decision under an impact fee ordinance may be appealed in the same manner provided by statute for appeals from the officer or board making that decision, as set forth in RSA 676:5, RSA 677:2-14, or RSA 677:15, respectively.

(g) The ordinance may also provide for a waiver process, including the criteria for the granting of such a waiver.

(h) The adoption of a growth management limitation or moratorium by a municipality shall not affect any development with respect to which an impact fee has been paid or assessed as part of the approval for that development.

(i) Neither the adoption of an impact fee ordinance, nor the failure to adopt such an ordinance, shall be deemed to affect existing authority of a planning board over subdivision or site plan review, except to the extent expressly stated in such an ordinance.

(j) The failure to adopt an impact fee ordinance shall not preclude a municipality from requiring developers to pay an exaction for the cost of off-site improvement needs determined by the planning board to be necessary for the occupancy of any portion of a development. For the purposes of this subparagraph, "off-site improvements" means those improvements that are necessitated by a development but which are located outside the boundaries of the property that is subject to a subdivision plat or site plan approval by the planning board. Such off-site improvements shall be limited to any necessary highway, drainage, and sewer and water upgrades pertinent to that development. The amount of any such exaction shall be a proportional share of municipal improvement costs not previously assessed against other developments, which is necessitated by the development, and which is reasonably related to the benefits accruing to the development from the improvements financed by the exaction. As an alternative to paying an exaction, the developer may elect to construct the necessary improvements, subject to bonding and timing conditions as may be reasonably required by the planning board. Any exaction imposed pursuant to this section shall be assessed at the time of planning board approval of the development necessitating an off-site improvement. Whenever the calculation of an exaction for an off-site improvement has been predicated upon some portion of the cost of that improvement being borne by the municipality, a refund of any collected exaction shall be made to the payor or payor's successor in interest upon the failure of the local legislative body to appropriate the municipality's share of that cost within 6 years from the date of collection. For the purposes of this subparagraph, failure of local legislative body to appropriate such funding or to construct any necessary off-site improvement shall not

operate to prohibit an otherwise approved development.

**Section 674:22**

Section 674:22 Growth Management; Timing of Development. -
I. The local legislative body may further exercise the powers granted under this subdivision to regulate and control the timing of development. **Any ordinance imposing such a control may be adopted only after preparation and adoption by the planning board of a master plan and a capital improvement program** and shall be based upon a growth management process intended to assess and balance community development needs and consider regional development needs.

II. The local legislative body may adopt a growth management ordinance under this section only if there is a demonstrated need to regulate the timing of development, based upon the municipality's lack of capacity to accommodate anticipated growth in the absence of such an ordinance. The need to regulate the timing of development shall be demonstrated by a study performed by or for the planning board or the governing body, or submitted with a petition of voters presented under RSA 675:4. The study shall be based on competent evidence and shall consider the municipality's projected growth rate and the municipality's need for additional services to accommodate such growth.

III. An ordinance adopted under this section shall include a termination date and shall restrict projected normal growth no more than is necessary to allow for orderly and good-faith development of municipal services. **The planning board in a municipality that adopts such an ordinance shall promptly undertake development of a plan for the orderly and rational development of municipal services needed to accommodate anticipated normal growth; provided, however, that in a town that has established a capital improvement program committee under RSA 674:5, the plan shall be developed by that committee.** The ordinance and the plan shall be evaluated by the planning board at least annually, to confirm that reasonable progress is being made to carry out the plan. The planning board shall report its findings to the legislative body in the municipality's annual report.

**Town of Bradford Planning Board**
**Capital Improvements Program Committee**

134 East Main Street, Bradford, NH 03221
603-938-5900

**For Applicant Completion**

☐ New Application not yet in any CIP

☐ Existing Application from last 2013-2018 CIP

## Bradford Capital Improvements Program 2015-2020

## Project / Purchase Request Application

*For Committee Completion*

Application #:

# _____ - _____ - 2015

**Do you prefer this form in a paper copy instead of a PDF form? Contact Cheryl Behr at administrator@bradfordnh.org.**

**INSTRUCTIONS:**

- Check New or Existing **Application** box in top left corner.
- Complete one Application for **EACH** New capital expenditure project or purchase you *know or anticipate* your Department would want to make during the next six years (2015-2020) that fits the capital expenditure project or purchase CRITERIA: **1) Must have a gross cost of at least $10,000; 2) Must have a useful life of at least 3 years; 3) Is not typically included in the operating budget; 4) Is any project or purchase requiring bond financing or lease-purchase.** Refer to the CIP Committee's **MEMORANDUM** for typical examples of capital projects or purchases, and what are not considered eligible projects. Supplemental information to attach to the Application is welcome. Please complete the entire Application, leaving no blanks.
- Complete one Application for **EACH** Existing capital expenditure project or purchase your Department had listed in the 2013-2018 CIP that fits the CRITERIA which you still want listed within the CIP. Complete this Application in its entirety, just as if you had not submitted anything for your Existing CIP project. The information requested is different. Please complete the entire Application, leaving no blanks.
- Please submit all Application requests to Cheryl Behr at the BACC **by 10AM , Friday, May 9**.
- **Note that Cheryl Behr will contact you to schedule an interview appointment at an upcoming CIP Committee meeting** to learn more by having you explain your project, its need, and its funding in depth. The Committee will ask questions to ensure we have all the information we need to evaluate your project.

### Basic Information

**Department:** _____

**Total # of Years to EXPEND $ for Project:** _____ **Years**

**Desired Start Year of Expenditure (Payment): 20_____**

**Expenditure (Payment) Ends in Year: 20_____**

**Is this Project Priority Considered (check one):** Low ☐ Medium ☐ High ☐

### Project and Department Information

1. **Project/Purchase Title:** _____

2. **Primary effect of project/purchase is to: (check one)**

☐ Replace or repair existing facilities or equipment
☐ Improve quality of existing facilities or equipment
☐ Expand capacity of existing service level or facility
☐ Provide new facility or service capacity
☐ Other: _____

3. **Service Area (check one)**

☐ Town
☐ School District
☐ Road
☐ Neighborhood
☐ Region
☐ Other: _____

4. **Department Description:** *This question only needs to be completed **one time**, regardless of how many Applications your Department has completed. Estimate volunteer hours as best as you can.*

**Project/Purchase Application** **Bradford Capital Improvements Program 2015-2020**

| Number of: | Number of: | Number of: |
|---|---|---|
| Total **paid staff hours** per year: _____ | F/T staff: _____ | P/T staff:_____ |
| Total **non-paid/volunteer/stipend hours** per year: _____ | F/T non-pd/vol/stip: _____ | P/T non-pd/vol/stip:_____ |

| Approximate: | Approximate: |
|---|---|
| Usable sq. ft. of building #1: _____ | Usable sq. ft. of building #2: _____ |
| Building #1 name: _____ | Building #2 name: _____ |

**Projections - In 15 years:**

Future Staffing Needs: _____

Future Program Needs: _____

Future Building Needs: _____

Future Equipment Needs: _____

5. **Project/Purchase Description:** *State clearly what this project is for, then describe the existing problem/deficiency, how project came about, how this project can solve the problem, why the project is needed and beneficial to the Town, etc.*

6. **Estimated Cost:** *Provide an itemized estimated cost for project/purchase using the following table. Attach any formal cost estimates which you may have received, if available. Please round all estimates to nearest $100.*

| | |
|---|---|
| $ | Planning and/or Feasibility Analysis Costs (Studies, Plans, etc) |
| $ | Architectural and/or Engineering Costs |
| $ | Real Estate Acquisition and/or Appraisal Costs (Land, Buildings, etc) |
| $ | Site Preparation and/or Construction Costs |
| $ | Equipment Costs |
| $ | Permit Costs |
| $ | Vehicle Costs |
| $ | Materials Costs |
| $ | Consultant Costs |
| $ | Other Costs (***Identify***): |
| **$** 0.00 | **Total Dollar Amount of Project/Purchase** |

04-16-14 2 Return by 05-09 to Cheryl Behr

**Project/Purchase Application** **Bradford Capital Improvements Program 2015-2020**

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

| | |
|---|---|
| $ | Property Tax<br>*Such as warrant article, placed within operating budget, etc.* |
| $ | Capital Reserve Fund Withdrawal OR Expendable Trust Fund Withdrawal<br>***Identify** from which CRF or ETF fund name:* |
| $ | User Fees<br>***Identify** from which User Fees fund name:* |
| $ | Bond<br>***Identify** desired bond term:* |
| $ | Grant<br>***Identify** from which specific grant:* |
| $ | Loan<br>***Identify** from which loan program:* |
| $ | Donation / Bequest / Gift / Trust Fund<br>***Identify** other, specific source(s):* |
| **$** 0.00 | **Total (should equal Total Dollar Amount of Project/Purchase in #6)** |

8. **How much of $ the project will be funded in EACH of the CIP years?** *Projects that are funded past the 2020 end year should still have the yearly funding indicated here as far out as possible.*

| 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|
| $ | $ | $ | $ | $ | $ |

9. **Impacts on Operating and Maintenance Expenses:** *Indicate if proposed Project/Purchase will impact any of the following.*

Does project/purchase increase or decrease the number of staff? Increase ☐ Decrease ☐ No Change ☐

Does project/purchase decrease maintenance or other costs over time? Increase ☐ Decrease ☐ No Change ☐

Estimated Total Dollars **Additional** Impact to Operating Budget $_____

Estimated Total Dollars **Reduction** in Operating Budget $_____

10. **Applicant Interviews:** The CIP Committee is scheduling appointments for interviews at the following times. Please check the boxes when you would be available to attend. You will be contacted with the final the date and time. ***For the sake of others waiting their turn, please keep your explanation of the project, Dept/Board need, and funding brief.***

**Appointments available for 10 Departments -**

| | | | | | |
|---|---|---|---|---|---|
| ☐ Tues May 20 at | ☐ 6:30P | ☐ 6:45P | ☐ 7:00P | ☐ 7:30P | 15 minute slots for Applicants with only 1-2 Applications to discuss with Committee |
| ☐ Wed June 11 at | ☐ 6:30P | ☐ 6:45P | ☒ 7:00P | ☒ 7:30P | **7-8P Reserved** for Highway Dept |
| ☐ Tues Jun 17* at | ☐ 6:30P | ☐ 6:45P | ☒ 7:00P | ☒ 7:45P | **7-7:45P Reserved** for Fire Dept |

**only if no other option is available will an interview be scheduled on this date*

**Form Prepared by:** _____ **Title:** _____

**Contact Information: Phone:**_____ **Email:** _____

**Department:** _____ **Date:** _____

**Please attach any supplemental information you have to this Application**
(cost estimates, proposals, quotes, funding applications, letters of support, etc. if available)
**and return by 10 AM, Friday, May 9 to Cheryl Behr** at the Town Offices (BACC).