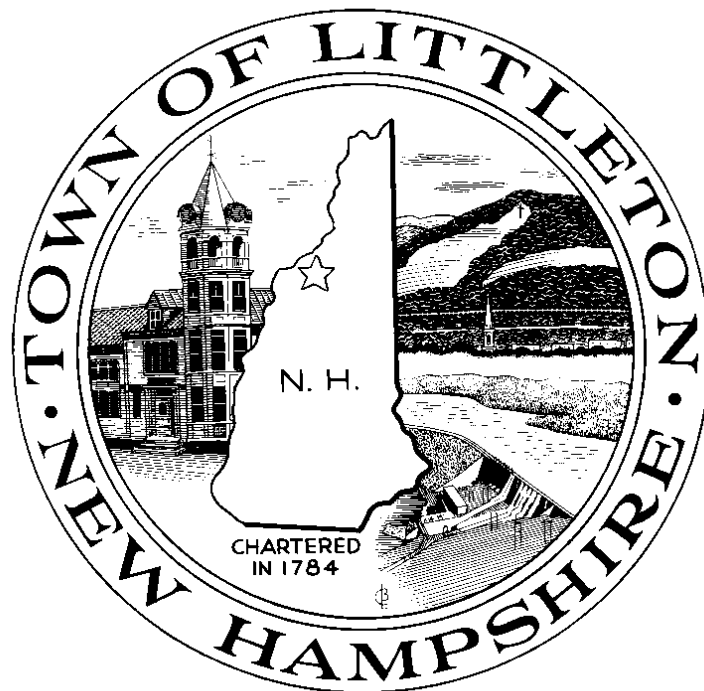


# Town of LITTLETON



## Capital Improvements Program FY2013 – FY2018

February 21, 2013

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# Part 1 – Introduction

A *Capital Improvements Program* (hereinafter referred to as a CIP) is a tool to assist the governing body of a municipality in planning and managing anticipated growth and development of that municipality’s services and facilities. A CIP is intended to provide a complete picture of the town’s major development needs (i.e., **capital projects**) over the next six to ten years by showing when, and at what cost, the town expects to expand or provide services and facilities in that period.

## Definition of a Capital Project

The town of Littleton’s definition of a capital project (like that of most other New Hampshire municipalities) uses one or more of the criteria specified in the "*Capital Improvements Programming Handbook*" that was originally prepared by the Southern New Hampshire Planning Commission in 1994. These criteria are:

- A large dollar expenditure
- An extended useful life of the facility or equipment
- An infrequent recurrence of the expenditure
- Bonded debt may be required for its financing
- It involves acquisition or development of real property
- It creates or expands utility systems or a public building

In addition to the acquisition of or upgrades to equipment and property implied in these criteria, a capital improvement could be road construction or any planning, feasibility, engineering or design studies that are related to a possible future capital improvements. Capital projects can also be defined to accumulate funds in a **capital reserve fund** to spread the cost of a large future purchase over several years and/or eliminate or reduce the cost of a bond.

## Developing a CIP

The New Hampshire statutes cite three prerequisites for the preparation of a municipal capital improvement program.

1. A planning board must be established (RSA 673:1)
2. The planning board must have adopted a master plan (RSA 674:1)
3. The local legislative body (per RSA 674:5) must have authorized the planning board to either:
  - a. Develop the CIP
  - b. Appoint a capital improvements program committee to develop the CIP

Like the planning board, a CIP committee and any subcommittee(s) are “public bodies”. As such, they are subject to all requirements of the NH “Right to Know” laws. Meetings require proper notice, public access to the meetings

is required, and minutes must be kept. Documents of the CIP process are “governmental records” and will, in virtually all cases, have to be disclosed to the public upon request.

While the stature clearly places responsibility for preparation of a CIP with the planning board or the formally appointed committee, parts of the CIP preparation may be delegated to administrative personal, municipal departments, or consultants. However, the planning board or CIP committee is responsible for the task of analysis. (Note that a CIP that shows no evidence of communication between the planning board or CIP committee and municipal departments, or no relationship to the master plan, will not meet minimum statutory requirements.)

## **CIP Committee Members**

The current members of Littleton’s CIP committee are:

- Charlie Ryan (Chairman)
- Jim Daly (Acting Chairman)
- Mell Brooks
- Rudy Gelsi
- Arwen Mitton

## **List of Town Departments**

The following list identifies the departments and functions that serve the town of Littleton and that will be represented in this CIP.

- Fire Department
- Highway Department
- Library
- Parks and Recreation
- Police Department
- Schools
- Town Management
- Transfer Station

# Part 2 - Definition and Uses of a CIP

A CIP **must** have the following characteristics:

1. Addresses capital improvements over a period of at least six years (RSA 674:5).
2. Classifies projects according to urgency and need for realization
3. Includes a timetable for implementation of projects
4. Takes into account needs that are indicated in the master plan or which are permitted under the local zoning ordinances and regulations

A CIP **may** also include:

- The estimated cost of each project
- Probable operation and maintenance costs
- Probable revenues from individual projects
- Suggested funding sources

## Limitations of a CIP

It is also important to understand the limitations of a capital improvements program (i.e., what it is not).

1. Neither the CIP nor the process of developing it is a means to micro-manage the process of developing the budget. Preparation of annual budgets for both a town and school district is the responsibility of elected officials and professional administrators. The CIP is a tool to aid these groups in evaluating and prioritizing items for inclusion in the budget for a given year.
2. The CIP is not a vehicle for the promotion of “wish list” projects that are either unnecessary or are unlikely to receive public funding or support.
3. Although a CIP is intended to provide a framework to guide activity, it should not be rigid and inflexible. The CIP process cannot anticipate unusual changes in growth, economic conditions, or political consideration. Similarly, the CIP process must allow changes for emergencies, opportunities, or other unpredictable events.

## Uses of a CIP

State statutes mandate that **the sole purpose of a CIP is to aid the select board and/or budget committee in their consideration of the annual budget.** The CIP should be a link between the town’s goals for future development and the means of both achieving these goals and financing the services/facilities that the town requires. The CIP is also a tool for:

- Managing Growth
- Stabilizing budgets and tax rates
- Planning of future development

## **Managing Growth**

RSA 674:22 states that communities considering the regulation of development through the use of a growth management ordinance must have already adopted both a master plan and a CIP. While a growth management ordinance should be considered only rarely, one cannot be legally implemented without an up-to-date CIP.

Even without the adoption of a formal growth management ordinance, the exercise of developing and maintaining a master plan and CIP provides the town with experience and methods that are useful in managing all growth, not just extreme or unanticipated requirements.

## **Stabilizing Budgets and Tax Rates**

A CIP can help to stabilize tax rates by providing advance planning for large capital expenditures. It can spread several such expenses over time and thereby avoid or reduce peaks and valleys in spending. A CIP can also reduce the possibility of unacceptable spikes in the tax rate.

A CIP presents all proposed capital expenditures as parts of one schedule and budget instead of being segregated and maintained within the individual departments. It provides a complete picture of the town's major development needs over the time period covered by the CIP.

Of course, there is always the possibility of unanticipated expenditures but having a plan in place that addresses the known expenditures is a major part of maintaining fiscal stability and may assist in finding ways to cover an unanticipated expense.

## **Planning for Future Development**

The CIP can serve as a guide to coordinate development, maintenance, or expansion of multiple town facilities or services. For example, to evaluate how the schedule for improving a particular road or upgrading water or sewer lines relates to proposed new development in the town. State statutes allow planning boards to establish regulations against scattered or premature development so the CIP can assist a planning or zoning board in evaluating the relationship of proposed development to existing and future levels of service.

A CIP is also a vehicle for informing the taxpayers of anticipated future development and improvements, and it provides opportunities for the public to comment on the plan.

# Possible Revenue Sources for CIP Projects

As with any municipal expense, capital projects can be funded from a municipality's yearly operating budget. However, because capital projects are typically expensive, they are more commonly funded via *bonds*. Other sources of funding for capital items are grants, capital reserve funds, and donations. In some cases, user fees can be used to partially fund some capital improvements for their respective departments. For example, a recreation center could be partially funded with revenues from fees paid by the individuals using the center.

## How Littleton's CIP was Developed

In general, the development of the Littleton CIP was a four-part process.

**Initial Research** - This consisted of reviewing the "NH Capital Improvements Programming Handbook" and consulting with the Local Government Center (LGC) to identify what is required and recommended for a CIP. The committee also reviewed CIPs from other municipalities to get ideas on format and presentation of the information.

**Preparation** – Members of the committee made initial contact with the Town's department heads to familiarize them with the intent of the CIP and with the data that they would be asked to provide. The committee also created an initial outline for the CIP document and designed the form on which the departments would be asked to provide the data about their individual capital projects. (This form was modeled after the forms in Peterborough's CIP.)

**Execution** - The members of the committee then:

- Worked with the department heads to complete project forms
- Evaluated the projects to assign initial priorities to each
- Mapped each departments' projects across 2013 – 2018
- Developed a summary map for all departments across 2013 – 2018

**Internal Reviews** – As the CIP document was being developed, changes were reviewed by the affected departments.

The result of these efforts is this CIP document, which documents the capital requirements for each of Littleton's town departments for fiscal years 2013 through 2018.

# Part 3 - Capital Projects: FY2013 – FY2018

## Overall Summary of Littleton’s Capital Requirements

The following table summarizes the capital projects anticipated by each department in the town of Littleton for the years 2013 through 2018. The estimated cost of the individual projects from each department is shown in the section “*Capital Projects Specified for each Department*”.

DEPARTMENTS	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Fire Department	\$393,400	\$682,000	\$440,000	\$804,500	\$322,000	\$570,000
Highway Department	\$432,000	\$530,000	\$274,500	\$156,000	\$185,000	\$0
Library	\$0	See Note 1	\$0	\$0	\$0	\$0
Parks & Recreation	\$25,000	\$25,000	\$25,000	\$0	\$0	\$0
Police Department	\$0	\$6,600	\$60,600	\$16,900	\$2,600	\$27,900
Schools	\$0	\$0	\$60,000	\$0	\$0	\$0
Town Management	\$113,000	\$110,000	\$110,000	\$50,000	\$0	\$0
Transfer Station	\$0	\$89,000	\$0	\$16,000	\$0	\$0
<b>TOTAL</b>	<b>\$963,400</b>	<b>\$1,442,600</b>	<b>\$970,100</b>	<b>\$1,043,400</b>	<b>\$509,600</b>	<b>\$597,900</b>

01/16/13

### Notes:

1. The best estimate of when a new heating system will be needed in the Library is approximately one to two years out. Because of this uncertainty, its potential cost has not been estimated.



## **Capital Projects Specified for each Department**

This section shows the estimated cost and schedule for the capital projects for each department in the town of Littleton. This is an accumulation of the data from the two-page justification sheets for each of the capital projects.

Note that for projects that had their cost specified as a range, the higher number was used in calculating the project cost in these tables.

## Fire Department

There are nineteen capital projects defined for the Littleton Fire Department. Their estimated cost and schedules are shown in the following table. An entry of "(G)" following a project name indicates that that project is the possible subject of a grant.

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Replace Heating Boiler	\$27,500					
Replace 500 gal Oil Storage Tank	\$5,500					
Replace Light Fixtures in Station				\$22,000		
Renovate Fire Station (G) (see note 1)			\$200,000	\$200,000	\$200,000	\$200,000
Replace SCBA Cylinder Fill Station					\$32,000	
Replace Dept's Computer System	\$26,400					
Acquire Storage for Protective Clothing				\$25,000		
Acquire new Hose Storage Racks (2)	\$2,000					
Materials to Construct Fire Training Props		\$20,000				
Replace Engine #3				\$467,500		
Refurbish Engine #6 (see note 2)		\$495,000				
Replace Tanker #1 (G)	\$315,000					
Replace Forestry Truck			\$95,000			
Purchase New Rescue Vehicle (G)						\$280,000
Purchase Dept Command Vehicle		\$42,000				
Replace Jaws of Life (G)			\$55,000			
Replace Air Lifting Bags (G)		\$35,000				
Replace Thermal Imagers (2) (G)	\$17,000					
Build Cisterns(see note 3)		\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
<b>TOTAL</b>	<b>\$393,400</b>	<b>\$682,000</b>	<b>\$440,000</b>	<b>\$804,500</b>	<b>\$322,000</b>	<b>\$570,000</b>

11/29/2012

### Notes:

1. Estimated cost for renovating the Fire Station was \$1.2 million: \$200K/year for 6 years, beginning in 2015.
2. Refurbish Engine #6: estimate in due late in 2012. The current CIP estimate is still the replacement cost.
3. Total estimate to Build Cisterns was \$630,000 (spread over 7 years)
4. Money that is spread over multiple years can represent any combination of plans to either acquire individual units in different years or to accumulate a capital reserve fund (CRF) to acquire the entire project in the last year.
5. These figures are intended to reflect the cost of the projects without any considerations of where the money might come from (e.g., taxes vs. grants).

# Highway Department

There are fourteen capital projects defined for the Littleton Highway Department. Their estimated cost and schedules are shown in the following table.

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Swap 4900 Dump Truck (#4) for F-550		\$90,000				
Replace 2005 7400 Dump Truck (#5)			\$177,500			
Replace 2000 7400 Dump Truck (#6)	\$132,000					
Replace 2007 7400 Dump Truck (#7)					\$185,000	
Replace 2002 Elgin Vacuum Sweeper	\$100,000	\$100,000				
Replace 2001 938G Caterpillar Loader				\$150,000		
Replace 2007 Ford F-550		\$90,000				
Replace 2008 Ford F-550			\$90,000			
Replace Dresser 830 Motor Grader	\$100,000	\$200,000				
Replace 1962 Sicard Snowblower	\$50,000	\$50,000				
Replace 2006 Garco Stripper			\$7,000			
Replace Pressure Washer/Thawer				\$6,000		
Replace Salt Storage Shed	\$50,000					
New DPW Facility Garage (see note 2)						
<b>TOTAL</b>	<b>\$432,000</b>	<b>\$530,000</b>	<b>\$274,500</b>	<b>\$156,000</b>	<b>\$185,000</b>	<b>\$0</b>

12/14/2012

## Notes:

1. When the cost of an item is spread over multiple years, the year of acquisition is the last year shown.
2. A recent independent study found that the present garage for the Highway department is structurally unsound and recommended that it be replaced as soon as is feasible. It is also too small and the cost to heat and maintain it will become prohibitive. However since there is currently no plan for replacing the current garage, a new garage is specified in this CIP without any schedule or cost estimate.

## Library

There is one capital projects defined for the Littleton Library. Their estimated cost and schedules are shown in the following table. An entry of “(G)” following a project name indicates that that project is the possible subject of a grant.

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Replace Boiler and Oil Tanks		See Note 1				
<b>TOTAL</b>						

11/29/2012

### Notes:

1. The best estimate of when a new heating system will be needed in the Library is approximately one to two years out. Because of this uncertainty, its potential cost has not been estimated. The present heating system is 15 years old [in 2012] and evaluation of the system by heating professional indicated that replacement of the boiler and tanks should be done no later than 2014.

## Parks and Recreation

There are two capital projects defined for the Littleton Parks and Recreation Department. Their estimated cost and schedules are shown in the following table. An entry of “(G)” following a project name indicates that that project is the possible subject of a grant.

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Pool House Renovation (G) (see Note 1)	\$25,000	\$25,000	\$25,000			
Recreation/Maint Building (G) (see Note 2)						
<b>TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

11/2/2012

### Notes:

1. Aside from the criticality of making the pool ADA compliant, much of the other renovation can be done in stages. This allows the distribution of the costs over multiple years.
2. The project for a new Recreation/Maintenance building is uncertain at this time, but is something that likely needs to be addressed within the next 5 to 10 years, with an estimated cost of \$2,000,000. Unless a grant is obtained, an expenditure this large will almost certainly require a bond.

## Police Department

There are five capital projects defined in this CIP for the Littleton Police Department. Their estimated cost and schedules are shown in the following table.

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Develop Town-Owned Weapon Range			\$45,000			
Replace Computers (see note 1)		\$4,000	\$4,000	\$4,000		
Replace Tasers		\$2,600	\$2,600	\$3,900	\$2,600	\$3,900
Replace Digital Ally			\$9,000	\$9,000		
Replace Lighting System, Lightbars						\$24,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$6,600</b>	<b>\$60,600</b>	<b>\$16,900</b>	<b>\$2,600</b>	<b>\$27,900</b>

01/07/13

Notes:

- Each of the 12 computers being replaced in 2014, 2015, or 2016 will be at least five years old at the time of its replacement. (Eight of them will be seven or older.)

## Schools

There is one capital project defined in this CIP for the Littleton School System. The estimated cost and schedules are shown in the following table.

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Lakeway Boiler Replacement			\$60,000			
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

10/20/11

Notes:

- The boiler at the Lakeway School needs to be replaced per state mandate, due to type of material used to construct the boiler.

# Town Management

There are six capital projects defined for Littleton Town Management the 2012 CIP. Their estimated cost and schedules are shown in the following table.

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Repair Stone Retaining Walls	\$25,000	\$50,000	\$50,000	\$50,000		
Construct Meeting Room in Town Building (see note 1)	\$30,000					
2015 Town-wide Reappraisal	\$20,000	\$60,000	\$60,000			
Upgrade Town Facilities on Saranac St. (see note 2)	\$8,000					
Upgrade Emergency Ops Center (see note 3)						
Dells Rd Dam (see note 4)	\$30,000					
<b>TOTAL</b>	<b>\$113,000</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>

12/09/2012

## Notes:

1. There is still a possibility of moving the town offices to the town building but there is currently no plan for this move. The construction of a meeting facility in currently-available space in the town building will reduce a recurring problem of Town committees and boards having to compete for the currently recognized space. This new meeting facility could also represent a start in a general use of the town building for office space, many administrative meetings and community-based gatherings.
2. There is wide agreement on the need and desire to upgrade Saranac St and the buildings in its vicinity. A recent study (i.e., a NH Plan Charette) identified areas for improvement but this is still being analyzed. Also note that many of the facilities in need of upgrade (or replacement) are private property. At this point, the nature, cost, and schedule for improvements to areas under Town control have not been defined. An overall cost is not known but a small appropriation in 2013 will assist in a pre-engineering studies or the preparation of grant requests that will enhance the positioning of the project to potential funding agencies. Also, a transportation-corridor analysis and riverfront exemption from shore land protection restrictions are being undertaken in 2013.
3. The town's *Emergency Response Center* was originally presented as a Fire Department project. It has been moved to the Town Management section because its function affects all areas of the town and will require support from multiple town departments. For this reason, the committee concluded that it should not be presented as a responsibility of only the Fire Department. A cost and schedule for acquisition of the various types of equipment has not been established.
4. Storms in late 2011 revealed inadequacies in the capability of the Dells Rd dam and Dells Road culvert to cope with large volumes of water. A "breach analysis" report was submitted to the NH Dam Bureau in 2012 but until the bureau analyzes this report, the extent (and cost) of the repairs to the dam cannot be determined. The \$30,000 slated for 2013 is to continue to seek an exemption under the NH Dam Bureau rules and will be used as a base data for any dam expansion/removal order from the NHDES. It is probable that, if this exemption is denied, dam mitigation or removal will cost at least \$150,000.

5. The completion of upgrades to Main Street (i.e., Main St – Phase 2) is an important part of Littleton’s overall plan. However, because no schedule has been defined for any of this work and availability of any near-term funding is highly unlikely, it is not specified as a project in this CIP. However, Littleton Main Street, Inc. remains active in planning for future needs of the Main Street area.

## **Transfer Station**

There are five capital projects defined for the Littleton Transfer Station in the 2012 CIP. Their estimated cost and schedules are shown in the following table.

<b>PROJECT</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
<b>Replace Rubbish Compactor</b>		\$35,000				
<b>Replace two Auger Containers</b>		\$20,000				
<b>Replace one Rubbish Container</b>				\$16,000		
<b>Replace one Open-Top Container</b>		\$16,000				
<b>Replace Front-end Loader</b>		\$18,000				
<b>TOTAL</b>	<b>\$0</b>	<b>\$89,000</b>	<b>\$0</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$0</b>

11/2/2012

Notes:

1. The items specified here are to be funded from the Transfer Station’s Enterprise Fund (i.e., profits) and will have no impact on the town’s tax rate

# Part 4 - Urgency of Projects

RSA 674:6 specifies that the CIP shall classify projects according to urgency and need for realization. However, the state provides no further requirements so individual municipalities can define their own levels of urgency or priorities that will apply to projects in their CIP.

Each project in the Littleton CIP will be assigned one of three levels of urgency (or priorities). These are:

1. **Critical** – project:
  - a. Addresses an emergency that threatens life, health, or safety
  - b. Is required by either state or federal law.
  - c. Is essential to continued operation of a function or department
  
2. **Necessary** – project addresses one or more of the following:
  - a. Elimination of safety hazard(s)
  - b. Correction of code violation(s)
  - c. Meeting of contractual obligation(s)
  - d. Implementation of essential renovations, repairs, or replacements
  
3. **Desired**- project is specified to:
  - a. Upgrade equipment
  - b. Improve efficiency
  - c. Enhance service
  - d. Be cost effective (for example, because of partial funding from external sources)

The tables on the following pages designate the relative priority assigned to the capital projects. Note that these priorities have been specified by the Town's department heads and not the CIP committee. As such, they prioritize projects only within each department. This CIP assumes that the Select Board and Budget Committee are the appropriate agents to prioritize projects across departments.



<b>PROJECT</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
<b>Fire Department</b>				
	Replace Heating Boiler	X		
	Replace 500 gal Oil Storage Tank		X	
	Replace Light Fixtures in Station		X	
	Renovate Fire Station (G)		X	
	Replace SCBA Cylinder Fill Station			X
	Replace Dept's Computer System		X	
	Acquire Storage for Protective Clothing			X
	Acquire new Hose Storage Racks (2)		X	
	Materials for Fire Training Props	X		
	Replace Engine #3	X		
	Refurbish Engine #6	X		
	Replace Tanker #1	X		
	Replace Forestry Truck		X	
	Purchase New Rescue Vehicle (G)		X	
	Purchase Dept Command Vehicle			X
	Replace Jaws of Life (G)	X		
	Replace Air Lifting Bags (G)	X		
	Replace Thermal Imagers (2) (G)		X	
	Build Cisterns		X	

<b>Highway Department</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
	Swap 4900 Dump Truck (#4) for F-550		X	
	Replace 2005 7400 Dump Truck (#5)		X	
	Replace 2000 7400 Dump Truck (#6)		X	
	Replace 2007 7400 Dump Truck (#7)		X	
	Replace 2002 Elgin Vacuum Sweeper		X	
	Replace 2001 938G Caterpillar Loader			X
	Replace 2007 Ford F-550			X
	Replace 2008 Ford F-550		X	
	Replace 1989 Dresser 830 Motor Grader	X		
	Replace Sicard Snowblower	X		
	Replace 2006 Garco Stripper			X
	Replace Pressure Washer/Thawer			X
	Replace Salt Storage Shed		X	
	New DPW Facility Garage		X	

<b>PROJECT</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
<b>Library</b>				
	Replace Boiler and Oil Tanks		X	
<b>Parks and Recreation</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
	Pool House Renovation(G)	X		
	Recreation/Maintenance Building		X	
<b>Police Department</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
	Develop Weapons Range		X	
	Replace Computers		X	
	Replace Tasers	X		
	Replace Digital Ally		X	
	Replace Lighting System, Lightbars		X	
<b>Schools</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
	Lakeway Boiler Replacement	X		
<b>Town Management</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
	Repair Stone Retaining Walls		X	
	Construct Meeting Room in Town Building			X
	2015 Town-Wide Reappraisal	X		
	Upgrade Town Facilities on Saranac St.		X	
	Upgrade Emergency Ops Center		X	
	Dells Rd Dam		X	
<b>Transfer Station</b>		<b>Critical</b>	<b>Necessary</b>	<b>Desired</b>
	Replace Rubbish Compactor	X		
	Replace two Auger Containers			X
	Replace one Rubbish Containers			X
	Replace one Open-Top Containers			X
	Replace Front-End Loader			X

# Part 5 - Relationship of CIP to Master Plan

A CIP can be a useful instrument for promoting goals and recommendations specified in the “*Master Plan*” for a municipality. The following table identifies goals and recommended actions in Littleton’s master plan that are also specified as capital projects in this CIP.

Note that there is no requirement that all the goals/actions in the master plan be addressed in the CIP. However, a major consideration of this comparison is to ensure that no projects in the CIP conflict with the Master Plan.

<b>Goal/Recommendation from the Master Plan</b>	<b>Related Project(s) specified in the CIP</b>
Develop a recreation/community center that may promote general health and wellness of residents (Chapter 10, section 4.1).	Parks and Recreation – Construct new Recreation & Maintenance building
Ensure that recreational opportunities are available to those with disabilities (Chapter 9, section 5.0).	Parks and Recreation – Construct new Recreation & Maintenance building
Maintain and improve Littleton’s Emergency Management Plan (EMP) (Chapter 4, section 2.1)	Town Management – Upgrade the Emergency Operations Center
Renovate and expand the fire station (Chapter 10, section 2.13)	Fire Department – Renovate the fire station to comply with the ADA and to meet expanding needs.
The Highway Departments facility is not large enough to house the town’s equipment and needs a new salt shed (Chapter 10, section 3.1)	Highway Department – Construct a new DPW garage Highway Department – Replace salt-storage shed

# Appendix A: Recommendations

The CIP committee has the following recommendations related to four aspects of the Town of Littleton's approach to developing a budget and easing the impact to the taxpayers.

1. **Emergency Management** - Emergency Management should be a separate budget category under which an emergency operations center can be established. There should also be individual funding lines for expenses such as emergency training, exercises, and emergency equipment. Currently there is no place in the budget for any spending along these lines. Also, establishing a separate funding category will bring attention to the importance of this issue.

Historically, emergency-related expenses have been reflected in the budget of the Fire Department. This is primarily because the Fire Chief has been designated as the Emergency Management Director. However (as noted earlier in this document), the activities related to most emergencies will almost always require participation from other town departments. It should also be noted that it is the responsibility of the Board of Selectmen to establish, equip, and staff an Emergency Operations Center and that, by law, the town manager is responsible for all emergency operations in the community (but can appoint an emergency operations director).

2. **Energy Efficient Buildings** – An explicit commitment should be made to building and upgrading municipal buildings to be as energy efficient as possible. Recent building renovations and new construction have not exploited the opportunities for long-term savings on heat and utility bills.

A sound economic case can be made for operating efficient structures or using alternative sources of energy such as solar and geothermal. For example, an opportunity exists now with a possible rehabilitation of the heating of the Highway Department garage. A relatively inexpensive (\$45-50K) modification to the garage in the form of insulation and an IR heating system will realize net savings within a few years.

This commitment to energy efficiency should also be explicitly expressed in Littleton's Master Plan.

3. **Bonded Debt** - No bonded debt be added in the near future. Debt service for just the Town's portion of the budget now exceeds \$1,000,000 a year. This number should be allowed to fall before any more bonded debt is committed.

Alternatives to bonds include capital reserve funds, non-lapsing expendable funds, and current-year taxes.

4. **Coordination or Consolidation of Like Expenses** - Whenever possible, a cross-departmental approach be taken for common or related purchases. For instance, the Fire, Police, and Highway Departments, as well as Littleton Water & Light all have a need for communications equipment, and this equipment must be compatible at least to some degree. The Committee believes that combining such separate requirements into a single purchase (or at least fewer purchases) could result in:

- Lower costs than what would be incurred if the items were purchased individually
- The ability to bundle otherwise separate purchases into a single warrant article that would be more understandable and defensible than multiple articles that ask for essentially the same things.

# **Appendix B: Littleton Water and Light**

The original provider of water and electric power to Littleton was a privately owned company known as the Littleton Water works. In 1903, an act was passed that authorized the town to purchase the existing company and the Littleton Water and Light (LW&L) Corporation was chartered as a separate entity for the Town of Littleton. LW&L currently provides electricity to most (but not all) of the residential and commercial establishments in the town of Littleton.

LW&L is managed by a three-person board of commissioners. Each commissioner is appointed by the town's select board for a three-year term. The board of commissioners has full control over the construction, management, and maintenance of the light and water facilities, and is authorized to set rates and to hire personnel to manage the operation of the corporation.

In 1949, a special town meeting amended the pertinent law to specify that the authority of the board of commissioners was in no way subject to the select board or the town manager.

Although LW&L is technically a town agency, it is unique in that it is completely self-sufficient. Its employees are not employees of the town of Littleton. It supports its operation and maintains and upgrades its equipment through user fees which is why none of its capital requirements are presented in this CIP.

Many of the activities of LW&L are associated with the infrastructure that is maintained by the Town of Littleton. Because of these interactions, LW&L and the pertinent town department (usually, the Highway Department) coordinate the planning or scheduling of work on many elements of Littleton's infrastructure. This cooperation often results in reductions in costs, time, and/or disruption to or around the affected area.

# Appendix C: Waste Water Treatment Plant

In addition to maintaining the Littleton school system and supporting the functions required for the safe and efficient operation of the town, the Town of Littleton also funds the operation of its *waste-water treatment plant*.

Although the wastewater treatment plant (WWT) is technically a town agency, it is more independent and self-sufficient than other town functions. It is run by an independent contractor whose staff are not employees of the Town of Littleton. On January 1, 2012, the Town of Littleton contracted with the “*Utility Partners LLC*” corporation to operate, maintain, and manage Littleton’s waste-water treatment plant. (Before 2012, the contractor was *United Water Corp.*)

## Financing the Wastewater Treatment Plant

Unlike the revenue that supports Littleton’s school and town operations, **none of the financial support for the wastewater treatment plant is derived from Littleton property taxes.** The operation of the wastewater treatment plant and maintenance and upgrading of its equipment are funded primarily from the **sewer fees** paid by the owners of property that is attached to the Littleton sewer system.

The town will sometimes apply for and receive State or Federal grants to upgrade the wastewater treatment equipment, and, for large unanticipated expenses, might request the issuance of a bond.

## **Wastewater Treatment Plant - Budget Process**

The process for developing an annual budget for the wastewater treatment plant is similar to that of the school system or a town department. The requirements/expenses that are anticipated for the upcoming year are estimated. For the WWT, these include:

- Cost of salaries and benefits for the staff
- Acquisition, replacement, and maintenance of equipment and sewer lines. (This includes capital equipment.)
- Removal/disposal of solid waste (sludge and grit)
- Liability insurance,
- Professional services (such as surveying or lab testing).

The revenue(s) projected in a given year for the WWT must equal the anticipated expenses for that year. Some of this revenue will be from sources such as user’s penalties and fees for septic disposal. However, for a given year, most of the revenue for the WWT is derived from the fees paid by the users of the sewer system.

When the users fees are collected (twice a year), they are deposited in a fund specific to the WWT plant. As expenses occur or become due, an invoice is written and submitted to the Highway Supervisor or Town Manager for approval. Once an expense is approved, a check is cut from the WWT fund and is paid. (Note that Utility Partners pays the salary and benefits for its Littleton employees after billing the Town for the required amount.)

There are also other funds which are used to cover the cost of large WWT projects. These are the:

- Connection Fund – receives fees paid by users for installation of new sewer connections
- Replacement Fund – receives 9% of the fees collected from the users of the sewer system
- Undesignated Reserve Fund – receives any unexpended funds from the previous year.

When a large project is required, the Select Board is authorized to withdraw from these funds without Town Meeting approval. All withdrawals are documented with copies of invoices, approved and signed off on by the members of the Select Board. The maximum withdrawal is 75% of the invoices up to the balance available in those funds. The remaining 25% of the project cost must come from the Sewer Fund Budget and/or some other source of revenues (for example, a DES grant).

## Wastewater Treatment Plant – 2012 Anticipated Five-Year Capital Expenses

Figure C.1 shows the five-year capital expenditure plan for Littleton’s wastewater treatment system.

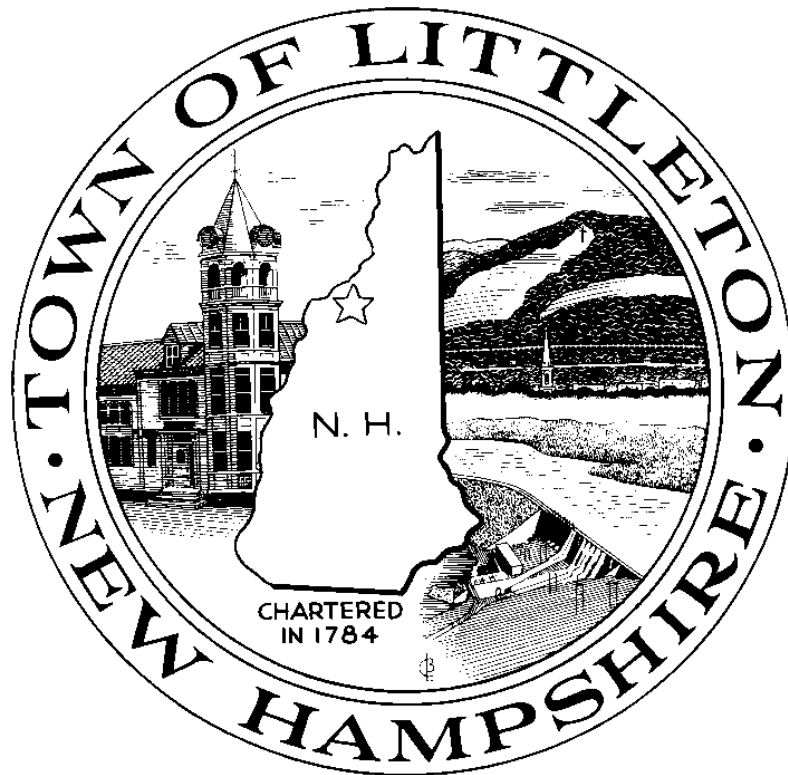
### Utility Partners - Five-Year Capital Plan - Treatment Plant

PROJECT	FY2013	FY2014	FY2015	FY2016	FY2017
UV Tubes and Sleeves	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Sandblast and Recoat #1 Clarifer	\$15,000				
Bearings for Ditch #2 and #3	\$6,000				
Screw Pump Gear Box	\$13,000				\$13,000
Replace RAS Pumps (one each year)	\$14,000	\$14,000	\$14,000		
Repair Roof over Pump Room		\$29,000			
Obtain New Samplers (EEF)		\$4,500			
Replace Polymer System			\$10,000		
Replace Utility Pumps, Controller and Motors			\$10,000		
Refinish Clarifier Covers			\$13,000		
Replace Oxidation Aerator Disk				\$23,000	
Replace Upper Screw Pump Bearings				\$10,000	
New Effluent Meter with Recorder				\$10,000	
New Influent Recorder					\$5,000
Ballast for UV System					\$5,500
Replace Meadow St Pump at Pump Station					\$12,000
Replace Mt Eustis Pump at Pump Station					\$10,000
<b>TOTAL</b>	<b>\$54,000</b>	<b>\$53,500</b>	<b>\$53,000</b>	<b>\$49,000</b>	<b>\$51,500</b>

11/25/2012

Figure C.1. Littleton’s Wastewater Treatment System – Five-Year Capital Expenditure Plan

# Appendix D: Project Justifications



The two-page justification sheets for each of the capital projects specified in this CIP are available only in hard copy. They can be reviewed in the Littleton Town Office.



**TOWN OF LITTLETON  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT PROPOSAL**

**FY 2013 - 2018**

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**DEPARTMENT:**

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**Title of Project:**

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**Description of Project:**

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**Project Cost:**

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**Year(s) Proposed for Construction or Purchase:**

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**Justification:**

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**Needs Criteria** (Check as many as apply):

<input type="checkbox"/>	Improve Existing Services or environment	<input type="checkbox"/>	Supports future town growth/development
<input type="checkbox"/>	Comply with legal mandates of state or federal government	<input type="checkbox"/>	Enhances opportunities for participating in federal or state grant programs
<input type="checkbox"/>	Protect health or safety of populace	<input type="checkbox"/>	Contributes to a stable financial program
<input type="checkbox"/>	Achieve cost savings or avoidance	<input type="checkbox"/>	Preserves existing facility by funding repairs
<input type="checkbox"/>	Meets demands for service resulting from population or town growth	<input type="checkbox"/>	Addresses structural integrity issues

**Project Ranking** (Check only one):

	<b>CRITICAL PROJECT</b> Addresses an emergency that threatens life, health, or safety Is required by either state or federal law. Is essential to continued operation of a function or department.
	<b>NECESSARY PROJECT</b> Eliminates safety hazards Corrects code violation(s) Meets contractual obligation(s) Implements essential renovations, repairs, or replacements
	<b>DESIRED PROJECT</b> Upgrades equipment Improves efficiency Enhances service Is cost effective due to partial funding by state or federal grant
	<b>ON-GOING PROJECT</b> Continues work-in-process
	<b>NEW SERVICE</b> Expands a town service to a new area Provides a new public service

**Possible Alternatives:**

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**Impact if Disapproved:**