



Greenfield 2016 Capital Improvements Program

The Capital Improvements Program (CIP) purpose is to provide recommendations to the town's select board for consideration as part of the annual budgeting process. The Planning Board or a committee of its members is charged with that task under New Hampshire RSA 674:5-7.

The Greenfield Planning Board has defined a capital project as one that is projected to cost at least \$5,000 and is depreciable over its life span. A survey of department heads along with personal interviews reveals those projects over the next ten years they feel are most important. The Planning Board then further rates each project as urgent (U), necessary (N), deferred (D) or committed (C) which means that it is in progress.

Some projects will have vendor quotes that detail the scope of the effort while others have a best guess as to the funding required. Still other recommendations cover the ongoing need to fund capital reserves so that items we know will happen have sufficient funds in place when they do happen. For some projects, the cost has yet to be determined (TBD). Studies may be required for still other projects.

Information that follows includes Planning Board recommendations for addressing the town's immediate and future needs. This list will have specific projects relating to the health and safety of Greenfield residents. Other items address long term planning by suggesting realistic, annual funding of key Capital Reserve Funds. Most Planning Board recommendations have a detail page to support their inclusion.

Spreadsheets for each department at the end list all projects considered. While not all projects are on the Planning Board recommendations list, that does not diminish their importance nor does it preclude individual department heads from arguing their cause before the select board.

2016 CIP Planning Board Recommendations

1. Repair Stephenson Memorial Library foundation leak.
2. Replace DPW International six wheeler dump truck.
3. Replace 1977 Dodge brush truck with a more recent cab and chassis.
4. Replace Fire Department (c. 1988) extrication equipment.
5. Annually propose a warrant article to fund the Fire / Rescue Apparatus CRF at \$50,000.
6. Annually propose a warrant article to fund the Highway Equipment CRF at \$50,000.
7. Annually propose a warrant article to fund the Police Vehicle CRF at \$15,000.
8. Annually propose a warrant article to fund the Town Buildings Maintenance CRF at \$20,000.
9. Annually propose a Road Paving warrant article to cover the planned road/road section.
10. Enlist knowledge experts to study, scope the cost and plan combining the workspace areas of Town Clerk, Tax Collector, Town Treasurer and Welfare Director.

Greenfield Planning Board:

Kevin O'Connell (Chairman), James Fletcher, Sherry Fox, Ken Paulsen, Paul Renaud, Andre Wood, Bob Marshall (Alt.)

Department: Library

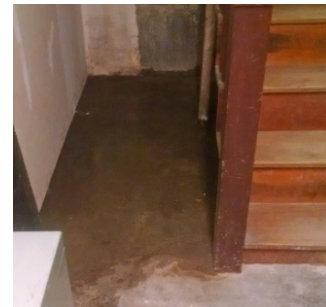
CIP Project: foundation leak

Priority: 1 / U / repair

Funding: taxation

Cost Estimate: \$15,000 for excavation

\$10,000 for foundation seal coat



Project Description: The leakage in the basement has been a problem for some time and the Library Trustees have been trying to find ways to alleviate the problem. The basement is of loose fitted stone, sealed with mortar and a concrete floor. The basement leaks in several places whenever there is heavy or prolonged rainfall.

When the Library addition was constructed in 2003, measures were taken to prevent the problem by removal of shrubbery that held moisture and prevented drying out of the immediate area next to the building. Fill was sloped away from the building in the hopes that the water would run off and away. An impermeable material and crushed rock was added at the surface to facilitate the drainage. It was noted that the steps of the original entrance had deteriorated and were potentially contributing to the problem. In 2011, we identified the leakage problem as urgent in our CIP proposals. We noted that this had been part of our urgent requests for years and had not been addressed. Cost at that time was estimated at \$7004. Stop gap measures were taken when Tim Murray was DPW Director to no avail. We had a Structural Engineer visit the basement in December 2014. He made two proposals for site analysis and repair supervision only. The Board decided to get another opinion through Tim Murray. Four proposals were made to repair the foundation, one each from Yankee Pools, Mathewson Companies, JCL Septic Service and a third from Landsite Corp. Costs ranged from \$4,217 to \$14,852. These prices included, in some cases, the Town of Greenfield DPW conducting the actual; excavation and site work.

Consequences: Completion of this project is critical since water in the basement not only threatens the collection, but the presence of moisture could lead to the growth of mold, making the building uninhabitable by the public. If the facility is closed for a period of time, it is conceivable that a key resource would move to another town's library.

Master Plan relation: public health and safety, alleviates substandard condition

Other funding options: NA

Department: DPW-Vehicles
CIP Project: International 6 wheeler dump truck
Priority: 1 / N / replace
Funding: taxation
Cost Estimate: \$189,000



Project Description: Replacing the International 6 wheeler is part of the schedule for vehicle upgrade within a ten year cycle. Greenfield needs a reliable fleet of snow plows to face the rugged winters we have been experiencing. Heavy duty trucks are required for maintaining our roads and relocation of materials from our excavation site.

Consequences: With age vehicles become more unreliable. If one is out of service for a period, it could affect the summer schedule and will be factor in keeping roads clear during winter snow storms.

Master Plan relation: public safety

Other funding options: NA

Department: Fire
CIP Project: 1977 Dodge brush truck
Priority: 3 / N / replace
Funding: CRF
Cost Estimate: \$25000



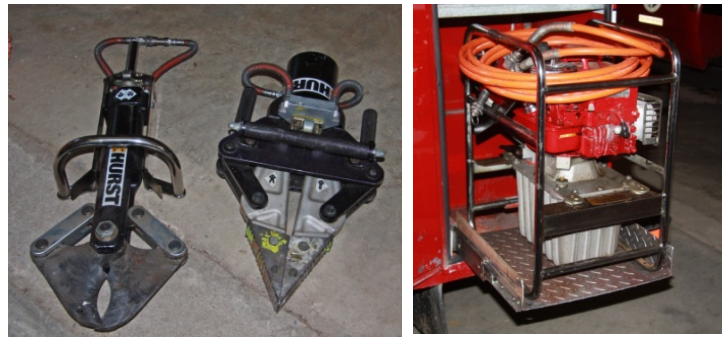
Project Description: Our current vehicle is 38 years old and has reached the end of its service life. The cab and chassis is owned by the State of New Hampshire. The bed is property of the Town of Greenfield. The Fire Department wants to acquire on the used market a replacement cab and chassis. The vehicle must have a diesel engine as all trucks are kept running while on calls and it must have four wheel drive as it will potentially be used on narrow roads, class six trails and cross rough terrain to reach problem areas. The truck bed will be refitted to the newer vehicle.

Consequences: This vehicle will be the first responder to field and forest fires which are more prevalent during the dry, summer months. It can reach areas not possible by the larger department apparatus. Rapid response can prevent a small brush fire from spreading into a forest wildfire.

Master Plan relation: public safety, alleviates substandard condition

Other funding options: NA

Department: Fire
CIP Project: Extrication Equipment (c.1988)
Priority: 4 / U / replace
Funding: CRF
Cost Estimate: \$25,000



Project Description: The extrication equipment is estimated to be 26-28 years old. It receives little use but when it is needed it can save lives by allowing EMTs to get to trapped occupants.

As was witnessed at the “Books and Ladders” day at Oak Park, the Greenfield equipment was having difficulty cutting through the vehicle roof pillars. Had this been a real event, the occupant(s) would have been trapped for an extended period before extrication and transportation to an emergency center. More recent vehicles incorporate stronger materials that challenge the Greenfield equipment. When Peterborough brought in their up to date Jaws of Life, there was no problem cutting off the roof.

Chief Hall would like to update this apparatus to the same product being used by neighboring towns such as Peterborough.

Consequences: Time is a critical factor in getting injured people to emergency centers. If extrication is needed, the equipment must be operable to allow occupant removal and transport.

Master Plan relation: public safety

Other funding options: taxation

Department: Fire

PB Recommendation: Reserve funding

Annual Estimate: \$50,000



Description: Three of five fire department rolling apparatus are being addressed in 2015-2016. Chief Hall is implementing a plan whereby the E-one pumper and the International tanker will each have an overhaul to extend their service to Greenfield an extra 8-10 years beyond the 30 year life that the chief has indicated is a reasonable time to replace with newer, used apparatus. The 1977 Dodge brush truck has become more unreliable and will be replaced with a newer cab and chassis. All three of these projects can be funded by existing capital reserves that have been built up since 2008.

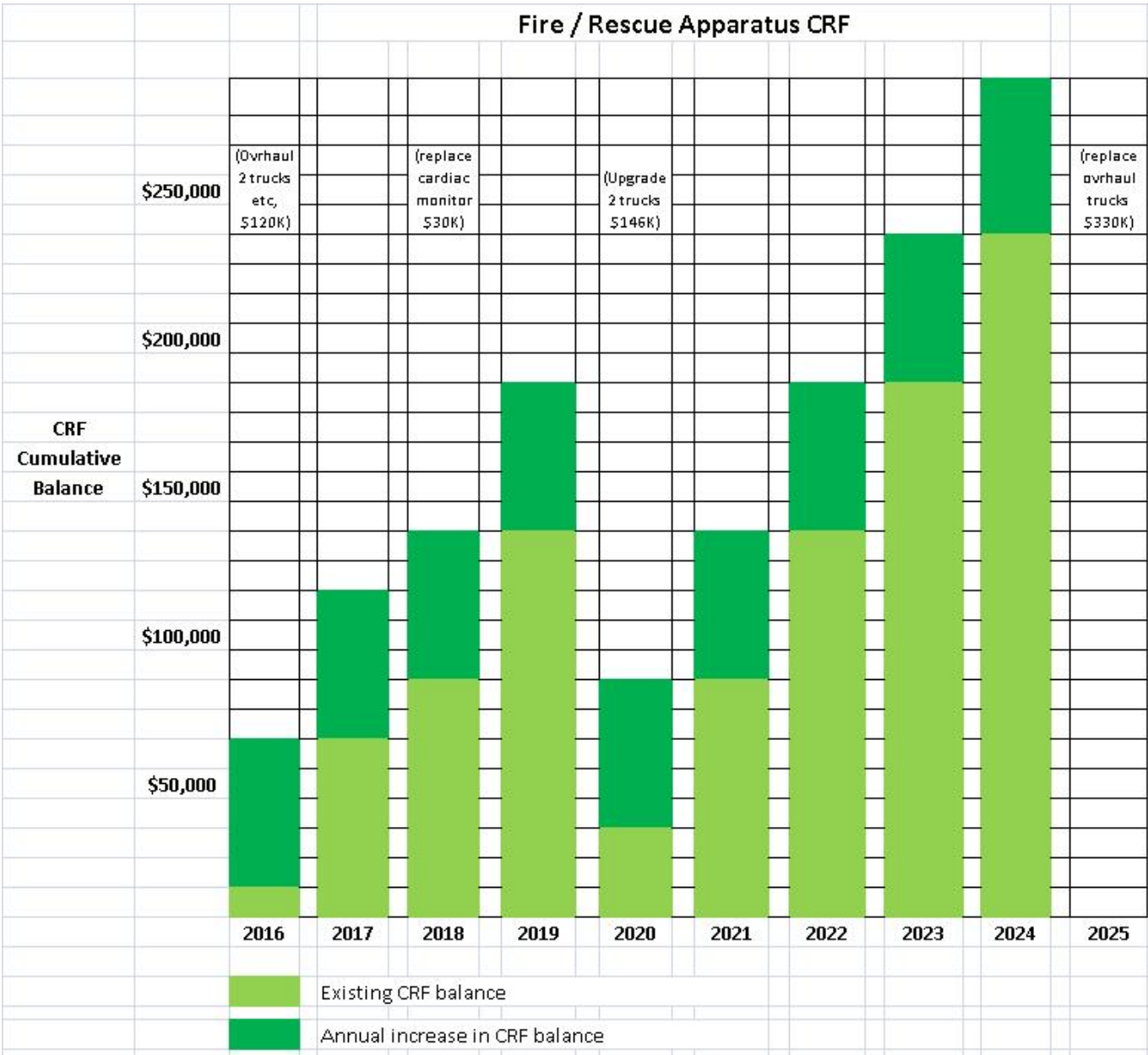
The remaining two vehicles, the 1998 Ford rescue/ambulance and the 1988 Chevrolet Crew Cab utility truck, are targeted for replacement in 2020. At that time, the Chevrolet will be over 30 years old. The ambulance is 10 years newer, but it is the workhorse of the department going out on almost every call.

The Fire/Rescue Apparatus Capital Reserve Fund will be expended on the three pieces of rolling apparatus and replacing our current outdated extrication device with a newer model. Planning for the 2020 replacement of the ambulance and utility truck followed by the 2026 replacement of the tanker and pumper should begin by setting aside \$50,000 annually in the CRF beginning in 2016.

Putting \$50,000 aside each year would, after buying a cardiac monitor, equate to \$230,000 in 2020. At that point approximately \$150,000 would be used to replace the two vehicles with newer, used apparatus leaving around \$80,000 in CRF. Reserve funding over the 2021-2025 years will bring the total CRF to \$330,000 which may allow the overhauled tanker and pumper to be replaced at approximately 40 years of age with newer, used apparatus.

At no point does this plan fund replacement with brand new vehicles.

Consequences: The objective of all capital reserve funding should be to plan for future expenditures rather than having to react to current emergencies. Interest dollars will be earned on the funds accumulated not paid on a purchase contract. Setting aside funds annually to cover known future expenses will promote a more level tax rate. The potential for a better municipal bond rating may be a byproduct of showing the forward financial planning of Greenfield. The town may qualify for better interest rates when it does have to borrow.



Department: Police

PB Recommendation: Reserve funding

Annual Estimate: \$15,000

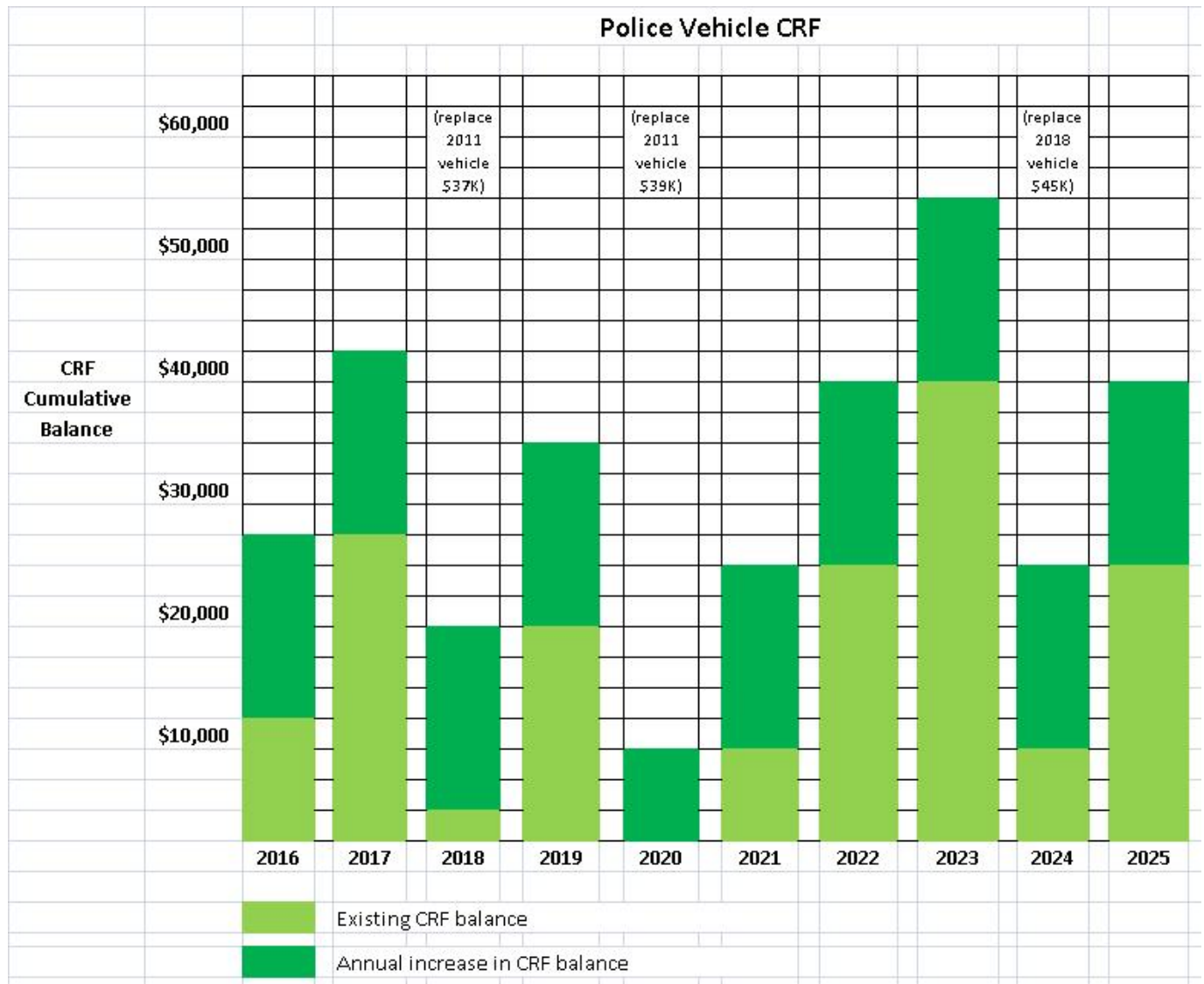


Description: Prior recommendations have suggested a vehicle life of 5-6 years. Chief Giammarino has been extending that life to 7-9 years based on the service needs and reliability of the vehicle. He did concede that nine years was probably too long and, as a result, put us in a position of having to replace vehicles in consecutive years. Replacement vehicle of choice is the Ford Explorer SUV.

The 2011A car will be scheduled for replacement in the 2017 budget at an estimated cost of \$35,000. As of 2015, there is \$10,000 in the Police Department Capital Reserve Fund. Placing \$15,000 in the CRF for 2016 and 2017 will provide the necessary funds to acquire the 2011A Ford replacement in December 2017 with a \$5,000 balance remaining. Continuing the CRF funding at a level \$15,000 for 2018 and 2019 will get close to having money available to replace the 2011B Ford in December 2019.

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Note: The Town of Greenfield Asset Detail Report list both police cruisers as 2011 models. For the purposes of the CIP, the vehicle purchased on 5/18/11 is designated as "2011A" and the cruiser purchased on 4/12/12 as "2011B"



Department: DPW - vehicles
PB Recommendation: Reserve funding
Annual Estimate: \$50,000



Description: The Highway Equipment Capital Reserve Fund has a balance of \$20,000+ in 2015. Purchase payments on the Mack 10 wheeler extends another four years at roughly \$27,500/year. Replacing the International 6 wheeler in 2016 will cost \$28,000/year through 2022 if approved by the voters. The Ford F-550 dump truck is scheduled to be replaced in 2017 at a cost of \$33,000/year for three years if Greenfield keeps to a 10 year cycle for upgrading the DPW trucks. At that point it will be costing just under \$90,000/year to pay off three trucks. A few years after that expenditure for new construction equipment will be needed if not before then.

Because of their everyday use, new vehicles and equipment are preferred over used. Certainly, the trucks have to be in top working order to handle the severe winters the Northeast has faced in recent years. A CRF with \$10,000 does not even begin to handle the cash outlay that will be needed. Annual CRF funding of \$50,000 is a starting point that will take the “sting” out of future purchases but probably not be enough to cover the entire cost.

As a point of reference, neighboring towns routinely approve \$30-125,000 funding of CRFs towards the purchase of highway equipment.

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Greenfield Vehicle / Equipment Replacement Schedule																						
Product	Serv. Life	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PD cruiser1	6		22						37						45						54	
PD cruiser 2	6			22							39							49				
FD Pumper	20																160					
FD Tanker	20																160					
FD Ambulance	20										112											
FD Utility	20										24											
FD Brush truck	20							25														
DPW 10 Wheeler	10				187										250							
DPW 6 Wheeler1	9							189									245					
DPW 6 Wheeler2	9								90									117				
DPW pickup	9			25										32								42
DPW End Loader	9											180										
DPW Backhoe	15													140								
DPW Grader	30									382												
DPW trackless	20										112											
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Sum of expenditures(\$000):								\$214	\$127	\$382	\$287	\$180	\$32	\$140	\$295	\$0	\$565	\$166	\$0	\$0	\$54	\$42
Net expenditures less CRF:								\$189	\$0	\$382	\$112	\$0	\$0	\$0	\$250	\$0	\$245	\$117	\$0	\$0	\$0	\$0
Notes:	Initially service life on police cruisers exceeds six years in order to space replacement schedule.																					
	FD vehicles are assumed to be used vehicles and acquired at 10 years of age																					
	Compound inflation factor of 3% added to future vehicle costs except for FD pumper and tanker in 2025																					

Department: Admin
PB Recommendation: Reserve funding
Annual Estimate: \$20,000



Description: Maintaining town buildings is an ongoing expense to which all homeowners can relate. Performing timely repairs is essential to preventing more costly outlays in the future. If the steeple leakage issue had been caught earlier, would we be facing the problems of wood damage internally?

Several building problems have been identified. The DPW garage roof needs to be resingled or replaced with a metal roof. The library has a foundation leak. Stain glass windows in the meeting house sanctuary are buckling and developing cracks while windows in the meeting hall no longer align leaving a source for winter heat loss. Replacing the rotted wood in the steeple is still another issue. Town Office window upgrade has been on previous CIP plans.

Most of these projects do not have a dollar figure attached to them, but it goes without saying that they will not be cheap. Greenfield has recently received quotes of \$16-28,000 to repair each of four stain glass windows. Grant money may be available for some of our needs, however, it probably will not cover the full cost for those that do qualify and other projects are outside the scope grant funding.

Without having estimates from contractors, it is difficult to arrive at a dollar amount to set aside annually to tackle these known current and future problems. Putting \$20,000 every year in the Town Building Maintenance Capital Reserve Fund is considered a minimum figure until more accurate estimates are known.

Consequences: The objective of all capital reserve funding should be to plan for future expenditures rather than having to react to current emergencies. Interest dollars will be earned on the funds accumulated not paid on a purchase contract. Setting aside funds annually to cover known future expenses will promote a more level tax rate. The potential for a better municipal bond rating may be a byproduct of showing the forward financial planning of Greenfield. Greenfield may qualify for better interest rates when it does have to borrow.

Department: Tax Collector, Town clerk, Town treasurer, Welfare Director

CIP Project: combine workspace

Priority: 1 / N/D / redesign or relocate

Funding: Taxation

Cost Estimate: TBD



Project Description: The town office building is on the Historical Registry and as such has certain restrictions on interior and exterior modifications. Our Town clerk is working in a confined space yet needs another fire proof cabinet for file storage. It is unknown whether the floor can handle the weight of this additional cabinet. Both the Town clerk and the Tax Collector have faced, through no fault of their own, irate individuals with no safe exit from their office. The Welfare Director does not have a room with the privacy that should be accorded the client.

While a study to investigate combining the workspace was proposed in a prior CIP, to our knowledge nothing has been done. A square footage requirement has to be determined with requirements for multiple egress, privacy, storage needs, relocation costs, parking, and handicap access addressed. The former fire house/ town office could be one possible location.

Consequences: Now is the time to at least explore what options are available and their costs before being forced to take emergency measures to correct safety and privacy issues.

Master Plan relation: public safety

Other funding options: NA