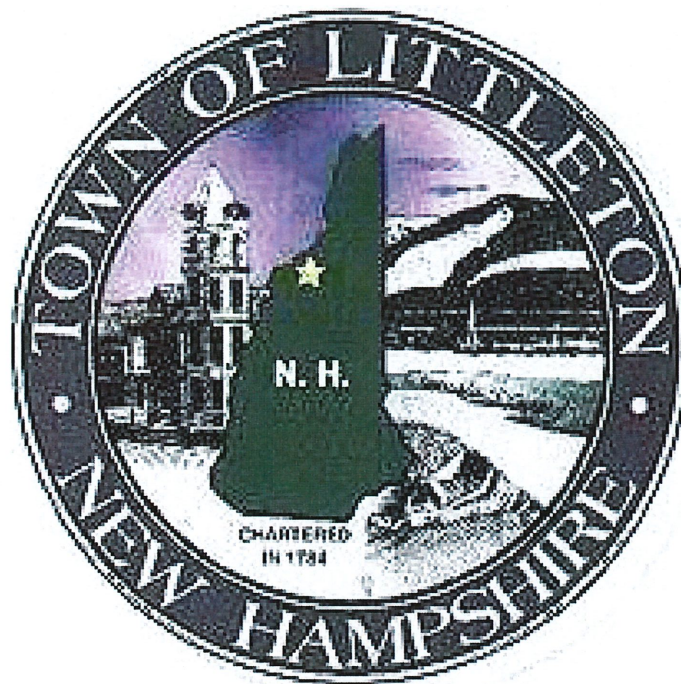


TOWN OF LITTLETON



CAPITAL IMPROVEMENT PLAN FY2022 – FY2027

ACKNOWLEDGEMENTS

Capital Improvement Planning is a complex process and could only be done with the full support of many engaged and interested people, boards, and departments in Littleton. Thank you to members of the Planning Board, town staff including Joanna Ray, Jim Gleason, and Lori Bolasevich, department heads, the school system including Dr. William Hart, Dale Prior, and Patricia Brown, and to staff at Resilience Planning & Design including Steve Whitman, Liz Kelly, and Zak Brohinsky.

PLANNING BOARD MEMBERS

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- Mary Menzies – Vice Chair
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- Val Poulson – Member
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LIST OF TOWN DEPARTMENTS

- Fire Department
Michael McQuillen, Chief
- Library
Meagan Carr, Director
- Parks & Recreation Department
Caitlin Leverone, Director
- Police Department
Paul Smith, Chief
- Public Works/Highway Department
Doug Damko, Director
- Schools
Dr. William Hart, Superintendent of Schools
- Transfer Station
Steven Bean, Manager
- Opera House
Adam Reczek, Manager

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I. INTRODUCTION

The intent of this section is to provide some general background on what a Capital Improvement Plan is and how this document was created for Littleton. Given the need to revisit and update the Capital Improvement Plan regularly, and the many people involved in the process, this overview will continue to be a valuable asset during the administration and future updating of this document.

WHAT IS A CAPITAL IMPROVEMENT PLAN?

A *Capital Improvement Plan* (hereinafter referred to as a CIP) is a tool used to assist the governing body of a municipality in planning and managing anticipated growth and development of that municipality's services and facilities. The development of a CIP was identified as a need in the *2020 Littleton Master Plan: Plan Littleton – A vision for a resilient future*. As a result, the Planning Board decided in August of 2021 to hire Resilience Planning & Design to work with municipal staff in Littleton to develop an updated CIP for FY2022-FY2027. Although a CIP is not required by law, there are many reasons municipalities should develop one.

WHY IS A CAPITAL IMPROVEMENT PLAN NEEDED?

A CIP helps the municipality anticipate needs and, therefore, plan for upgrades rather than reacting to immediate issues that may arise. This type of long-term planning allows resources to be secured over a longer period of time, and the need to be clearly communicated to the governing body well ahead of time. Without a CIP the municipality is forced to support and fund all at once, which often results in spikes in the tax rate and, as a result, may not receive the votes needed to move forward.

A CIP that is prepared with input from all decision makers and department heads makes everyone aware of the town/cities planning efforts. This can streamline project financing, reduce duplicating efforts, and increase "buy-in" throughout town management that will ultimately help lead public communication and engagement efforts. Additionally, communities that adopt a CIP are well-positioned to participate in federal or state grant programs and are better prepared to act on the funds should they be awarded.

Regular attention to a CIP also increases the longevity of community assets by supporting regular maintenance – in the long-term, it's more efficient to maintain a building rather than deferring maintenance and waiting for safety hazards and eventual building replacement. Additionally, investment in needed infrastructure identified in a CIP can help promote economic development and other needs identified in the Master Plan.

HOW DOES A CIP FIT INTO THE LOCAL GOVERNMENT?

Although a CIP is not required under New Hampshire law, there are laws guiding municipalities that choose to develop one. Under RSA 764:5, "[t]he sole purpose and effect of the capital improvements program shall be to aid in the mayor or selectmen and the budget committee in their consideration of the annual budget." According to RSA 674:7, once a CIP is authorized, every municipal department is expected to provide "a statement of all capital projects it proposes to undertake during the term of the

program.” The materials submitted by the departments shall “classify projects according to the urgency and need for realization and shall recommend a time sequence for their implementation.” RSA 674:6. While the work of preparing a CIP falls on the Planning Board, the culminating CIP is then required, under RSA 674:8, to be submitted “to the mayor or selectmen and the budget committee, if one exists, for consideration as part of the annual budget.” RSA 674:8.

Several additional items are worth noting:

- Projects outlined in the CIP are non-binding and, thus, not required to be completed. Rather, the CIP is a list of recommendations with a general timeframe for projects that may, or may not, come to fruition.
- A CIP has no impact on project applications that come before the Planning Board or Zoning Board of Adjustment other than providing information relative to off-site exactions.
- Part of the role of a CIP is to provide a baseline of the municipal needs for adequately serving the community, and a plan for the infrastructure investments needed to accommodate growth. The New Hampshire Municipal Association poses a question to help understand the relationship between adopting a CIP and managing growth: how can a town understand the services it provides and effectively manage growth if it hasn't considered what reasonable projected growth is and what infrastructure is required to support it? For this reason, a municipality is not permitted to develop a growth management ordinance without adopting a CIP beforehand. (RSA 674:22 provides more detail on growth management ordinances and the timing of development.)
- Similarly, an impact fee ordinance may only be adopted after a CIP is in place. Impact fees are imposed on specific developments or other land use changes “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...” (RSA 674:21, V). To impose a fee on certain developments for capital facilities, the municipality must already have adopted a CIP.

CAPITAL IMPROVEMENT PLANNING IN LITTLETON

In 2020 the Town of Littleton Planning Board adopted a new master plan – *Plan Littleton: A Vision for a Resilient Future*. This master plan is intended to be the long-range tool guiding the Town and Planning Board with managing growth by providing appropriate balance between development and resource protection that enhances “the unique quality of life and culture of New Hampshire.” (RSA 674:2)

Chapter 14 of the 2020 Littleton Master Plan details the implementation steps the Town should consider where “each action is assigned a priority level to indicate which actions are most important to focus on first.” Section 1: Regulatory & Policy Actions lists all actions the Planning Board is directly responsible for overseeing. Action item 1.8 says “Continue to maintain an up-to-date Capital Improvements Program that forecasts needs and infrastructure improvements”; this is given the highest priority of importance to be acted on in the short-term. In August of 2021, the Littleton Planning Board authorized Resilience Planning & Design to prepare the Capital Improvement Plan for 2022-2027.

II. DEFINITIONS AND USES

The intent of this section is to lay out CIP details specific to Littleton and provide some general information on considerations while developing and implementing a CIP. This information will be helpful for town boards and staff as the CIP process transitions from a plan to reality.

DEFINITION OF A “CAPITAL IMPROVEMENT”?

Many factors including population, budget, and departmental structure will affect the definition of a capital project in each community; because of that, there is no single definition of a capital improvement, nor should there be. An important distinction between a capital improvement and regular operations/maintenance is the latter generally have lower costs and occur more frequently, whereas capital projects typically have higher costs and a longer useful life.

The definition of a capital improvement for the Town of Littleton includes the following criteria:

- 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 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 improvement. Capital projects can also be allowed to accumulate funds in a capital reserve fund to spread the cost of a large future purchase over several years, account for recurring costs like fleet replacements, and/or eliminate or reduce the cost of a bond.

Some communities place a financial threshold for determining a capital improvement – some larger cities have a minimum threshold of \$75,000, while other towns have a \$10,000 or even \$5,000 threshold. For Littleton, no minimum financial threshold was used to define a capital project because of the variation between departmental budgets and needs. Departments with smaller operating budgets were given the freedom to choose a capital project that aligns with their needs rather than being required to reach a particular financial amount for inclusion.

PROJECT PRIORITY DEFINITIONS

New Hampshire RSA 674:6 states a CIP, “shall classify projects according to the urgency and need for realization.” However, there is no further language about how municipalities define urgency or levels of priority for projects. For the Littleton CIP, project urgency (or priority) will be defined as one of these levels:

1. **Critical:**
 - 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:**

- 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:**

- a. Upgrade equipment
- b. Improve efficiency
- c. Enhance service
- d. Be cost effective (for example, because of partial funding from external sources)

Understanding there is a high degree of variability between departmental needs and budgets, these priorities take on different meanings for different departments. For this CIP, department heads were tasked with selecting a priority that best suited their departmental needs.

WHAT IS INCLUDED IN A CAPITAL IMPROVEMENTS PLAN?

Should a community choose to develop and adopt a CIP, there are certain items that are required to be included by state law and others that are optional. Required elements include: (1) consider capital improvement projects over a period of at least six years (RSA 674:5), (2) classify projects according to urgency and need for implementation (RSA 674:6), and (3) recommend a timeline for project implementation (RSA 674:6). Optional elements include: (1) the estimated cost of each project, (2) probable operating and maintenance costs, (3) probable revenues, if any, and (4) funding sources for implementation and operation of each project.

For this CIP, all required elements are included as well as estimated costs for each project where estimates are available. Departmental project importance has, initially, been placed in the hands of the requisite department heads. However, it is up to the town manager, finance manager, and department heads to ultimately determine the financial priority for all capital projects and to do so in collaboration with all departments and department heads.

LIMITATIONS OF A CIP

It is the goal of this CIP to capture all major public projects that are contemplated in the community. It is one place town officials, boards and committees, and the public can see all capital projects that are considered for the future, their estimated costs, and a general timeline for purchase and implementation.

However, it's important to note there are limitations of a CIP. Here are several limitations to consider when reading and using this CIP:

- The costs listed for each project are general estimates and should not be taken as final numbers. These estimates evolve and become closer to actual budgets as projects get closer to their time horizon. Similarly, the timetable outlined in this CIP is an approximation.
- This CIP, nor the process of developing it, is intended to micro-manage boards, committees, or departments in developing the towns budget or independent departmental budgets. Developing annual budgets is the responsibility of elected officials and professional administrators. This CIP is intended to assist, not require, these groups in evaluating projects to be included in the budgeting process during specific years to avoid spikes in tax rates that could result from too many large expenditures in a given year.
- Projects listed in this CIP have been vetted to avoid “wish list” items that are either unnecessary or unlikely to receive public funding or support. With that said, as part of the prioritization process for this CIP, department heads have ranked projects using three levels – critical, necessary, and desired. While some projects have been prioritized as “desired”, they are still viable and have the potential to be supported and funded by residents.
- While this CIP is intended to be a guide for boards, committees, and departments during the budgeting process for large annual expenditures, it should be flexible and allow for unanticipated or unintended issues. The CIP and the process used cannot, and is not designed to, anticipate unusual changes in economic, social, or environmental conditions. With that in mind, this document, and its ability to guide decisions must allow for changes, emergencies, opportunities, or other unforeseen events.

FUNDING CIP PROJECTS

While capital projects can be funded through annual appropriations directly from the municipal operating budget, that is not the only method or necessarily the most appropriate for all projects. Capital reserve funds are really savings accounts for targeted future projects that allow the municipality to avoid dramatic fluctuations in property tax rates. In so doing, taxpayers are more readily able to accommodate the public funding for the projects. Additionally, municipalities can issue bonds that allow the city/town to borrow funds to pay for future projects deferring payments until after the projects are completed rather than having to fund them ahead of time. Impact fees are another option to fund capital projects. These fees are collected from project developers seeking approval from the planning board. As noted earlier in section *'How does a CIP fit into the local government?'* an impact fee ordinance may only be adopted after a CIP is in place. Impact fees that are not used to fund a capital project within six years of when they are collected are required to be refunded (RSA 674:21, V.e).

Municipalities can also seek state, federal or private grant opportunities to help fund capital projects. While grants often require matching municipal funds, the financial gain from grants can substantially reduce the burden on the town/city and ultimately reduce the tax impact on residents. Additionally, a tax increment financing (TIF) district can be created to generate income for capital projects. Southern New Hampshire Planning Commission explains a tax increment financing district as:

...a financial tool that municipalities can use to pay for public improvements that in return make possible new tax revenue. New Hampshire RSA 162-K is the enabling statute that allows municipalities to adopt the authority and powers to establish TIF districts for implementation of public improvement programs. The TIF District can accept grants and

issue bonds to pay the capital costs to improve public facilities. In conjunction with improvements, a TIF district establishes a financing plan for paying off bonds from the increment of increased property tax base that results from improvements to public facilities.

There are many options municipalities have to fund capital projects and there is no singularly correct method. Rather, a combined funding approach for projects is often most appropriate and spreads out the burden to taxpayers.

DEVELOPMENT OF LITTLETON'S CIP

Development of the Littleton CIP was a linear process that included the following steps:

- **Review of existing conditions** – several documents were reviewed including (i) previous CIP documents, (ii) previous annual Town Reports, (iii) the 2020 Master Plan. This started the process of determining which projects have been completed, which need to be added, and what other project related information exists.
- **Stakeholder outreach** – all department heads were interviewed to collect necessary information about additional projects and departmental needs that have been identified, and the priority and timeline of these future projects.
- **Document production** – this information was then compiled into the new CIP that includes immediate, near-term, and longer-term projects as well as critical CIP investments. There is also a matrix that includes a list of all projects, costs, and timelines for tracking purposes, which the Planning Board helped develop and refine. With all this information assembled in one document, municipal officials can better help voters make informed decisions about appropriations and policies related to capital projects.

III. CAPITAL PROJECTS

ANNUAL TOWN SUMMARY

DEPARTMENT	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Fire Department			\$2,780,000	\$113,000	\$113,000	\$113,000
Library	\$64,630	\$87,500	\$58,750	\$0	\$0	\$0
Parks & Recreation	\$168,000	\$1,317,000	\$1,015,000	\$1,233,000	\$2,500,000	\$2,000,000
Police Department	\$0	\$0	\$19,202	\$0	\$0	\$0
Public Works/Highway	\$589,297	\$192,309	\$1,089,328	\$211,090	\$502,117	\$210,000
Schools	\$0	\$0	\$150,000	\$160,000	\$100,000	\$0
Transfer Station	\$75,000	\$0	\$0	\$0	\$0	\$0
Opera House	\$0	\$1,780,770	\$0	\$0	\$0	\$0
TOTAL	\$896,927	\$3,377,579	\$5,112,280	\$1,717,090	\$3,215,117	\$2,323,000

OVERALL PROJECT SUMMARY

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Fire Department	Engine replacement				\$780,000			
Fire Department ¹	Ladder replacement					\$113,000	\$113,000	\$113,000
Fire Department ²	Station renovation/addition				\$2,000,000			
Library	Chimneys & Exterior masonry	Necessary						
Library	Roofs & Cornice	Critical	\$64,630					
Library	Exterior woodwork	Necessary		\$27,500				
Library	Windows	Necessary		\$60,000				
Library	Carpet replacement	Necessary			\$58,750			
Library ³	Boiler & Heating system	Critical						Unknown
Parks & Rec ⁴	Chevy 3500 dump truck	Desired			\$15,000			
Parks & Rec ⁵	Kubota L4240	Desired		\$24,000				
Parks & Rec ⁶	Park building at Norton Pike	Desired		\$15,000				
Parks & Rec ⁷	Remich Park Improvements	Necessary	\$135,000					
Parks & Rec	Multi-passenger van	Desired		\$70,000				
Parks & Rec	New Chevy 3500	Desired				\$50,000		
Parks & Rec ⁸	Recreation facility	Necessary				\$1,100,000		
Parks & Rec	Skating rink refrigeration	Desired				\$50,000		
Parks & Rec	Remich Park gazebo re-build	Necessary		\$108,000				
Parks & Rec	Remich Park green building	Necessary		\$1,100,000				
Parks & Rec	Remich Park lights	Desired			\$1,000,000			
Parks & Rec ⁹	Resurface courts	Necessary	\$23,000					
Parks & Rec	Resurface courts	Necessary				\$23,000		
Parks & Rec	Town pool renovation	Necessary					\$2,500,000	
Parks & Rec	Turf installation	Desired						\$2,000,000
Parks & Rec ¹⁰	Husqvarna mower	Desired	\$10,000					
Parks & Rec	Mobile dugout	Necessary				\$10,000		
Police Department	Carpet replacement	Necessary			\$19,202			
Police Department	Painting							
Public Works/Highway	Sterling/Elgin Vacuum Sweeper (equivalent unit)	Critical	\$297,256					
Public Works/Highway	International 6-wheel Dump/Plow Truck (10-wheel upgrade)	Necessary	\$198,171					
Public Works/Highway	CAT 308 Excavator (equivalent unit)	Necessary			\$141,421			
Public Works/Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary	\$93,870					
Public Works/Highway	International 6-wheel Dump/Plow Truck (10-wheel upgrade)	Necessary				\$211,090		
Public Works/Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary		\$95,867				
Public Works/Highway	John Deer 3039 Tractor/Sidewalk Plow (equivalent unit)	Necessary		\$46,442				
Public Works/Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary			\$97,907			
Public Works/Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary					\$102,117	
Public Works/Highway	Dells Dam		\$850,000					
Public Works/Highway	Riverwalk bridge		\$50,000					
Public Works/Highway	Roadway culvert 1 - Mann's Hill and Palmer Brook		\$250,000					
Public Works/Highway	Roadway culvert 2 - Keeler Road and Baker Brook		\$150,000					
Public Works/Highway	Roadway culvert 3 - South Street at Curtis Brook		\$60,000					
Public Works/Highway	Roadway culvert 4 - Riverside Drive at Curtis Brook		\$150,000					

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Schools	LHS/DBMS - Bathroom tiling and repairs (8 bathrooms)	Necessary			\$150,000			
Schools	LHS/DBMS - Gymnasium	Necessary				\$160,000		
Schools	Academy - Gymnasium roof	Necessary					\$100,000	
Schools ¹¹	Lakeway Elementary - Construction options	Necessary						Unknown
Transfer Station ¹²	Catch basin	Critical	\$40,000					
Transfer Station	Driveway paving	Necessary	\$35,000					
Transfer Station ¹³	Trailer storage	Desired		Unknown				
Opera House ¹⁴	Floor and stage refinishing	Necessary		Unknown				
Opera House	Cultural Arts Center	Desired		\$1,761,540				
TOTAL			\$2,406,927	\$3,308,349	\$4,262,280	\$1,717,090	\$2,815,117	\$2,113,000

FIRE DEPARTMENT

There are three capital projects defined for the Littleton Fire Department. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Fire Department	Engine replacement				\$780,000			
Fire Department ¹	Ladder replacement					\$113,000	\$113,000	\$113,000
Fire Department ²	Station renovation/addition				\$2,000,000			
TOTAL		\$0	\$0	\$0	\$2,780,000	\$113,000	\$113,000	\$113,000

- 1 The apparatus can be moved around depending on what happens with the Boston truck and its condition to allow for the ladder to be replaced and payment spread out over a 15-year period. A lease payment over 15 years would be \$113,000 each fiscal year.
- 2 Currently working on a plan to add space and fix outdated issues in the building.

POLICE DEPARTMENT

There are two capital projects defined for the Littleton Police Department. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Police Department	Carpet replacement	Necessary			\$19,202			
Police Department	Painting							
TOTAL			\$0	\$0	\$19,202	\$0	\$0	\$0

LIBRARY

There are six capital projects defined for the Library. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Library	Chimneys & Exterior masonry	Necessary						
Library	Roofs & Cornice	Critical	\$64,630					
Library	Exterior woodwork	Necessary		\$27,500				
Library	Windows	Necessary		\$60,000				
Library	Carpet replacement	Necessary			\$58,750			
Library ¹	Boiler & Heating system	Critical						Unknown
TOTAL			\$64,630	\$87,500	\$58,750	\$0	\$0	\$0

- 3 Cost is unknown because boiler is maintained and continues to operate. However, at some point the maintenance will become cost prohibitive.

SCHOOLS

There are four capital projects defined for the Schools. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Schools	LHS/DBMS - Bathroom tiling and repairs (8 bathrooms)	Necessary			\$150,000			
Schools	LHS/DBMS - Gymnasium	Necessary				\$160,000		
Schools	Academy - Gymnasium roof	Necessary					\$100,000	
Schools ¹	Lakeway Elementary - Construction options	Necessary						Unknown
TOTAL			\$0	\$0	\$150,000	\$160,000	\$100,000	\$0

- 1 Consider renovation, expansion, or new construction to address needs identified by Committees and studies that are currently underway (2022) for Lakewood Elementary.

PARKS & RECREATION

There are seventeen capital projects defined for the Parks & Recreation Department. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Parks & Rec ¹	Chevy 3500 dump truck	Desired			\$15,000			
Parks & Rec ²	Kubota L4240	Desired		\$24,000				
Parks & Rec ³	Park building at Norton Pike	Desired		\$15,000				
Parks & Rec ⁴	Remich Park Improvements	Necessary	\$135,000					
Parks & Rec	Multi-passenger van	Desired		\$70,000				
Parks & Rec	New Chevy 3500	Desired				\$50,000		
Parks & Rec ⁵	Recreation facility	Necessary				\$1,100,000		
Parks & Rec	Skating rink refrigeration	Desired				\$50,000		
Parks & Rec	Remich Park gazebo re-build	Necessary		\$108,000				
Parks & Rec	Remich Park green building	Necessary		\$1,100,000				
Parks & Rec	Remich Park lights	Desired			\$1,000,000			
Parks & Rec ⁶	Resurface courts	Necessary	\$23,000					
Parks & Rec	Resurface courts	Necessary				\$23,000		
Parks & Rec	Town pool renovation	Necessary					\$2,500,000	
Parks & Rec	Turf installation	Desired						\$2,000,000
Parks & Rec ⁷	Husqvarna mower	Desired	\$10,000					
Parks & Rec	Mobile dugout	Necessary				\$10,000		
TOTAL			\$168,000	\$1,317,000	\$1,015,000	\$1,233,000	\$2,500,000	\$2,000,000

- 1 Trade-in value of current 2018 Chevy 3500 dump truck is \$25,000-\$30,000. Price of new Chevy 3500 dump truck is around \$42,500. Requesting taxpayers fund the difference of around \$15,000.
- 2 Trade-in value of current John Deere 3720 tractor is around \$16,000. Price of new comparable tractor – Kubota L4240 – is around \$40,000. Requesting taxpayers fund the difference of around \$24,000.
- 3 Total cost of re-build/renovation is around \$30,000. Looking to raise at least half from community fundraising efforts.

- 4 Total cost of improvements is \$210,000 with \$10,000 coming from community fundraising and \$65,000 from donated labor and materials. Requesting taxpayers fund the difference of around \$135,000.
- 5 In communication with schools about a recreational facility, which would help funding.
- 6 Approved for 2022 warrant article.
- 7 Approved for 2022 warrant article.

TRANSFER STATION

There are three capital projects defined for the Transfer Station. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Transfer Station ¹	Catch basin	Critical	\$40,000					
Transfer Station	Driveway paving	Necessary	\$35,000					
Transfer Station ²	Trailer storage	Desired		Unknown				
TOTAL			\$75,000	\$0	\$0	\$0	\$0	\$0

- 1 Cost estimate is unknown, but likely to be between \$30,000-\$50,000.
- 2 Cost estimate is unknown.

OPERA HOUSE

There are two capital projects defined for the Opera House. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Opera House ¹	Floor and stage refinishing	Necessary		Unknown				
Opera House	Cultural Arts Center	Desired		\$1,761,540				
TOTAL			\$0	\$1,761,540	\$0	\$0	\$0	\$0

- 1 Waiting for cost estimate to come from contractor.

PUBLIC WORKS/HIGHWAY

There are fifteen capital projects defined for the Public Works/Highway Department. Their estimated costs and schedules are shown here.

DEPARTMENT	PROJECT TITLE	PRIORITY	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Public Works Highway	Sterling/Elgin Vacuum Sweeper (equivalent unit)	Critical	\$297,256					
Public Works Highway	International 6-wheel Dump/Plow Truck (10-wheel upgrade)	Necessary	\$198,171					
Public Works Highway	CAT 308 Excavator (equivalent unit)	Necessary			\$141,421			
Public Works Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary	\$93,870					
Public Works Highway	International 6-wheel Dump/Plow Truck (10-wheel upgrade)	Necessary				\$211,090		
Public Works Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary		\$95,867				
Public Works Highway	John Deer 3039 Tractor/Sidewalk Plow (equivalent unit)	Necessary		\$46,442				
Public Works Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary			\$97,907			
Public Works Highway	Ford 550 Dump/Plow Truck (equivalent unit)	Necessary					\$102,117	
Public Works Highway	Dells Dam	Critical			\$850,000			
Public Works Highway	Riverwalk bridge	Necessary		\$50,000				
Public Works Highway	Roadway culvert 1 - Mann's Hill and Palmer Brook	Necessary					\$250,000	
Public Works Highway	Roadway culvert 2 - Keeler Road and Baker Brook	Necessary					\$150,000	
Public Works Highway ¹	Roadway culvert 3 - South Street at Curtis Brook	Necessary						\$60,000
Public Works Highway ²	Roadway culvert 4 - Riverside Drive at Curtis Brook	Necessary						\$150,000
TOTAL			\$589,297	\$192,309	\$1,089,328	\$211,090	\$502,117	\$210,000

1 Project could be pushed to 2028.

2 Project could be pushed to 2028.

APPENDIX A: LITTLETON WATER AND LIGHT

Although Littleton Water & Light (LW&L) is officially 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.

LW&L and the pertinent town department coordinate the planning or scheduling of work on many elements of Littleton's infrastructure.

APPENDIX B: 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. None of the financial support for the WWT is derived from Littleton property taxes. The operation of the WWT 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.

Littleton Police Department

Painting Estimates

	2022		2023		2024	
Interior Walls	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>
	\$ 32,665	\$ 64,125	\$ 35,935	\$ 70,540	\$ 39,525	\$ 77,595
Doors w/frames	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>
	\$ 11,925	\$ 27,315	\$ 13,120	\$ 30,050	\$ 14,430	\$ 33,050
Epoxy Floor	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>
	\$ 6,450	\$ 12,110	\$ 7,095	\$ 13,325	\$ 7,805	\$ 14,655
Exterior	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>
	\$ 24,515	\$ 44,700	26,965	\$ 49,170	\$ 29,665	\$ 54,090
Totals	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>
	\$ 75,555	\$ 148,250	\$ 83,205	\$ 163,085	\$ 91,425	\$ 179,390