

# Town of Candia Capital Improvements Program

**2024 – 2029**

Town of Candia  
74 High Street  
Candia, NH 03034



**Prepared with assistance from:**  
Southern New Hampshire Planning Commission

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## 1. INTRODUCTION AND PURPOSE

The preparation and adoption of a Capital Improvements Program (CIP) is an important part of the Town of Candia's financial planning process, as it is necessary to plan for significant capital improvements far in advance. The Town of Candia accomplishes this by preparing a six-year CIP detailing how the Town should develop, expand, or renovate facilities to address deficiencies in existing public buildings and infrastructure, and meet the community's future needs.

The Town of Candia's Planning Board has been authorized to prepare this CIP in accordance with the provisions of NH RSA 674:5-7.

The CIP is an advisory document that can serve a number of purposes, including but not limited to the following:

- Providing the Town of Candia with a guide to be used by the Budget Committee, Board of Selectman, and School Board to inform their annual budgeting process (RSA 674:5-8);
- Providing the Town of Candia with a planning tool for the purpose of contributing to the creation of a stable property tax rate;
- Aiding the Town of Candia's elected officials, appointed committees, and department heads in the prioritization, coordination, and sequencing of necessary municipal and school improvements;
- Informing residents, business owners and developers of needed and planned improvements; and
- Providing a necessary legal basis for the development and proper administration of the Town's impact fee system.

Additionally, the CIP demonstrates planning justification to outside funding agencies and may enhance the Town's ability to secure grant funding to support necessary capital improvements.

### ***1.1 Definition of a Capital Improvement Project***

The Town of Candia defines a capital improvement project as having the following characteristics:

1. A cost of at least \$5,000;
2. A useful life of at least 5 years;
3. A non-operating and non-recurring expense (e.g. not a personnel or regular maintenance expense); and
4. Any project requiring bond financing.

### ***1.2 Project Prioritization Methodology***

The Town of Candia classifies potential capital improvement projects in five categories: Committed, Urgent, Necessary, Deferrable, and Inconsistent. Only those projects deemed to be

Committed, Urgent, or Necessary are included in the CIP. These classifications and their definitions are provided in Table 1.2.1 below.

*Table 1.2.1 – Classification of CIP Projects*

Classification	Description	CIP Inclusion
Committed (C)	A project that is required under a contractual agreement, regulation, or other legal mandate.	Yes
Urgent (U)	A project needed immediately to maintain public health or safety.	Yes
Necessary (N)	A project needed within the six-year timeframe of the CIP to maintain or improve the existing level and quality of community services.	Yes
Deferrable (D)	A project with merit but not needed in the six-year timeframe of the CIP, or a project that requires further research/planning before CIP inclusion.	No
Inconsistent (I)	A project that does not merit inclusion in the CIP due to conflicts with community development goals or preferred alternative solutions.	No

The determination of whether a project is considered *Urgent*, *Necessary*, *Deferrable*, or *Inconsistent* is based on evaluation of the project in accordance with the seven criteria detailed in Table 1.2.2 below. When a scoring framework is used to prioritize projects, each criterion would be scored on a scale of 1 to 5, with 3 being a neutral score. Therefore, the maximum score for any individual project is 35 points (i.e. 5 points in all 7 categories).

*Table 1.2.2 – Evaluation Criteria for CIP Projects*

Criterion	Description
Departmental Priority	Is the proposed project a high priority for the sponsoring Town Department?
Urgency	Would the project address an emergency or an urgent need to maintain or improve public health or safety?
Correction of Deficiency	Does the project correct a deficiency in a Town facility or service that would result in operational efficiencies or improved capacity?
Cost Savings	Would the project result in a long-term cost savings to the Town relative to the status quo?
Alternative Solutions	Have reasonable alternatives (e.g. design alternatives, etc.) been considered to determine that the proposed project is the best approach?
Planning Justification	Is the project consistent with the goals and strategies identified in the Town of Candia Master Plan, Transportation Plan, or other local plan?
Leveraged Funding	Would the project leverage State, Federal, or private sector funding to supplement (or supplant) local property tax revenue?

### 1.3 Project Solicitation Process

The development of the CIP is a collaborative process. In accordance with RSA 674:6, a CIP must 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.”

To meet this requirement, the Candia Planning Board solicited capital improvement project needs from all town departments and partner agencies, including:

Ambulance	Recycling Center	Board of Selectmen
Animal Control	Road Agent	Budget Committee
Building Inspector	Tax Collector	Cemetery Trustees
Emergency Mgmt.	Town Administrator	Conservation Commission
Fire Department	Town Clerk	Heritage Commission
Health Department	Treasurer	Zoning Board
Parks and Recreation	Welfare Department	School Board
Police Department	Agricultural Commission	

All of the above listed departments and partner agencies were invited to submit projects that they believed to be necessary during the 2024-2029 period. Project submissions were made via a “Project Request Form” which asked basic information about the purpose and cost of potential CIP projects and asked sponsors to provide information about how a project meshed with the Town of Candia’s seven evaluation criteria as detailed in **Section 1.2** above.

A copy of the Project Request Form is provided in **Appendix A** of this document.

The Project Request Form was provided as a fillable PDF document for ease of preparation and submission. All town departments and partner agencies were invited to submit multiple project requests as necessary to meet their anticipated needs during the 2024-2029 period. Staff from the Southern New Hampshire Planning Commission (SNHPC) were available to town departments and partner agencies if assistance was needed in completing a Project Request Form.

Project submissions were ultimately received from the Ambulance, Cemetery, Fire, Highway, Police, and Solid Waste departments as detailed in **Section 2**. Subsequent to the project solicitation process, additional needs were identified in the General Administration (Elections) department. These needs have also been included in the CIP and are detailed in **Section 2**.

## 2. CIP PROJECTS BY DEPARTMENT

### 2.1 Ambulance Department Project Needs

The Town of Candia currently operates a 2013 Ford E450 ambulance that was purchased used. This ambulance requires significant maintenance, particularly for exhaust issues. While this ambulance is still an operable vehicle, it is now ten years old and reaching the end of its useful life. Additionally, new ambulance safety regulations have been implemented since the onset of the COVID-19 pandemic (including HEPA air filtration systems), and the Town's current ambulance does not meet these safety specifications. Accordingly, the Town of Candia Ambulance Department recommends making the 2013 ambulance a reserve vehicle and purchasing a new ambulance. The purchase of the new ambulance is recommended in 2024 and would include the purchase of a Zoll Z Transport Ventilator.

The Town of Candia Ambulance Department also owns two Lifepak 15 cardiac defibrillators. The first was purchased in 2020, and the second was purchased in 2022. These monitors have a useful life of seven years and will need to be replaced in 2027 and 2029 respectively.

### 2.2 Ambulance Department Project Financial Assumptions and Summary

The financial programming of the Town of Candia Ambulance Department projects in the CIP includes the following assumptions:

- The cost (in today's dollars) of the new ambulance, including Zoll Z Transport Ventilator, is assumed to be \$450,000. It is assumed that 2/3 of this cost would be paid from the Town's Future Needs Capital Reserve, and 1/3 of this cost would be paid from the Town's Ambulance Revolving Fund in 2024.
- The cost (in today's dollars) of the Lifepak 15 cardiac defibrillators is assumed to be \$40,000 each. It is assumed that these funds would be raised via warrant articles in 2027 and 2029 respectively.
- Costs in today's dollars are assumed to be valid for 2024. Inflation of 3% per year is applied to anticipated expenditures occurring in 2025 through 2029.

Project	Dept. Priority	CIP Ranking	Est. Cost (Current)	Local Funding - Requested Year (Inflation Adjusted)					
				2024	2025	2026	2027	2028	2029
Ambulance with Ventilator	1	U	\$ 450,000	\$450,000	\$ -	\$ -	\$ -	\$ -	\$ -
Defibrillator Replacement #1	2	N	\$ 40,000	\$ -	\$ -	\$ -	\$ 43,709	\$ -	\$ -
Defibrillator Replacement #2	3	N	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,371
				\$450,000	\$ -	\$ -	\$ 43,709	\$ -	\$ 46,371

### 2.3 Cemetery Department Project Needs

The Town of Candia Cemetery Trustees have recently received a donation of 2.5 acres of land for future expansion of the village cemetery. Expansion of the village cemetery is necessary, as plots are becoming limited in other local cemeteries. To facilitate the expansion of the village cemetery, landscape work is necessary. Tree removal is the first step and will allow for future land grading and installation of gravel roads to access potential new burial plots. The Cemetery Trustees have identified Tree Removal as their top priority for inclusion in the CIP.

Additionally, the Town of Candia Cemetery Trustees have identified the need for a mower (with trailer) for maintenance of the town's five cemeteries. It is anticipated that the purchase of the mower and trailer would provide a long-term savings to the town, as current mowing contractor rates are substantially higher than what it would cost for town staff to perform this work with the proper mowing equipment.

### 2.4 Cemetery Department Project Financial Assumptions and Summary

The financial programming of the Town of Candia Cemetery Department projects in the CIP includes the following assumptions:

- The cost (in today's dollars) of the tree removal work is assumed to be \$20,000. It is assumed that these funds would be raised via a warrant article in 2024.
- The cost (in today's dollars) of the mower with trailer is assumed to be \$10,000. It is assumed that these funds would be raised via a warrant article in 2026.
- Costs in today's dollars are assumed to be valid for 2024. Inflation of 3% per year is applied to anticipated expenditures occurring in 2025 through 2029.

Project	Dept. Priority	CIP Ranking	Est. Cost (Current)	Local Funding - Requested Year (Inflation Adjusted)					
				2024	2025	2026	2027	2028	2029
Tree Removal (for Expansion)	1	U	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
Mower and Trailer	2	N	\$ 10,000	\$ -	\$ -	\$ 10,609	\$ -	\$ -	\$ -
				\$ 20,000	\$ -	\$ 10,609	\$ -	\$ -	\$ -

### 2.5 Fire Department Project Needs

The Town of Candia's Fire Engine #1 is twenty-seven (27) years old, which is beyond the National Fire Protection Association (NFPA) standard useful life of twenty (20) years. Fire Engine #1 has a myriad of issues due to its age, including inadequate storage for necessary equipment, electrical problems, body corrosion, non-compliance with modern NFPA standards, absence of adequate scene and ground lighting, and absence of a Class A foam system.



The Town of Candia's Fire Department has continued to maintain Fire Engine #1 in as good condition as possible, but it is becoming more and more difficult to maintain the engine in good working order given its age. In 2020, the Town of Candia approved the purchase of Fire Engine #2. Fire Engine #2 is a modern engine which is anticipated to perform well for years to come. However, it is not possible for Fire Engine #2 to take the workload of Fire Engine #1. Accordingly, the Candia Fire Department recommends that Fire Engine #1 be replaced according to a similar specification as Fire Engine #2. The Candia Fire Department has identified the replacement of Fire Engine #1 as their top priority for inclusion in the CIP.

The Candia Fire Station also has significant deficiencies. Fire Department staff advise that the station has no ventilation system for vehicle exhaust, no storage area for protective clothing, no decontamination area, insufficient workspace for equipment repairs, no sprinkler system, inadequate floor drainage, no washing apparatus for the equipment, inadequate door height to fit fire equipment in the station, inadequate heating, inadequate water pressure, no office space, no meeting area, and no handicap access.

To begin addressing these deficiencies, the Candia Fire Department has recommended that funding be programmed in the CIP for an addition on the north side of the current fire station. Such an addition would not address all of the deficiencies with the Candia Fire Station, but would address the most urgent issues by providing shower facilities, a decontamination area, space for additional apparatus to be stored inside, and necessary upgrades to the building's well, septic, electrical, and HVAC systems. Accordingly, the Candia Fire Department has identified this fire station addition as their second priority for inclusion in the CIP.

## 2.6 Fire Department Project Financial Assumptions and Summary

The financial programming of the Town of Candia Fire Department projects in the CIP includes the following assumptions:

- The cost (in today's dollars) to replace Fire Engine #1 is assumed to be \$900,000. It is assumed that these funds would be raised via bonding to be initiated in 2024. A 10-year bond is assumed with a 3% interest rate.
- The cost (in today's dollars) of the fire station addition is assumed to be \$850,000. It is assumed that \$350,000 of these funds would be paid from the Fire Station Capital Reserve with the remaining amount being raised via warrant article in 2025.
- Costs in today's dollars are assumed to be valid for 2024. Inflation of 3% per year is applied to anticipated expenditures occurring in 2025 through 2029.

Project	Dept. Priority	CIP Ranking	Est. Cost (Current)	Local Funding - Requested Year (Inflation Adjusted)					
				2024	2025	2026	2027	2028	2029
Fire Engine Replacement	1	U	\$ 900,000	\$105,507	\$105,507	\$105,507	\$105,507	\$105,507	\$105,507
Fire Station Addition	2	N	\$ 850,000	\$ -	\$875,500	\$ -	\$ -	\$ -	\$ -
				\$105,507	\$981,007	\$105,507	\$105,507	\$105,507	\$105,507



## 2.7 General Administration Project Needs

No project submissions for general administration purposes were received during the CIP project solicitation process. However, subsequent to the project solicitation, it was determined that the Town of Candia would need to purchase replacement voting machines in 2024 and 2025. Thus, funding is programmed in the CIP for this purpose.

## 2.8 General Administration Project Financial Assumptions and Summary

The financial programming of the Town of Candia General Administration projects in the CIP includes the following assumptions:

- The cost (in today's dollars) for voting machine replacement is anticipated to be \$7,000 and \$5,000. These funds are anticipated to be raised in 2024 and 2025 respectively.
- Costs in today's dollars are assumed to be valid for 2024. Inflation of 3% per year is applied to anticipated expenditures occurring in 2025 through 2029.

Project	Dept. Priority	CIP Ranking	Est. Cost (Current)	Local Funding - Requested Year (Inflation Adjusted)					
				2024	2025	2026	2027	2028	2029
Voting Machine Replacement #1	1	U	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -
Voting Machine Replacement #2	2	N	\$ 5,000	\$ -	\$ 5,150	\$ -	\$ -	\$ -	\$ -
				\$ 7,000	\$ 5,150	\$ -	\$ -	\$ -	\$ -

## 2.9 Police Department Project Needs

The Candia Police Department is currently housed in the Candia Town Office building and has significant space and safety deficiencies. Police Department staff advise that officers cannot safely process a prisoner, there are no holding cells, the windows are not safety glass, the doors are not secure between the Town Office and Police Station portions of the building, the lobby is inadequate for the public, the ventilation system is inadequate for evidence storage, there are no showers or locker rooms, and the heating system is antiquated. These deficiencies have also been noted by the Town of Candia's insurance carrier, Primex, in a recent risk assessment.

The deficiencies with the Candia Police Station have affected morale, safety, and overall delivery of police services while dealing with both the public and prisoners. For these reasons the Candia Police Department has recommended a new police station be constructed. The townspeople have supported this concept as well, including approving the purchase of land on Raymond Road at Candia's 2022 Town Meeting where the new Candia Police Station would be constructed.



Site Layout of Proposed New Candia Police Station on Raymond Road.

Accordingly, the Candia Police Department has identified construction phase funding for the new police station as their top priority for inclusion in the CIP.

Beyond the needs of the police station, the Candia Police Station also maintains a rolling stock of five police vehicles comprised of two (2) patrol vehicles, two (2) command vehicles, and one (1) detail vehicle. The age of the vehicles is staggered, so that one vehicle in the fleet generally reaches the end of its useful life each year. As such, the Candia Police Department's second priority project for inclusion in the CIP is the annual replacement (and fit up) of one police fleet vehicle per year.

Lastly, the Candia Police Department began deploying Body Worn Cameras (BWC) in May of 2022. The body cameras allow for public transparency in policing, help to protect citizens rights, and identify potential improper behavior by officers. Additionally, studies have shown that subjects will be more compliant when an officer is wearing a body camera. For these reasons, the Candia Police Department has expressed that body cameras have positives for both the police officers and the public. It is anticipated that the body cameras deployed in 2022 will have a six (6) year useful life and will need to be replaced in 2028. The replacement of the body cameras is the Candia Police Department's third priority project for inclusion in the CIP.

## 2.10 Police Department Project Financial Assumptions and Summary

The financial programming of the Town of Candia Police Department projects in the CIP includes the following assumptions:

- The cost (in today's dollars) to construct the new Candia Police Station is assumed to be \$2,500,000. It is assumed that these funds would be raised via bonding to be initiated in 2024. A 10-year bond is assumed with a 3% interest rate.
- The cost (in today's dollars) of a police fleet vehicle replacement is assumed to be \$61,229 (\$46,229 for the vehicle and \$15,000 for the fit-up costs). It is assumed that vehicle replacement costs would be paid from the town's operating budget, while fit-up costs would be paid from the Police Detail Account.
- The cost (in today's dollars) of relacing the Candia Police Department's body cameras is \$35,000. It is recommended that the town establish a new capital reserve fund for this expense and contribute \$8,000 to the reserve fund annually to cover the anticipated cost (with inflation) of replacing the body cameras in 2028.
- Costs in today's dollars are assumed to be valid for 2024. Inflation of 3% per year is applied to anticipated expenditures occurring in 2025 through 2029.

Project	Dept. Priority	CIP Ranking	Est. Cost (Current)	Local Funding - Requested Year (Inflation Adjusted)					
				2024	2025	2026	2027	2028	2029
New Police Station	1	U	\$ 2,500,000	\$293,076	\$293,076	\$293,076	\$293,076	\$293,076	\$293,076
Police Cruiser Replacement (Annual)	2	N	\$ 61,229	\$ 61,229	\$ 63,066	\$ 64,958	\$ 66,907	\$ 68,914	\$ 70,981
Police Body Camera Replacement	3	N	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 39,393	\$ -
				<b>\$354,305</b>	<b>\$356,142</b>	<b>\$358,034</b>	<b>\$359,983</b>	<b>\$401,383</b>	<b>\$364,057</b>

### **2.11 Solid Waste Department Project Needs**

The Candia Solid Waste Department has advised that one of their two telehandlers (telescopic forklifts) was purchased in 2005, is now 18 years old, and is approaching the end of its useful life. The machine is likely to require additional maintenance expenses to keep running over the next two years. The Solid Waste Department uses its telehandlers for baling, assisting residents, and moving brush and yard waste, and it is essential for solid waste operations that both telehandlers are in good working order. As such, the Candia Solid Waste Department has identified the replacement of the 2005 telehandler as its top priority for inclusion in the CIP.

### **2.12 Solid Waste Department Project Financial Assumptions and Summary**

The financial programming of the Town of Candia Solid Waste Department projects in the CIP includes the following assumptions:

- The cost (in today's dollars) of the telehandler replacement is assumed to be \$85,000. It is assumed that this project would occur in 2026 and the funds would be paid from the Recycling Center Equipment Capital Reserve.
- Costs in today's dollars are assumed to be valid for 2024. Inflation of 3% per year is applied to anticipated expenditures occurring in 2025 through 2029.

Project	Dept. Priority	CIP Ranking	Est. Cost (Current)	Local Funding - Requested Year (Inflation Adjusted)					
				2024	2025	2026	2027	2028	2029
Telehandler Replacement	1	N	\$ 85,000	\$ -	\$ -	\$ 90,177	\$ -	\$ -	\$ -
				\$ -	\$ -	\$ 90,177	\$ -	\$ -	\$ -

### **2.13 Streets/Roads Department Project Needs**

The Town of Candia is in the midst of a long-term effort to reconstruct and improve drainage on key town roadways. While roadway projects are among the most expensive projects in the CIP, the initial expense of properly reconstructing a roadway will result in long-term savings for the town (if the roadway is appropriately maintained). Roads and bridges are perhaps the Town's most visible infrastructure, and most Candia residents use the town's road network on a daily basis to access their homes, jobs, and essential services.

The Town's approach has been to reconstruct roads in phases over a series of years, typically scoping projects between \$150,000 and \$250,000 to keep costs as predictable as possible. This approach has been well-received, and in recent years the Town has reconstructed Adams Road, Healey Road, and portions of Tower Hill Road. However, construction cost inflation is continuing. The labor and materials costs for roadway reconstruction efforts are resulting in less work being completed for the same amount of funding. In some cases, a project costing \$250,000 may only result in reconstruction of less than a quarter mile of roadway.

The Candia Road Agent has identified a series of short-term (2024-2025), medium-term (2026-2027), and longer-term (2028-2029) projects as priorities for inclusion in the CIP. These projects include:

- Short-term (2024-2025) Priorities - Completion of the final phase of Tower Hill Road reconstruction, replacement of the North Road Box Culvert, South Road resurfacing, completion of initial phases of North Road reconstruction, and reconstruction of Jane Drive.
- Medium-term (2026-2027) Priorities - Completion of the final phase of North Road reconstruction, resurfacing of Merrill Road, reconstruction of Depot Road, resurfacing of the eastern portion of New Boston Road, resurfacing of Fieldstone Lane, and resurfacing of Podunk Road.
- Longer-term (2028-2029) Priorities - Reconstruction of the western portion of New Boston Road, reconstruction of Currier Road, resurfacing of Patten Hill Road, resurfacing of Brown Road, and resurfacing of Stump Street.

Beyond the needs of Candia's roadways, there are also two local bridges on the New Hampshire Department of Transportation (NHDOT) "Red List" due to structural deficiency. Those bridges are: 1) Old Deerfield Road over (Unnamed) Brook; and 2) Beane Island Road over Beane Brook.

The Town has applied for and been included in the NHDOT's State Aid Bridge Program for the Old Deerfield Road Bridge. The State Aid Bridge Program covers 80% of the cost of a local bridge project with the Town providing 20% of the funding through local sources. The NHDOT's FY 2025-2034 Ten Year Transportation Improvement Plan has the Old Deerfield Road bridge scheduled to begin construction in 2028 with an estimated project cost of \$1,026,027. Accordingly, Candia's 20% local share of this bridge project has been programmed for 2028 in this CIP.

The Town of Candia is considering strategic alternatives for the Beane Island Road bridge, which may include closing the bridge permanently. As such, the Town has not pursued a State Aid Bridge program application for that bridge, nor is that bridge included as a priority project in this CIP.

### ***2.13 Streets/Roads Department Project Financial Assumptions and Summary***

The financial programming of the Town of Candia Streets/Roads Department projects in the CIP includes the following assumptions:

- The Tower Hill Road Reconstruction (Phase 3), Jane Drive Reconstruction, North Road Reconstruction (Phase 2 and Phase 3), Merrill Road Resurfacing, New Boston Road (East and West) Reconstruction, Podunk Road Resurfacing, Currier Road Reconstruction, and Patten Hill Road Resurfacing (Phase 2) projects are all anticipated to have funding raised via warrant article.
- The South Road Resurfacing, North Road Reconstruction (Phase 1), Depot Road Reconstruction, Fieldstone Lane Resurfacing, Patten Hill Road Resurfacing (Phase 1), and

Brown Road Resurfacing are all anticipated to have funding appropriated via the Streets/Roads operating budget.

- The North Road Box Culvert Replacement project is anticipated to be completed via a combination of Warrant Article (\$220,000) and Operating Budget (\$80,000) funding.
- The Old Deerfield Road Bridge Replacement project is estimated to cost \$1,026,027 (already inflated) with construction in 2028. The local share of the project is 20%.
- The Stump Street Resurfacing project is anticipated to be completed via a combination of Operating Budget (80%) and Moore Highway Trust Fund (20%) funding.
- Costs in today's dollars are assumed to be valid for 2024. Inflation of 3% per year is applied to anticipated expenditures occurring in 2025 through 2029.

Project	Dept. Priority	CIP Ranking	Est. Cost (Current)	Local Funding - Requested Year (Inflation Adjusted)					
				2024	2025	2026	2027	2028	2029
Tower Hill Road Reconstruction (Phase 3)	1	U	\$ 150,000	\$150,000	\$ -	\$ -	\$ -	\$ -	\$ -
North Road Box Culvert	2	U	\$ 300,000	\$300,000	\$ -	\$ -	\$ -	\$ -	\$ -
South Road Resurfacing	3	U	\$ 150,000	\$150,000	\$ -	\$ -	\$ -	\$ -	\$ -
North Road Reconstruction (Phase 1)	4	N	\$ 150,000	\$ -	\$154,500	\$ -	\$ -	\$ -	\$ -
Jane Drive Reconstruction	5	N	\$ 200,000	\$ -	\$206,000	\$ -	\$ -	\$ -	\$ -
North Road Reconstruction (Phase 2)	6	N	\$ 150,000	\$ -	\$154,500	\$ -	\$ -	\$ -	\$ -
Merrill Road Resurfacing	7	N	\$ 200,000	\$ -	\$ -	\$212,180	\$ -	\$ -	\$ -
Depot Road Reconstruction	8	N	\$ 150,000	\$ -	\$ -	\$159,135	\$ -	\$ -	\$ -
North Road Reconstruction (Phase 3)	9	N	\$ 150,000	\$ -	\$ -	\$159,135	\$ -	\$ -	\$ -
New Boston Road (East) Resurfacing	10	N	\$ 150,000	\$ -	\$ -	\$ -	\$163,909	\$ -	\$ -
Fieldstone Lane Resurfacing	11	N	\$ 150,000	\$ -	\$ -	\$ -	\$163,909	\$ -	\$ -
Podunk Road Resurfacing	12	N	\$ 200,000	\$ -	\$ -	\$ -	\$218,545	\$ -	\$ -
Currier Road Reconstruction	13	N	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$168,826	\$ -
New Boston Road (West) Reconstruction	14	N	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$225,102	\$ -
Patten Hill Road Resurfacing (Phase 1)	15	N	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$168,826	\$ -
Patten Hill Road Resurfacing (Phase 2)	16	N	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$173,891
Brown Road Resurfacing	17	N	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$173,891
Old Deerfield Road Bridge	18	C	\$ 1,026,027	\$ -	\$ -	\$ -	\$ -	\$ -	\$205,205
Stump Street Resurfacing	19	N	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$115,927
				\$600,000	\$515,000	\$530,450	\$546,364	\$562,754	\$668,915

### 3. CIP FINANCIAL ANALYSIS

Sections 3.1 and 3.2 provide townwide summaries of anticipated CIP expenditures by department and by funding source. Section 3.3 provides more granular detail by providing department-by-department financial analyses by both CIP project cost and funding source.

#### 3.1 Total CIP Projects by Cost and Department

The table below provides a summary of all CIP projects by department. The years 2024 and 2025 have total costs substantially higher than the remaining years. This is primarily due to the anticipated purchase of the new ambulance in 2024 and the anticipated addition to the Candia Fire Station in 2025. Otherwise, the bonding of both the new police station and the fire engine replacement coupled with the phasing of road reconstruction projects results in relative stability in total CIP project costs for the years 2026 through 2029.

Total Capital Improvement Projects (By Department)	2024	2025	2026	2027	2028	2029
Ambulance	\$ 450,000	\$ -	\$ -	\$ 43,709	\$ -	\$ 46,371
Cemetery	\$ 20,000	\$ -	\$ 10,609	\$ -	\$ -	\$ -
Fire	\$ 105,507	\$ 981,007	\$ 105,507	\$ 105,507	\$ 105,507	\$ 105,507
General Administration	\$ 7,000	\$ 5,150	\$ -	\$ -	\$ -	\$ -
Police	\$ 354,305	\$ 356,142	\$ 358,034	\$ 359,983	\$ 401,383	\$ 364,057
Solid Waste	\$ -	\$ -	\$ 90,177	\$ -	\$ -	\$ -
Streets/Roads	\$ 600,000	\$ 515,000	\$ 530,450	\$ 546,364	\$ 562,754	\$ 668,915
	<b>\$1,536,813</b>	<b>\$1,857,300</b>	<b>\$1,094,777</b>	<b>\$1,055,563</b>	<b>\$1,069,645</b>	<b>\$1,184,851</b>

#### 3.2 Total CIP Projects by Cost and Funding Source

The table below provides a summary of all CIP projects by funding source. While deployment of capital reserve funds will minimize year-to-year fluctuations in the amount that must be raised through the operating budget or warrant articles, the anticipated Candia Fire Station addition in 2025 does result in an anomaly for funds to be raised by warrant article in that year.

Total Capital Improvement Projects (By Funding Source)	2024	2025	2026	2027	2028	2029
Bonding	\$ 398,584	\$ 398,584	\$ 398,584	\$ 398,584	\$ 398,584	\$ 398,584
Operating Budget	\$ 283,229	\$ 207,266	\$ 208,179	\$ 214,425	\$ 220,857	\$ 320,225
Warrant Articles	\$ 390,000	\$ 886,000	\$ 381,924	\$ 426,164	\$ 393,928	\$ 425,467
Future Needs Capital Reserve	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Ambulance Revolving Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Station Capital Reserve	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Police Detail Account	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 17,389
Police Body Camera Capital Reserve	\$ -	\$ -	\$ -	\$ -	\$ 39,393	\$ -
Recycling Center Equipment Capital Reserve	\$ -	\$ -	\$ 90,177	\$ -	\$ -	\$ -
Henry W. Moore Highway Trust Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,185
	<b>\$1,536,813</b>	<b>\$1,857,300</b>	<b>\$1,094,777</b>	<b>\$1,055,563</b>	<b>\$1,069,645</b>	<b>\$1,184,851</b>



### 3.3 Departmental Detail by Project Cost and Funding Source

Project	Town Department	Dept. Priority	CIP Ranking	Est. Cost (Current)	Proposed Financing Source(s)	Local Funding - Requested Year (Inflation Adjusted)					
						2024	2025	2026	2027	2028	2029
Ambulance with Ventilator	Ambulance	1	U	\$ 450,000	Future Needs Capital Reserve, Ambulance Revolving Fund	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -
Defibrillator Replacement #1	Ambulance	2	N	\$ 40,000	Warrant Article	\$ -	\$ -	\$ -	\$ 43,709	\$ -	\$ -
Defibrillator Replacement #2	Ambulance	3	N	\$ 40,000	Warrant Article	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,371
					<b>Total Ambulance Department (Annual)</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,709</b>	<b>\$ -</b>	<b>\$ 46,371</b>
					<b>Total Ambulance Department (by Local Source)</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,709</b>	<b>\$ -</b>	<b>\$ 46,371</b>
					Future Needs Capital Reserve	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
					Ambulance Revolving Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
					Warrant Articles	\$ -	\$ -	\$ -	\$ 43,709	\$ -	\$ 46,371

Project	Town Department	Dept. Priority	CIP Ranking	Est. Cost (Current)	Proposed Financing Source(s)	Local Funding - Requested Year (Inflation Adjusted)					
						2024	2025	2026	2027	2028	2029
Tree Removal (for Expansion)	Cemetery	1	U	\$ 20,000	Warrant Article	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
Mower and Trailer	Cemetery	2	N	\$ 10,000	Warrant Article	\$ -	\$ -	\$ 10,609	\$ -	\$ -	\$ -
					<b>Total Cemetery Department (Annual)</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 10,609</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
					<b>Total Cemetery Department (by Local Source)</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 10,609</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
					Warrant Articles	\$ 20,000	\$ -	\$ 10,609	\$ -	\$ -	\$ -

Project	Town Department	Dept. Priority	CIP Ranking	Est. Cost (Current)	Proposed Financing Source(s)	Local Funding - Requested Year (Inflation Adjusted)					
						2024	2025	2026	2027	2028	2029
Fire Engine Replacement	Fire	1	U	\$ 900,000	Bond (Assumed 10-Year Term with 3.0% Interest)	\$ 105,507	\$ 105,507	\$ 105,507	\$ 105,507	\$ 105,507	\$ 105,507
Fire Station Addition	Fire	2	N	\$ 850,000	Warrant Article, Fire Station Capital Reserve	\$ -	\$ 875,500	\$ -	\$ -	\$ -	\$ -
					<b>Total Fire Department (Annual)</b>	<b>\$ 105,507</b>	<b>\$ 981,007</b>	<b>\$ 105,507</b>	<b>\$ 105,507</b>	<b>\$ 105,507</b>	<b>\$ 105,507</b>
					<b>Total Fire Department (by Local Source)</b>	<b>\$ 105,507</b>	<b>\$ 981,007</b>	<b>\$ 105,507</b>	<b>\$ 105,507</b>	<b>\$ 105,507</b>	<b>\$ 105,507</b>
					Bonding	\$ 105,507	\$ 105,507	\$ 105,507	\$ 105,507	\$ 105,507	\$ 105,507
					Warrant Article	\$ -	\$ 525,500	\$ -	\$ -	\$ -	\$ -
					Fire Station Capital Reserve	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -

Project	Town Department	Dept. Priority	CIP Ranking	Est. Cost (Current)	Proposed Financing Source(s)	Local Funding - Requested Year (Inflation Adjusted)					
						2024	2025	2026	2027	2028	2029
Voting Machine Replacement #1	General Admin.	1	U	\$ 7,000	Operating Budget	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -
Voting Machine Replacement #2	General Admin.	2	N	\$ 5,000	Operating Budget	\$ -	\$ 5,150	\$ -	\$ -	\$ -	\$ -
					<b>Total General Administration (Annual)</b>	<b>\$ 7,000</b>	<b>\$ 5,150</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
					<b>Total General Administration (by Local Source)</b>	<b>\$ 7,000</b>	<b>\$ 5,150</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
					Operating Budget	\$ 7,000	\$ 5,150	\$ -	\$ -	\$ -	\$ -



Project	Town Department	Dept. Priority	CIP Ranking	Est. Cost (Current)	Proposed Financing Source(s)	Local Funding - Requested Year (Inflation Adjusted)					
						2024	2025	2026	2027	2028	2029
New Police Station	Police	1	U	\$ 2,500,000	Bond (Assumed 10-Year Term with 3.0% Interest)	\$ 293,076	\$ 293,076	\$ 293,076	\$ 293,076	\$ 293,076	\$ 293,076
Police Cruiser Replacement (Annual)	Police	2	N	\$ 61,229	Operating Budget, Police Detail Account	\$ 61,229	\$ 63,066	\$ 64,958	\$ 66,907	\$ 68,914	\$ 70,981
Police Body Camera Replacement	Police	3	N	\$ 35,000	Police Body Camera Capital Reserve	\$ -	\$ -	\$ -	\$ -	\$ 39,393	\$ -
					<b>Total Police Department (Annual)</b>	<b>\$ 354,305</b>	<b>\$ 356,142</b>	<b>\$ 358,034</b>	<b>\$ 359,983</b>	<b>\$ 401,383</b>	<b>\$ 364,057</b>
					<b>Total Police Department (by Local Source)</b>	<b>\$ 354,305</b>	<b>\$ 356,142</b>	<b>\$ 358,034</b>	<b>\$ 359,983</b>	<b>\$ 401,383</b>	<b>\$ 364,057</b>
					Bonding	\$ 293,076	\$ 293,076	\$ 293,076	\$ 293,076	\$ 293,076	\$ 293,076
					Operating Budget	\$ 46,229	\$ 47,616	\$ 49,044	\$ 50,516	\$ 52,031	\$ 53,592
					Police Detail Account	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 17,389
					Police Body Camera Capital Reserve	\$ -	\$ -	\$ -	\$ -	\$ 39,393	\$ -

Project	Town Department	Dept. Priority	CIP Ranking	Est. Cost (Current)	Proposed Financing Source(s)	Local Funding - Requested Year (Inflation Adjusted)					
						2024	2025	2026	2027	2028	2029
Telehandler Replacement	Solid Waste	1	N	\$ 85,000	Recycling Center Equipment Capital Reserve	\$ -	\$ -	\$ 90,177	\$ -	\$ -	\$ -
					<b>Total Solid Waste Department (Annual)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,177</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
					<b>Total Solid Waste Department (by Local Source)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,177</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
					Recycling Center Equipment Capital Reserve	\$ -	\$ -	\$ 90,177	\$ -	\$ -	\$ -

Project	Town Department	Dept. Priority	CIP Ranking	Est. Cost (Current)	Proposed Financing Source(s)	Local Funding - Requested Year (Inflation Adjusted)					
						2024	2025	2026	2027	2028	2029
Tower Hill Road Reconstruction (Phase 3)	Streets/Roads	1	U	\$ 150,000	Warrant Article	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
North Road Box Culvert	Streets/Roads	2	U	\$ 300,000	Warrant Article, Operating Budget	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
South Road Resurfacing	Streets/Roads	3	U	\$ 150,000	Operating Budget	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
North Road Reconstruction (Phase 1)	Streets/Roads	4	N	\$ 150,000	Operating Budget	\$ -	\$ 154,500	\$ -	\$ -	\$ -	\$ -
Jane Drive Reconstruction	Streets/Roads	5	N	\$ 200,000	Warrant Article	\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ -
North Road Reconstruction (Phase 2)	Streets/Roads	6	N	\$ 150,000	Warrant Article	\$ -	\$ 154,500	\$ -	\$ -	\$ -	\$ -
Merrill Road Resurfacing	Streets/Roads	7	N	\$ 200,000	Warrant Article	\$ -	\$ -	\$ 212,180	\$ -	\$ -	\$ -
Depot Road Reconstruction	Streets/Roads	8	N	\$ 150,000	Operating Budget	\$ -	\$ -	\$ 159,135	\$ -	\$ -	\$ -
North Road Reconstruction (Phase 3)	Streets/Roads	9	N	\$ 150,000	Warrant Article	\$ -	\$ -	\$ 159,135	\$ -	\$ -	\$ -
New Boston Road (East) Resurfacing	Streets/Roads	10	N	\$ 150,000	Warrant Article	\$ -	\$ -	\$ -	\$ 163,909	\$ -	\$ -
Fieldstone Lane Resurfacing	Streets/Roads	11	N	\$ 150,000	Operating Budget	\$ -	\$ -	\$ -	\$ 163,909	\$ -	\$ -
Podunk Road Resurfacing	Streets/Roads	12	N	\$ 200,000	Warrant Article	\$ -	\$ -	\$ -	\$ 218,545	\$ -	\$ -
Currier Road Reconstruction	Streets/Roads	13	N	\$ 150,000	Warrant Article	\$ -	\$ -	\$ -	\$ -	\$ 168,826	\$ -
New Boston Road (West) Reconstruction	Streets/Roads	14	N	\$ 200,000	Warrant Article	\$ -	\$ -	\$ -	\$ -	\$ 225,102	\$ -
Patten Hill Road Resurfacing (Phase 1)	Streets/Roads	15	N	\$ 150,000	Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ 168,826	\$ -
Patten Hill Road Resurfacing (Phase 2)	Streets/Roads	16	N	\$ 150,000	Warrant Article	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,891
Brown Road Resurfacing	Streets/Roads	17	N	\$ 150,000	Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,891
Old Deerfield Road Bridge	Streets/Roads	18	C	\$ 1,026,027	State Aid Bridge Program (80%), Warrant Article (20%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 205,205
Stump Street Resurfacing	Streets/Roads	19	N	\$ 100,000	Operating Budget (80%), Moore Highway Trust Fund (20%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 115,927
					<b>Total Streets/Roads Department (Annual)</b>	<b>\$ 600,000</b>	<b>\$ 515,000</b>	<b>\$ 530,450</b>	<b>\$ 546,364</b>	<b>\$ 562,754</b>	<b>\$ 668,915</b>
					<b>Total Streets/Roads Department (by Local Source)</b>	<b>\$ 600,000</b>	<b>\$ 515,000</b>	<b>\$ 530,450</b>	<b>\$ 546,364</b>	<b>\$ 562,754</b>	<b>\$ 668,915</b>
					Warrant Articles	\$ 370,000	\$ 360,500	\$ 371,315	\$ 382,454	\$ 393,928	\$ 379,097
					Operating Budget	\$ 230,000	\$ 154,500	\$ 159,135	\$ 163,909	\$ 168,826	\$ 266,633
					Henry W. Moore Highway Trust Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,185

#### 4. CONCLUSIONS AND RECOMMENDATIONS

The CIP is an advisory document that provides a guide to inform budgeting for the development, expansion, or renovation of the Town of Candia's public facilities and infrastructure. The Planning Board should review and update the CIP each year as necessary to inform the Town's budget deliberations and incorporate evolving local needs and priorities.

As part of the 2024-2029 Town of Candia CIP, the following recommendations are provided for the consideration of the Candia Board of Selectmen, Candia Planning Board, Candia School Board, and Candia Budget Committee.

1. The 2024-2029 Town of Candia CIP should be used to inform the development of impact fees in accordance with NH RSA 674:21, V including Public Safety (i.e. Police and Fire), Road, School, and Solid Waste impact fees.
2. A new capital reserve fund for Police Body Camera Replacement should be established beginning in 2024 and funded at a level of \$8,000 per year.
3. The Fire Station Apparatus Capital Reserve and Fire Station Infrastructure and Grounds Capital Reserve have each historically been funded at a level of \$50,000 per year. This funding level is not sufficient to address the town's fire apparatus needs, nor the town's Fire Station needs. The Board of Selectmen and Budget Committee should coordinate with the Fire Department to recommend an appropriate increase in the annual contribution to these reserve funds beginning in 2024.
4. The Recycling Center Equipment Capital Reserve fund should have appropriate contributions in 2024 and 2025 to ensure that the balance of the capital reserve fund is sufficient to cover the anticipated cost of the telehandler replacement anticipated for 2026.
5. In subsequent updates of the Town of Candia CIP, the Board of Selectmen and Planning Board should ensure that the general administrative needs of the Town are appropriately considered in the CIP process, including but not limited to potential improvements and/or upgrades to the Candia Town Office building.
6. In subsequent updates of the Town of Candia CIP, the Board of Selectmen and Planning Board should continue to work to ensure that the Candia School Board is appropriately engaged in the CIP process and that school capital improvement needs are reflected in the CIP.
7. The inflationary environment affecting labor and materials costs is anticipated to continue for the foreseeable future. The Board of Selectmen and Budget Committee are encouraged to implement the CIP's recommended projects in accordance with the schedule detailed herein to help mitigate the possibility of unanticipated project cost increases.

# **TOWN OF CANDIA 2024-2029 CIP**

## **APPENDIX A - CIP PROJECT REQUEST FORM**

DRAFT

# TOWN OF CANDIA 2024-2029 CAPITAL IMPROVEMENT PROGRAM

## Project Request Form

This form is to be used to submit projects for consideration in the Town of Candia's 2024-2029 Capital Improvement Program update. When completing this form, please include any supporting documentation that may substantiate the need for the proposed project and the accuracy of the cost estimate.

The Town of Candia defines a capital improvement project as having the following characteristics:

1. A cost of at least \$5,000;
2. A useful life of at least 5 years;
3. A non-operating and non-recurring expense (e.g. not a personnel or regular maintenance expense); and
4. Any project requiring bond financing.

Department			
Prepared By		Date Submitted	
Project Name			

Project Mandate	<i>Is this project required under a contractual agreement or other legal mandate?</i>	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO
	<i>If yes, please explain.</i>	

Department Project Priority	This project is the department's #___ priority for inclusion in the 2024-2029 CIP.
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Narrative Justification (Explain the Purpose and Need for the Project):	
--	--

Project Cost	Cost Component	Cost Estimate (Current Year Dollars)	Source of Cost Estimate (e.g. Bid Result, Vendor Quote, etc.)
	Design (Engineering/Architecture)		
	Land (or Right-of-Way)		
	Construction		
	Equipment (or Vehicle)		
	Rehabilitation/Replacement of Building Components or Systems		
	<b>Total Cost</b>		

Source of Funds (Non-Local)	Will the project leverage funding aside from local property tax revenue?		Source of Funds (Local)	What local funding sources would support the project?
	<input type="checkbox"/> YES	<input type="checkbox"/> NO		<input type="checkbox"/> Town Budget (Operating)
	If yes, what is the outside funding source and the amount? (e.g. State or Federal Grant)			<input type="checkbox"/> Town Budget (Warrant Art.)
	Source:			<input type="checkbox"/> Capital Reserve
	Amount:			<input type="checkbox"/> Bonding
	If no, are there opportunities to leverage funding for the project from an outside source? (Explain below.)			<input type="checkbox"/> Impact Fees
				<input type="checkbox"/> Other (Explain)

Project Context	1. Does the project address an emergency or an urgent public safety need?	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO
	Please explain.	
	2. Does the project address a serious deficiency in a Town facility or service?	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO
	Please explain.	

Project Context	3. Would the project result in a long-term cost savings to the Town?	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO
	Please explain.	
	4. Are there alternative solutions to meet the purpose and need for the project?	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO
	Please explain.	
	5. Would the project advance the goals or strategies outlined in the Candia Master Plan or Candia Transportation Plan?	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO
	Please explain.	

Project Timeframe	When is this project needed?	Explain why the project is needed in this timeframe.
	<input type="checkbox"/> Immediately (2024)	
	<input type="checkbox"/> 1-2 Years from Now (2025-2026)	
	<input type="checkbox"/> 3-5 Years from Now (2027-2029)	
	<input type="checkbox"/> After 2029	