

Planning Board

Timothy Malley, Chairman

Roger Coutu, Selectmen Liaison



12 School Street · Hudson, New Hampshire 03051 · Tel: 603-886-6008 · Fax: 603-594-1142

PUBLIC MEETING TOWN OF HUDSON, NH APRIL 8, 2019

The Town of Hudson Capital Improvements Committee (CIC) will hold a meeting on Monday, April 8, 2019 at 7:00 p.m. in the Board of Selectmen Meeting Room at Town Hall. The CIC is scheduled to review the scope, schedule and organization of the Capital Improvements Plan process and to review the FY2020 Capital Improvements Plan (CIP) projects of the Benson Park Committee and the Land Use Division.

- I. Call to order at 7:00 P.M
- II. Pledge of Allegiance
- III. Roll Call
- IV. New Business
 - A. CIC Organizational Session.
 - B. Benson Park Committee presentation of CIP submittals.
 - C. Land Use Division presentation of CIP submittals.

V. Adjournment

All proposed Capital Improvements Program projects are available for review in the Land Use Division at Town Hall. Comments may be submitted in writing until 12:00 pm (noon) on the Thursday prior to the day of the meeting.

The public is invited to attend.

Brian Groth	
Town Planner	

POSTED: Town Hall, Library, Web – 04/01/19

FY 2020

Capital Improvement Committee Members Spring 2019

Timothy Malley
4 St. John St.

Planning Board

Charlie Brackett
21 Old Coach Rd.

Planning Board

Ed Van der Veen 9 Newton St.

Planning Board

Dillon Dumont (Alternate)
195R Central St.

Planning Board

TBD Board of Selectman

Jimy Weaver
27 Rolling Woods Dr.

Budget Committee

TBD School Board

Bob Calzini 6 Power St. Citizen Member

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Steve Malizia, Town Administrator Kathy Carpentier, Finance Director Brian Groth, Town Planner Brooke Dubowik, Administrative Aide

HUDSON, NH CIP PROCESS & SCHEDULE FY2020

The process of this Capital Improvements Program comprises a series of seven successive steps. Worksheets leading to a complete Capital Improvements Program (CIP) allow for an organized, systematic process for assembling critical and necessary information.

STEP 1: CIP ORGANIZATION

The New Hampshire statutes clearly place responsibility for preparation of the CIP with the Planning Board. The Planning Board will prepare the CIP in cooperation with the town departments and the goals of the Master Plan.

The Hudson Capital Improvements Committee (CIC) shall consist of seven voting members as determined by the Planning Board. Certain department heads will serve in an advisory capacity.

STEP 2: DEFINE CAPITAL PROJECTS

Capital projects are defined as follows: A non-recurring expenditure for a project or facility having a useful life of at least five years, and generally involving a gross expenditure of at least \$50,000; excluding scheduled vehicle (or rolling stock) replacement.

Capital projects include the following categories:

- •Projects that create a depreciable asset
- •Engineering and construction costs for upgrading town facilities and infrastructure
- •Special studies and analyses, town wide property revaluation, engineering and design costs, land acquisition or landfill reclamation / decommissioning costs.

STEP 3: REVIEW THE MASTER PLAN

The CIC shall review the Master Plan goals and objectives and strive to identify a linkage between the CIP and the Town's long-term goals for facility improvement and providing capacity for future growth.

STEP 4: REQUEST INPUTS TO CAPTIAL IMPROVEMENTS PROGRAM

The CIP Committee shall solicit formal inputs for capital projects from all departments, agencies, districts, commissions, and citizens having an impact on the overall capital spending which local citizens and taxpayers support. Proposed projects shall be submitted using forms provided by the Planning Board. In addition to these forms each department shall submit a draft 6-year schedule for capital projects.

STEP 5: REVIEW AND RATE CAPITAL PROJECTS

Submitted projects are reviewed and rated in accordance with the following defined criteria:

Evaluation Criteria	Point S	Sco	<u>re</u>			
Further the goals of the Master Plan	5	4	3	2	1	0
Address an emergency or public safety need	5	4	3	2	1	0
Correct a deficiency in service or facility	5	4	3	2	1	0
Provide a capacity needed for future growth	5	4	3	2	1	0
Result in long-term cost savings	5	4	3	2	1	0
Support job development / increase tax base	5	4	3	2	1	0
Leverage the non-property tax revenues	5	4	3	2	1	0
Matching funds available for limited time	5	4	3	2	1	0
TOTAL PROJECT SCORE =	_SUM o	OF AB	OVE	SCOI	RES	

Following an initial classification of projects the CIC will hold a meeting with the department heads and agencies to discuss the initial review and to hear more information from those proposing the projects. At this time, requests could be entertained to modify the original CIP project requests. Following any amendments or modification, the Committee may wish to have a second public informational meeting to state its initial findings and to hear additional public comment on capital needs or proposals for other projects.

STEP 6: PREPARE A 6-YEAR PROJECT SCHEDULE AND PROPOSED FUNDING PLAN

The CIC shall identify projects, which should be included within the six year CIP time frame. The Committee shall also show how the costs of these improvements can be distributed over the years to avoid high property tax impacts of any given year.

Capital projects shall be designated and scheduled on a continuing basis to adhere to a yearly budget level represented by \$1 on the Town's tax rate. In the event a unique high dollar project is proposed (like a new school) which by itself would exceed the \$1 per year budgetary limit, the CIP Committee may submit a plan to the Budget Committee and the Board of Selectmen which temporarily exceeds the \$1 limit.

STEP 7: ADOPT AND IMPLEMENT THE CIP

The Planning Board votes to adopt the CIP and forwards it to the Budget Committee and the Board of Selectmen.

FY2020 CAPITAL IMPROVEMENTS COMMITTEE (CIC) TENTATIVE SCHEDULE

DATE	EVENT
Friday, March 29, 2019	FY2020 Capital Improvement Program (CIP) submittals due.
Monday April 8, 2019	CIC Organizational Session, Land Use, Library, Recreation Department
Monday April 22, 2019	School, Police Department, Fire Department, HCTV
Monday May 6, 2019	Public Works, Conservation Commission, Board of Selectmen, Benson's Committee, Sustainability Committee, Public Proposals.
Monday May 20, 2019	CIC Assigns Priorities and Ranks Projects & Develops Annualized Capital Project Schedule and Cost.
Wednesday, June 12, 2019	Publish draft CIP for Departmental and Public comment.
Wednesday, June 26, 2019	Public Hearing and Planning Board votes on the CIP.
Tuesday, July 9, 2019	Distribute final CIP to Board of Selectmen, Budget Committee, CIC and Planning Board.

Meetings begin at 7:00 PM and are held in the Buxton Meeting Room. <u>Underlined</u> dates are when the CIC meets with Town departments.

Please refer to New Hampshire RSA's 674:5 - 8 and the Capital Improvements Program Process Description for additional information on the statutory provisions regarding the preparation and distribution of the CIP, and the CIP's relation to municipal infrastructure planning through the annual community budget process. If you have any questions or concerns regarding the contents of the above information, please feel free to contact Brian Groth, Town Planner.

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TABLE 1 CAPITAL IMPROVEMENTS PROGRAM – PROJECT IDENTIFICATION					
Department:Benson Park	Department Priority:	1 of 2 Projects	FY 20		
Type of Project (Check One)	Primary effect of project is to: X Replace or repair existing facilities or equipment Improve or repair existing facilities or equipment Expand capacity of existing service level facility Provide new facility or service capacity				
Service Area of Project (Check One)	Region Town School District Region Street X Other area - Benson Park				
Project Name: Haselton Ba Description: Replace roof Rationale for Project: (Check those that apply: elaborate below.)	Removes imminent threat to public X Alleviates substandard conditions o Responds to federal or state require Improves the quality of existing ser	or deficiencies ement to implement			
Provides added capacity to serve growth Reduces long term operating costs Provides incentive to economic development Eligible for matching funds available for limited time Narrative Justification: The current roof is leaking and the shingles are sliding off the roof. The water penetrating the roof is causing rapid deterioration of the barn and ultimate collapse of the entire structure. The deed requires that the barn must be maintained in the same or better condition than the day Hudson bought the park					
Dollar Am \$ Pla \$ Ar \$ Si \$ Co \$ Fu \$ Ve \$80,000 R	apital Costs ount (in current \$'s) anning/feasibility analysis rehitecture & engineering fees cal estate acquisition te Preparation construction arnishing & equipment chicles & Capital Equipment ceplace entire roof of structure	Impact on Operating & Maint. Costs or Personnel Needs (highlight or circle all applicable) Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs Dollar Cost of Impacts if known Plus \$ annually Minus \$ annually	S		
Grant from: Loan From: Donation/bequest/private User fees & charges Capital reserve withdrawal	AMOUNT	Form Prepared By: Richard Empey (Signature) Chairman, Benson Park Committee Title Benson Park Department/Agency			

TABLE 1						
CAPITAL IMPROVEMENTS PROGRAM – PROJECT IDENTIFICATION						
Department:Benson Park	Department Priority:	2 of 2 Projects	FY 20			
Type of Project (Check One) Primary effect of project is to: Replace or repair existing facilities or equipment X Improve or repair existing facilities or equipment Expand capacity of existing service level facility Provide new facility or service capacity						
Service Area of Project (Check One)	Region Town School District	Neighborhood Street X Other Area – Benson Park				
Project Name: Kitchen roof Description: Replacement of	kitchen roof with historically cor	rect clay tile as required by DHR.				
Rationale for Project: (Check those that apply: elaborate below.) Mathematical Removes imminent threat to public health or safety X Alleviates substandard conditions or deficiencies X Responds to federal or state requirement to implement						
Narrative Justification: Temporary roof installed many years ago has reached its serviceable life and must be replaced before the building incurs structural damage due to water penetration. DHR deems the clay tile roof that was on the building to be a "character defining feature" and is requiring the original product manufactured by the Ludowici Roof Tile Co. be used. The deed for this property requires that the town must maintain this building in equal or better condition than it was on the day of purchase.						
Dollar Amour \$ Plant \$ Archi \$ Real 6 \$ Site \$ Cons \$ Vehic \$ Vehic \$ \$ \$60,000 Roo	tal Costs nt (in current \$'s) ning/feasibility analysis itecture & engineering fees estate acquisition Preparation truction ishing & equipment cles & Capital Equipment	Impact on Operating & Maint. Costs or Personnel Needs (highlight or circle all applicable) Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs Dollar Cost of Impacts if known Plus \$ annually Minus \$ annually This is a hundred year roof which will prevent having to do exp structural work in the near future.	ensive			
Grant from: Loan From: Donation/bequest/private User fees & charges	MOUNT	Form Prepared By: Richard E. Empey Richard E. Empey (Signature) Chairman Benson Park Committee Title Benson Park Department/Agency	-			

TABLE 2: LIST OF	PROJECT	SSUBMIT	TED FOR R	EVIEW IN CA	TABLE 2: LIST OF PROJECTS SUBMITTED FOR REVIEW IN CAPITAL IMPROVEMENT PROGRAM	GRAM	- Annead Windshimmy 1955 The
	f	Dept. Priority	Proposed Program	To be a first to the second se	T. T	Priority Class	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Description of Project or Equipment	Dept.	Kank	Y CAIT	SSO CON	FTOJECT INOTES Roof is currently leaking and should be replaced now	or come score	
Kitchen Roof Replacement	Benson Park	- 23	2020	000,098	Life of temporary roof has been exceeded		
A CONTRACTOR OF THE CONTRACTOR							
ANALYSIS TO THE PROPERTY OF TH				- PARAGETAL AND			
According to the second		- Andread Angles					
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TABLE 1						
	CAPITAL IMPROVEMENTS PROGRAM – PROJECT IDENTIFICATION					
Department: Engineering	Department Priority:	_1_ of6 Projects	FY 2020			
Type of Project (Check One)	Primary effect of project is to: _X_ Replace or repair existing factorized in the control of the	acilities or equipment service level facility				
Service Area of Project (Check One)	_X_ Region Town School District	Neighborhood Street Other Area				
	on 50/50 responsibility. No Sta	te Bridge aid at this time an	d the project will consist of membrane 25 years. Bridges are currently rated 6 and 7			
(Check those that apply: elaborate below.)	X Removes imminent threat to pub X_ Alleviates substandard conditio X_ Responds to federal or state re X_ Improves the quality of existir Provides added capacity to serve X_ Reduces long term operating of X_ Provides incentive to economical Eligible for matching funds available.	ons or deficiencies equirement to implement ng services e growth costs ic development				
Narrative Justification: This is currently one of two ways for first responders to receive assistance from Nashua and bring patients to the hospitals in Nashua. If left unresolved its rehab cost will increase significantly, from 2 million to 15-20 million.						
Dollar Amoun \$ Planni \$_0.15 M_ Arcl \$ Site P \$_1.8 M_ Con \$ Furnis \$ Vehicl \$		(hig	rating & Maint. Costs or Personnel Needs ghlight or circle all applicable) Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs ollar Cost of Impacts if known Plus \$ annually Minus \$ annually			
Grant from: Loan From: Donation/bequest/private User fees & charges Capital reserve withdrawal Impact fee account Current revenue	Million (Hudson portion)	Form Prepared By: (Signature) Title Department/Agency				
Total project cost _0.975N	Aillion					

TABLE 1							
	CAPITAL IMPROVEMENTS P	ROGRAM – PROJECT IDEN	TIFICATION				
Department: Engineering	Department Priority:	_2_ of6 Projects	FY 2020				
Type of Project (Check One)	Primary effect of project is to: _ Replace or repair existing facilities or equipment _ Improve or repair existing facilities or equipment _ Expand capacity of existing service level facility _ Y Provide new facility or service capacity						
		III					
Service Area of Project (Check One)	_X _ Region X Town School District	Neighborhood Street Other Area					
Project Name: Master Overall	Upgrade of all Town Owned	Traffic Light Intersections	(Total of 14)(5 left)				
Description: Upgrade all Town light intersec Town staff, including Engineer			Fiber Optic. This system will be accessible to				
Rationale for Project: (Check those that apply: elaborate below.) Z Removes imminent threat to public health or safety X_ Alleviates substandard conditions or deficiencies X_ Responds to federal or state requirement to implement X_ Improves the quality of existing services X_ Provides added capacity to serve growth X_ Reduces long term operating costs Provides incentive to economic development Eligible for matching funds available for limited time							
Narrative Justification: The completion of this project will provide a uniform platform to access all intersections (visual detection and control cabinets) and additional features such as Adoptive Signal System can be added later on to increase traffic flow efficiency. Corridor funds will be							
additional features such as Adoptive Signal System can be added later on to increase traffic flow efficiency. Corridor funds will be utilized to complete this project. No impact on tax payer.							
Dollar Amoun S Planni S Archit S Real e S Site P S Construc S200,000_ S Vehicl S S	tion _ Furnishing & equipment les & Capital Equipment	(hi	erating & Maint. Costs or Personnel Needs ghlight or circle all applicable) Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs ollar Cost of Impacts if known Plus \$ annually Minus \$ annually				
Source of Funding: AM	IOUNT	Form Prepared By:					
Grant from: Loan From: Donation/bequest/private User fees & charges	000	(Signature) Title Department/Agency					
Total project cost _\$ 200,0	,,,,						

TABLE 1						
CAPITAI	IMPROVEMENT	S PROGRAM	– PROJECT IDEN	NTIFICATION		
Department: Engineering Departm	nent Priority:	_3_ of6_	_ Projects	FY 2020		
(Check One)	effect of project is to place or repair existin prove or repair existin pand capacity of exis ovide new facility or	ng facilities or ea ng facilities or ea sting service lev	equipment el facility			
Service Area of Project (Check One) Regi Tot Sc			Neighborhood _X Street Other Area			
Project Name: Speare Road Culvert I Description: An existing 36" - 42" culvert on Speare the road to the other, which will makes the state of the st	Road is in need o		t. This section of	the road has a 20 foot drop from one side of		
(Check those that apply: elaborate below.) X_ AlleviX_ RespX_ Impr Provid _X_ Redu Provid	es imminent threat to ates substandard con onds to federal or sta oves the quality of ey les added capacity to aces long term operat les incentive to econe e for matching funds	ditions or defici ate requirement xisting services serve growth ing costs omic development	encies to implement ent			
Narrative Justification: The completion of this project will addr	The completion of this project will address an existing safety and access issues for Speare Road.					
Cost Estimate: (Itemize as necessary) Capital Costs Dollar Amount (in currer \$Planning/feasibi \$_50,000 _ Architecture & \$ Real estate acqu \$ Site Preparation \$ 450,000 _ Construction \$ Furnishing & eq \$ Vehicles & Capi \$ \$ \$ \$ \$ \$ \$	lity analysis c engineering fees isition n uipment tal Equipment		(h	erating & Maint. Costs or Personnel Needs ighlight or circle all applicable) Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs Pollar Cost of Impacts if known Plus \$ annually Minus \$ annually		
Source of Funding: AMOUNT Grant from: Loan From: Donation/bequest/private User fees & charges Capital reserve withdrawal Impact fee account Current revenue Bonds 500,000 Total project cost _\$ 500,000		(Sign	n Prepared By: nature)			

		TABLE 1
		OGRAM – PROJECT IDENTIFICATION
Department: Engineering		4_ of6 Projects FY 2020
Type of Project (Check One)	Primary effect of project is to: _X_ Replace or repair existing facil Improve or repair existing facil Expand capacity of existing se Provide new facility or service	cilities or equipment service level facility
Service Area of Project (Check One)	Region Town School District	Neighborhood _X Street Other Area
	Road is in need of lining. This pr	project could be done similar to Central Street Bridge Rehab, steel of the culvert while having a 24/7 water pump bypass.
Rationale for Project: (Check those that apply: elaborate below.)	X Removes imminent threat to public X_ Alleviates substandard conditions X_ Responds to federal or state requ X_ Improves the quality of existing Provides added capacity to serve X_ Reduces long term operating cos Provides incentive to economic d _ Eligible for matching funds availa	ns or deficiencies quirement to implement g services e growth osts development
Narrative Justification: The completion of this project 10. Grade four puts this bridge		and access issues for Lowell Road. This brige is currently rated 5 out
Dollar Amoun \$ Plann \$_50,000 _ Arc \$ Real 6 \$ Site P \$_450,000 _ 0 \$ Furnis \$ Vehic \$	al Costs at (in current \$'s) at (in current \$'s)	Impact on Operating & Maint. Costs or Personnel Needs (highlight or circle all applicable) Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs Dollar Cost of Impacts if known Plus \$ annually Minus \$ annually
Grant from: Loan From: Donation/bequest/private		Form Prepared By: (Signature) Title Department/Agency
Total project cost _\$ 500,	000	

	Т	ABLE 1	
	CAPITAL IMPROVEMENTS PRO	OGRAM – PROJEC	T IDENTIFICATION
Department: Engineering	Department Priority: _5	of6 Projects	FY 2020
Type of Project (Check One)	Primary effect of project is to: _X_ Replace or repair existing facil Improve or repair existing fac Expand capacity of existing se Provide new facility or service	ilities or equipment ervice level facility	
Service Area of Project (Check One)	Region Town School District	_X Stre	borhood vet Area
	_		tires full replacement of the existing structure with
elaborate below.)	_X Removes imminent threat to public _X_ Alleviates substandard conditions _X_ Responds to federal or state requ_ X_ Improves the quality of existing Provides added capacity to serve _X_ Reduces long term operating cos Provides incentive to economic d _ Eligible for matching funds availar	or deficiencies airement to implement services growth sts evelopment	nt
Narrative Justification: The completion of this project out 10. Grade four puts this bridge		nd access issues for	or Melendy Road. This bridge is currently rated 5
Dollar Amoun \$ Plann \$_50,000 _ Arc \$ Site P \$_450,000 _ C \$ Furnis \$ Vehic \$ \$	al Costs tt (in current \$'s) ing/feasibility analysis thitecture & engineering fees estate acquisition treparation Construction shing & equipment les & Capital Equipment tal Project Cost	Impa	ct on Operating & Maint. Costs or Personnel Needs (highlight or circle all applicable) Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs Dollar Cost of Impacts if known Plus \$ annually Minus \$ annually
Grant from: Loan From: Donation/bequest/private User fees & charges	10UNT	Form Prepared I (Signature) Title Department/Age	
Total project cost _\$ 500,	000		

CA DITEAT		ABLE 1	CONTRACTOR OF THE CAMPANA
CAPITAL	IMPROVEMENTS PRO)GRAM – PROJI	ECT IDENTIFICATION
Department: Engineering Departm	ent Priority: _6	_ of6 Projects	ts FY 2020
(Check One) _X_ Rep_X_ Imp Ex_	effect of project is to: place or repair existing faci- prove or repair existing faci- pand capacity of existing so- povide new facility or service	lities or equipment ervice level facility	nt .
Service Area of Project (Check One)		_X S	ighborhood Street her Area
Project Name: Lowell & Birch Interse Description: Transform this three way intersection in underneath T-Bones restaurant building.	to a 4 way intersection	, while replacing	g the bridge and relocating First Brook from
(Check those that apply: elaborate below.) X_ AlleviX_ RespX_ Impr Provic _X_ Redu Provic	es imminent threat to publicates substandard conditions onds to federal or state requires the quality of existing les added capacity to serve ces long term operating colles incentive to economic de for matching funds available.	s or deficiencies uirement to implen services growth sts levelopment	
Narrative Justification: The completion of this project will addreunder Lowell Road and the much needed			s for Lowell Road, the need for the bridge replacement tly under an existing building.
Cost Estimate: (Itemize as necessary) Capital Costs Dollar Amount (in currer \$ Planning/feasibil \$ 150,000 _ Architecture & \$ Real estate acqui \$ Site Preparation \$ 2.35 M_ Construction \$ Furnishing & eq \$ Vehicles & Capit \$ \$ \$ \$ \$ \$2.5M_ Total Project Compared to the content of	ity analysis & engineering fees sition uipment tal Equipment	Im	Add Personnel Increase O&M costs Reduce Personnel Decreased O&M costs Dollar Cost of Impacts if known Plus \$ annually Minus \$ annually
Source of Funding: Grant from: Loan From: Donation/bequest/private User fees & charges Capital reserve withdrawal Impact fee account Current revenue Bonds AMOUNT Current revenue 2,500,000	 	Form Prepared (Signature) Title Department/A	
Total project cost _\$ 2,500,000			

TABLE 2: LIST	r of proj	ECTS SUB	MITTED F	OR REVIEW 1	TABLE 2: LIST OF PROJECTS SUBMITTED FOR REVIEW IN CAPITAL IMPROVEMENT PROGRAM	M
		Dept. Priority	Proposed Program			Priority Class or
Description of Project or Equipment	Dept.	Rank	Year	Total Cost	Project Notes	Point Score
Twin Bridges Rehabilitation Project	Engineering	-	2020	\$1,975,000		
Traffic Light Intersections Upgrades	Engineering	2	2021	\$200,000		
Speare Road Culvert Replacement	Engineering	က	2022	\$500,000		
Lowell Road Bridge Rehabilitation	Engineering	4	2023	\$500,000		
Melendy Road Culvert Replacement	Engineering	5	2024	\$500,000		
Lowell & Birch Intersection Update	Engineering	9	2025	\$2,500,000		

Capital Improvements Committee April 8, 2019

Agenda Item: IV.A - CIC Organizational Session

STEP 5: REVIEW AND RATE CAPITAL PROJECTS - FOR COMMITTEE DISCUSSION

Issue: Projects come from various departments/committees with various funding streams. A linear ranking system (Alternative A) does not take these conditions into account.

Staff Recommendation: Staff recommends the Capital Improvements Committee consider alternative ways of evaluating the collection of project submissions, to determine a method that is most beneficial to readers of the Capital Improvements Plan. Example of alternatives are listed below. Further discussion of this is recommended to carry over into the next CIC meeting.

ALTERNATIVE A – RATING PROCESS USED IN PAST

As described in the Hudson, NH CIP Process & Schedule FY2020 document, past CIP project submittals in Hudson have been prioritized and ranked within the context of all submittals. For instance, Police Department projects would be evaluated against Benson Park Committee submittals and so forth. Departments/committees & funding streams often run parallel of one another, yet this method forces them to intersect. It's a little bit of an "apples to oranges" comparison.

ALTERNATIVE B – GROUP INTO RECOMMENDED TIMEFRAMES

Projects may be grouped into estimated or recommended timeframes for implementation. This may help managing expectations of when projects can be expected to occur without prioritizing one department over another. The following is a framework for discussion.

- Immediate Projects expected to commence within one fiscal year from CIP adoption.
- Short Term Projects expected to commence within 2-3 fiscal years from CIP adoption.
- Medium Term Projects expected to commence within 5-6 fiscal years from CIP adoption.
- Long Term Projects not expected to commence within CIP period (> 6 years).

ALTERNATIVE C - PRIORITIZE WITHIN SPECIFIC DEPARTMENTS/COMMITTEES

Some communities elect to prioritize projects only within the context of individual departments/committees. For example, Engineering projects would be ranked and compared against other Engineering projects. This alternative could be blended with Alternative B.

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