

Town of Milford, New Hampshire
2020-2025 Capital Improvements Plan
Adopted on _____



Prepared By:

Town of Milford Planning Board
Capital Improvements Plan Citizens' Advisory Committee
Office of Community Development

Planning Board Chairman

Capital Improvements Citizens' Advisory Chairman

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Chapter 1. Introduction, Definition, Purpose, and Process

A. Introduction and Definition

A municipal capital improvements plan is an essential component of the Town’s short-term and long-range community planning process. As authorized by NH RSA 674:5 and by Article 25 of the 1995 Milford Town warrant, the Milford Planning Board, with the support of the Department of Community Development and the Capital Improvements Plan Citizens’ Advisory Committee, annually prepares **a six-year capital improvements plan (CIP)**. The CIP lays out a framework for municipal programs and projects that require significant capital outlays. The CIP encompasses major projects currently underway and future projects to be undertaken in most cases with public funds. Tailoring the CIP to the community allows projects to be classified according to urgency and the need to see them realized to support Town services and goals. A project is deemed eligible for inclusion in the CIP if the total exceeds \$75,000 and is reasonably expected to have a useful life of at least five (5) years. Replacement vehicles, although often acquired in groups, are not eligible unless the single unit value is equal to or greater than \$75,000.

The CIP contains the capital improvement projects reviewed by the Capital Improvements Plan Citizens’ Advisory Committee based on its analysis of project requests submitted and presented by Town department heads, the Water and Sewer Commission, the Wadleigh Library Board of Trustees, and the Milford School District. For the 2020-2025 CIP, project requests (both new and recurring) were submitted by the following:

- Ambulance Department
- Fire Department
- Community Development Office
- Public Works Department
- Recreation Department
- Town Administration
- Water Department
- Wadleigh Library Board of Trustees

No project requests were submitted this round by the following:

- | | |
|-------------------------|------------------------|
| Assessing | Information Technology |
| Community Media | Police Department |
| Conservation Commission | School District |
| Finance | |

B. Purpose of the Capital Improvements Plan

The Milford Capital Improvements Plan (CIP) attempts to link, within a rational framework, the provision of needed facilities, products, or services with the spending necessary to attain such items. The CIP must address the goals and intent of the Milford Master Plan and department priorities with fiscal realities. A well-supported and thoughtfully prepared CIP should provide the following benefits to the community (as noted in "The Planning Board in New Hampshire, A Handbook for Local Officials", November 2016, Office of Strategic Initiatives (Formerly the New Hampshire Office of Energy and Planning), Chapter II):

- **Preserving public health, safety, and welfare.** Providing the basic services which ensure citizen health and safety is a fundamental responsibility of local government. Programs of regular facility maintenance, upgrades and expansion of government services to meet minimum federal, state, and local standards are essential to any community. The cumulative effect of deferring major maintenance expenditures and basic improvement of essential services is often an expensive series of stopgap measures which fail to address comprehensive long-term goals.
- **Anticipating the demands of growth.** When related to the master plan, the capital improvements programming process works to anticipate investments in community facilities which are needed to serve or shape the pattern of growth and development in the Town. The portions of selected capital improvement expenditures which are necessitated by growth may be eligible for funding by impact fees as authorized in RSA 674:21.
- **Improving communication and coordination.** Communication among the Planning Board, municipal departments, administrative officials, the Budget Advisory Committee, the Board of Selectmen, and citizens can result in cost savings and avoidance of duplication of facilities and expenditures.
- **Avoiding undue tax increases.** Capital improvements programming is a means of avoiding the surprise of expensive projects generating large property tax increases. While cost impacts cannot always be precisely determined in advance, the CIP fosters discussion of the distribution of the tax burden of new capital expenditures over time. A consequential benefit of fiscal stability and sound community facility planning may be an improved bond rating.
- **Developing a fair distribution of capital costs.** The capital improvements programming process allows for a public discussion of the preferred means of distributing capital costs not only over time, but also among users of the facilities to be financed.
- **Building a foundation for growth management and impact fees.** The development and formal adoption of a capital improvements program is a statutory prerequisite to the enactment of growth management and impact fee

ordinances. A properly constructed CIP is an integral part of a land use regulatory process which implements either type of ordinance.

- **Identifying “scattered and premature” development.** New Hampshire statutes allow planning boards to adopt subdivision regulations which provide against scattered or premature subdivision of land. The capital improvements program is one measure which a planning Board may use to judge whether a development is scattered or premature based on an absence of essential public services and infrastructure.
- **Supporting economic development.** Communities exhibiting sound fiscal health and quality services and facilities are attractive to business and industry. New business investment and reinvestment may be influenced by improvements which enhance the quality of life for residents and labor. Private decision-making for investment is based not only on availability of utilities, but also on the quality of community schools, public safety facilities, recreation opportunities, and cultural amenities such as libraries.

C. Capital Improvements Planning Process

As specified in NH RSA 674:5, the Milford Planning Board is charged with directing the capital improvements planning process, based upon the Town’s adopted master plan goals and recommendations. The CIP process begins in late spring of each year with the distribution of project request forms by the Community Development Office. The Planning Board at that time also appoints a seven regular member committee representing several areas of Town operation and general citizenry. Members serving on the 2020 - 2025 Advisory Committee were:

Jason Plourde	Chair, Resident
Tim Finan	Planning Board Representative
Peter Basiliere	Planning Board Representative
Peggy Seward	Budget Advisory Committee Representative
Kevin Drew	Milford Public Schools
Gil Archambault	Member-at-Large
Lincoln Daley	Community Development Director, Committee Staff Support

The Committee met regularly starting September 2019 for nine (9) weeks with the goal of completing a final draft of the Capital Improvements Plan for public review later in the year. During this time, the Advisory Committee met with department heads and representatives of the boards and commissions that submit project requests. After many weeks of discussion and deliberation, on December 18, 2019 the Advisory Committee voted unanimously to accept the 2020 - 2025 Capital Improvement Plan report. It is acknowledged that this report represents in essence a “snapshot” or moment in time in identifying the capital needs of the Town. The

Capital Improvements Plan is not a static planning tool as it is evaluated annually and adjusted according to Town’s goals and financial considerations.

The Committee generally follows a basic five-step process in accumulating, analyzing, evaluating, ranking, and allocating project requests to appropriate years in the upcoming six-year time frame, with the intent of balancing needs and costs with Town financial constraints and reasonable and logical implementation timeframes.

It is important to note that individual Advisory Committee members may or may not support a specific project(s). The role of the Advisory Committee is to recommend the *placement or non-placement* of projects in the six-year capital improvements plan. The objective is to create a funding profile that minimizes yearly fluctuations of tax rate burden on the citizens of Milford. A secondary objective of the Advisory Committee is to not only reduce the fluctuations but to reduce the citizen’s overall tax burden, which in 2019 stood at \$25.97 per \$1,000 property valuation. Thus, the Capital Improvements Plan becomes an important tool to be utilized by the Board of Selectmen, Budget Advisory Committee, department heads, and citizens in the evaluation of spending on capital projects both in the short and long-term.

A more detailed description of the Capital Improvements Plan process is as follows:

- Step 1:** The Community Development Department transmits project request forms to all applicable department heads, commissions, and the Milford School District SAU office. Projects are referenced by either a new or previously given project number to facilitate easier identification and review of projects. Each project should have a Statement of Need in addition to the Description. The Statement of Need enables the Advisory Committee to understand why the project is required for a continuation or increase of Town services and the impact of delaying or not accomplishing the project. When applicable, project requests are cross-referenced to where they are included in the Milford Master Plan.
- Step 2:** The Advisory Committee reviews project requests, and schedules a meeting with the respective department if needed to discuss each project.
- Step 3:** The Advisory Committee studies projects individually and through group discussions. Evaluation includes review of the level of preparation applied to the requested project.
- Step 4:** Using the requestor’s recommendation as a starting point, the Advisory Committee discusses and develops a consensus on the recommendation for the year in which the project should be placed on the Town Warrant. A project that is included in the CIP does not mean the project will be implemented as implementation is subject to additional factors. For projects requiring bonding the tax impact is noted the year after the warrant article is presumed to pass, which is when the tax rate impact occurs.
- Step 5:** The Advisory Committee considers the projects that are recommended for placement on the next year’s Town warrant and prioritizes those particular projects to provide its recommendations on urgency and need. This prioritization gives the Board

of Selectmen, Budget Advisory Committee, and the public the input needed from the Advisory Committee when those bodies deliberate during the ensuing development of the next year’s budget and warrant articles.

Upon completion of the five-step process, the Advisory Committee:

1. Prepares the final draft report with the assistance of the Community Development Office;
2. Presents the final draft to the Planning Board at a Planning Board meeting or work session;
3. Presents the final draft to the Board of Selectmen to brief the Board on its recommendations;
4. Transmits a copy of the final draft report to department heads, the Board of Selectmen, the Budget Advisory Committee, and the Planning Board;
5. Schedules a public hearing date with the Planning Board; and
6. Presents the CIP at a Planning Board meeting for the required public hearing and adoption.

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Chapter 2. 2020 – 2025 Project Requests: Project Descriptions and Advisory Committee Recommendations

A. Introduction

This year's Advisory Committee is appreciative of the time and effort given to the process by department heads and the School District. Background information and documentation was generally very complete, thorough, and greatly assisted the Advisory Committee in completing its work.

For this cycle, there were thirty-seven (37) projects included for funding consideration between 2020 and 2025. Of the projects list six (6) additional projects were identified as 'on the horizon'. A brief description of each project and the Advisory Committee's recommendation follows.

Placeholder and On the Horizon Projects

When reviewing projects and placing them in the CIP Estimated Tax Impact Table, the Advisory Committee also considers whether the project is a '**Placeholder**' or is '**On the Horizon**'. A project that is considered a **Placeholder** is a project that does not yet have either a well- defined description or scope for implementation. However, the Advisory Committee, based on information presented, feels the project will likely be required within the six-year capital improvements planning cycle and thus needs to be anticipated for planning and budget purposes. A project that is noted as **On the Horizon** is a project that may or may not have a defined description and scope, but based on information presented would be implemented outside of the six-year CIP cycle. These projects, when known, are included in the CIP to identify major capital expenditures that need to be considered in long range planning and funding efforts.

CIP and Capital Reserve Funds

As part of its annual evaluation process and report, the CIP Committee reviews Capital Reserve Funds of \$75,000 or greater. Some of the funds are well defined and linked to specific projects in our Capital Improvement Plan, i.e. the Public Works Department, Fire Department, and Ambulance Service vehicles.

The CIP Advisory Committee will continue to work with Town Finance Director to receive a written status for all active Capital Reserve Funds in September of next year, prior to next year's Committee preparing the Plan's annual update. Inclusion of a status report will enable the members to better evaluate the future needs of Capital Reserve Fund projects.

B. Town Projects by Year

Fifteen (15) projects are proposed for funding in 2020. Eight (8) projects are listed in order below by the priority each project was given

by the Advisory Committee relative to urgency and need for implementation. This prioritization is meant to assist the Board of Selectmen and the Budget Advisory Committee in their deliberations during the budget and warrant article preparation process.

The Committee will consider modifying/expanding its evaluation process to include criteria reflective of projects that enhance or improve the public and social welfare of the community. The purpose and intent is to evaluate projects more broadly and consider projects that may provide a public benefit, but do not include or contain or enhance public safety.

The remaining seven (7) projects are a request by the Water and Sewer Utilities Department and are supported by charges to the water and sewer users and do not impact the Town tax rate. As such, the committee did not rank the projects and simply listed them in their own section. The committee suggests that the warrant articles for the Water Department be included in the 2020 warrant.

The municipal water and waste water project upgrades scheduled over the next 6 years will require substantial capital investment in compliance with the Waste Water Treatment Facility’s federal permit renewal to remove nutrient and metals from the treated wastewater discharged to the Souhegan River. These improvements are born by the rate payers receiving services. The Committee acknowledges that a municipal water and waste water system provides a community benefit and is an economic driver for expanded residential, commercial, and industrial growth. As a community benefit and asset, the Town may need to consider broadening the financial burden on a larger base for the continued management and maintenance of the municipal systems. The Committee requests that the Board of Selectmen and the Board of Water and Sewer Commissioners consider potential cost allocation alternatives that equitably share the costs across the community.

2020 PROJECTS

2020 Community Development (CD10-03) – Nashua Street Sidewalk Improvements - \$750,500 (\$150,100 Town Portion)

<i>Department Request:</i>	<i>2020 Funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2020 Funding</i>

This project request is to support the construction of approximately 3,500 linear feet of new five-foot (5’) wide, bituminous asphalt sidewalk, to include, but not limited to, vertical granite curbing, associated drainage improvements, crosswalk markings, and repaving, along the southerly and northerly sides of Nashua Street in an easterly direction from 486 Nashua Street (Near Cahill Place, Map 32, Lot 4-C) to 586 Nashua Street (Near Lorden Plaza, Map 44, Lot 6) and to the existing sidewalk network at the corner of Capron Road and Nashua Street. The purpose of the project is to improve the pedestrian connectivity to the existing Town sidewalk networks and relieve traffic congestion within the high-traffic / high-density Nashua Street/Route 101A corridor.

An application was submitted in 2019 for the project to the NHDOT Congestion Mitigation and Air Quality (CMAQ) Program. This reimbursement program provides an 80% federal funding/20% local matching funds opportunity. The project was selected and has been awarded the federal funding. The project as presented to the Advisory Committee has a total estimated cost of \$750,050. The

Town’s 20% share equates to \$150,100.

2020 Community Development (CD11-02) – Osgood/Armory/Mason/Melendy Roads – Pedestrian and Bicycle Improvements - \$763,000 (\$152,600 Town Portion)

Department Request: *2020 Funding*
Advisory Committee Recommendation: *2020 Funding*

This project request is for approximately 4,000 linear feet a new five-foot (5') wide, bituminous asphalt sidewalk with vertical granite curbing, a dedicated multi-purpose striped lane, and pedestrian walkway, to include, but not limited to associated drainage improvements, crosswalk markings, and repaving, along Osgood Road, Mason Road, Melendy Road, and Armory Road. The pedestrian improvement project will begin at intersection of West Street and Osgood Road, along Osgood Road to Adams Field, Osgood Pond, and Hazel Adams Burns Park, Leisure Acres mobile home park, and along Armory Road to its intersection with the Granite Town Rail-Trail. This location is heavily traveled by both motorized vehicles, pedestrians and cyclists and includes a walking route from a high-density mobile home park to the High and Middle Schools.

An application was submitted in 2019 for the project to the NHDOT Congestion Mitigation and Air Quality (CMAQ) Program. This reimbursement program provides an 80% federal funding/20% local matching funds opportunity. The project was selected and has been awarded the federal funding. The project as presented to the Advisory Committee has a total estimated cost of \$763,000. The Town’s 20% share equates to \$152,600.

2020 Public Works – Highway (DPWH19-02) – Bridge Repair/Upgrade – \$75,000 (Capital Reserve Account)

Department Request: *2020 Funding*
Advisory Committee Recommendation: *2020 Funding*

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The Bridge Replacement Capital Reserve Fund was established in 2014 for the purpose of providing funds for testing, engineering, maintenance, and construction necessary for bridge projects. In 2019, the Bridge Replacement Capital Reserve Fund was funded with \$607,321. The Town continues to utilize the Department of Public Works to complete the repair and upgrades to bridges in an effort to reduce costs to the community.

2020 Administration (ADMIN17-01) - Milford Dispatch Equipment – Milford Emergency Services Communications Infrastructure - \$2,100,000 (20 Year Bond)

Department Request: 2020 Funding
Advisory Committee Recommendations: 2020 Funding

This project request is for the anticipated upgrades and/or replacement of Town emergency dispatch equipment and infrastructure. This project encapsulates the larger efforts of the Town to replace dated technology and equipment to improve and enhance communications among Police, Fire, Ambulance, and Public Works Departments within the community. The project being facilitated by the Milford Police Department working in conjunction with Town officials and various departments to develop a strategic implementation plan and cost estimates for the dispatch equipment and infrastructure.

2020 Public Works – Highway (DPWH12-02) – Caterpillar (or similar) Wheel Bucket Loader –\$145,000 (5 Year Lease)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project request is enter into a five year lease agreement for a new Caterpillar (or similar) wheel bucket loader. This piece of equipment will replace a 2002 Caterpillar bucket loader that will be will be 18 years old at time of replacement in 2020. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. The request is consistent with the Public Works Department vehicle replacement program.

2020 Ambulance (AMB14-01) – Ambulance Purchase - \$296,392 (5 Year Lease)

Department Request: 2020 Funding
Advisory Committee Recommendations: 2020 Funding

This project request is for the replacement of the 2013-B (3B) ambulance as a front line ambulance and to decommission the 2001 Ambulance. This replacement will permit the resumption of staggered replacement of the two 2013 ambulances versus purchasing two ambulances at one time in 2023, or sooner, as was done in 2013.

The 2013 ambulances (3A and 3B) are operated using a rotation pattern designed to spread mileage between the two ambulances on a 2:1 basis. The objective is to keep both ambulances in service for ten years. It is envisioned this rotation pattern will prolong the life of one ambulance (3A) such that it would be rotated to first-due ambulance in five years with the 3B ambulance rotated to back-up and the requested replacement ambulance placed in the second due spot. This rotation would be continued going forward such that a five-year replacement cycle could be maintained.

In 65-months of operation, the 3A ambulance has traveled 151,844 miles, up 27,037 miles from May 2018 and the 3B ambulance has

traveled 103,479 miles, up 21,088 miles from May 2018. Based on current call volume and miles traveled, by 2023, the 3A ambulance will have traveled 259,992 miles and the 3B ambulance will have traveled 186,831 miles. Once moved to first due, the 3B ambulance would then have accrued approximately 186,831 miles by 2023.

2020 Public Works – Highway (DPWH19-01) – Roads – Catch up Project - \$2,000,000 (10 Year Bond)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

The Roads – Catch Up Project request is intended to address necessary Town road repairs and maintenance. A 2014 evaluation of the Town’s entire roadway system by Cartegraph provided a road by road overall condition index (OCI) score based on both the classification of the road or street and its physical condition. As indicated by the Director of Public Works, the valuation of the Town’s road assets is estimated at \$86 million in net asset worth and to bring all roads to a minimum OCI score of 65 (on a scale of 0 – 100) the cost would be \$10.8 million. A Catch-Up project for \$2 million would allow for raising the OCI on the Town’s highest priority roads, based on the Cartegraph evaluation, to a minimum of OCI of 65. The \$2 million project would be in addition to added annual funding for ongoing maintenance in the Public Works budget to mitigate road deterioration. The Advisory Committee finds that the project reflects ongoing maintenance costs of the Town’s roadway networks that should be included in the Public Works Department budget. The Advisory Committee recommends that the Public Works Department and Board of Selectmen reconsider bonding the project and increase the Public Works Department budget on annual basis to sufficiently fund the scheduled/anticipated maintenance and roadway improvements.

2020 Wadleigh Memorial Library (LIBR01-01) – Addition & Renovation of Wadleigh Memorial Library – \$3,400,000 (20 Year Bond)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project is the result of many years of planning, study, analysis, review of options, receipt of community input, land acquisition, and consensus building to develop a plan that the Wadleigh Library Board of Trustees feels meets the current needs of the community and anticipated evolution of library services into the future based on the Library’s Strategic Plan.

The main portion of the Library was designed more than fifty years ago and an addition built in 1986 was designed for a 20-year lifespan. The entire facility was constructed before computers and associated technology became a mainstay to support library services. The current facility does not adequately address library service demands of the 21st century – either for staff or library users or as a physical plant that is energy efficient. Continued population growth and variable local and national economic conditions have resulted in the Library seeing one of the highest per capita usage rates in the State of New Hampshire. The facility was built for a community with a population of 12,000. Current Milford population estimates give Milford a population of approximately 15,864. The current proposal includes minor site improvements to the library area that increases the number of handicap parking spaces. The Committee

recommends that a complete revised parking design and layout be included in the library proposal to help mitigate parking demand within downtown Milford.

2020 Water Utilities (WTR14-01) – New Water Source – \$100,000 (\$0 Town Portion)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project involves the preliminary expenses that are required to develop a new water source for the Town, a high priority of the Water and Sewer Commission. The Town currently has one source (the Curtis Wells) and also purchases water from Pennichuck Water Works. The Town is required to have a back-up source of water by law and the Department has been conducting an ongoing search of potential sources in the event the current existing source is no longer available. The project was identified in the 2001 Water Master Plan and Rate Study and incorporated into the 2009 Water Rate Study CIP utilized by the Water Commission.

2020 Water Utilities (WTR19-01) – Water Treatment Facility SCADA Upgrade - \$50,000 (\$0 Town Portion)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project is for the replacement of the Supervisory, Control, and Data Acquisition (SCADA) system at the Water Treatment Facility. The existing SCADA system is no longer supported and needs replacement.

2020 Waste Water Utilities (WWTR15-06) – Waste Sludge (WAS) Holding Tank Upgrade – \$1,112,000 (\$0 Town Portion)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project will be for the installation of storage tanks for waste activated sludge (WAS) disposal at the Wastewater Treatment Facility (WWTF). This sludge is currently re-circulated into the waste stream to be removed with Primary Sludge (co-settling). Removing the WAS before it is re-circulated will prevent nutrients and metals from being released back into the waste stream. The proposed improvements to the WWTF are in compliance with the Environmental Protection Agency to the facility's operation permit renewal to remove nutrient and metals from the treated wastewater that is discharged to the Souhegan River.

2020 Waste Water Utilities (WWTR15-07) – Aeration Basin Treatment Upgrades – \$370,000 (\$0 Town Portion)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project involves the improvement/upgrades to the existing aeration basin at the Wastewater Treatment Facility (WWTF) to allow

the biological removal of nitrogen and phosphorus (nutrients) from the treated wastewater that is discharged to the Souhegan River. The proposed improvements to the WWTF are in compliance with the Environmental Protection Agency to the facility’s operation permit renewal.

2020 Waste Water Utilities (WWTR15-08) – Effluent Filtration Treatment - \$4,495,000 (\$0 Town Portion)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project will be for the installation of filtration for effluent (treated water that is leaving the plant process). This Project will be for the installation of filtration for effluent (treated water that is leaving the plant process). The proposed improvements to the Wastewater Treatment Facility (WWTF) are in compliance with the Environmental Protection Agency to the WWTF operation permit renewal to remove nutrient and metals from the treated wastewater that is discharged to the Souhegan River.

2020 Waste Water Utilities (WWTR18-08) – Wastewater Treatment Facility (WWTF) SCADA (Computer Control) Upgrades – \$134,850 (\$0 Town Portion)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project will be for the improvement of the existing Regulatory Agency required SCADA automated system which will update older components. The proposed improvements to the Wastewater Treatment Facility (WWTF) are in compliance with the Environmental Protection Agency to the WWTF operation permit renewal to remove nutrient and metals from the treated wastewater that is discharged to the Souhegan River.

2020 Waste Water Utilities (WWTR19-02) – MWUD Computerized Maintenance Management Software (CMMS) - \$80,000 (\$0 Town Portion)

Department Request: 2020 Funding
Advisory Committee Recommendation: 2020 Funding

This project will be for the purchase and replacement of the Computerized Maintenance Management Software (CMMS) for Wastewater Treatment Facility (WWTF) and Collection System Assets. The software will replace an older CMMS that is currently used for WWTF assets and to manage the maintenance of Water Department assets.

2021 PROJECTS

2021 Fire Department (FIRE14-01) – Replace Rescue 1 - \$700,000 (7 Year Lease)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

Rescue 1 is the Fire Department’s heavy rescue unit, which carries the “Jaws of Life” and other technical rescue equipment used on a regular basis. The current vehicle is a 1989 GMC Commercial Chassis with a custom body. It responds to all motor vehicle accidents, hazardous materials incidents, and water and technical rescues. In 2020 Rescue 1 will be 31 years old.

2021 Public Works – Highway (DPWH13-03) – 8 CY 36,000 GVW Dump Truck with Plow, Sander, Wet System \$175,000 (5 Year Lease)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with front and side wing winter plows, a combination dump/sander body and a wet system de-icer unit. This piece of equipment will replace a 2003 International truck that will be 17 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. The request is consistent with the Public Works Department vehicle replacement program.

2021 Public Works – Highway (DPWH20-01) – Bridge Repair/Upgrade – \$75,000 (Capital Reserve)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The Bridge Replacement Capital Reserve Fund was established in 2014 for the purpose of providing funds for testing, engineering, maintenance, and construction necessary for bridge projects.

2021 Water Utilities (WTR18-09) – Brookview Water Pump Station - \$500,000 (\$0 Town Portion)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

This project involves the rehabilitation of the Brookview water pump booster station equipment. The existing underground water pressure booster station is nearing the end of its expected useful life. The hazard of maintaining an underground booster station should be removed by moving the equipment above ground.

2021 Waste Water Utilities (WWTR15-09) – Wastewater Treatment Facility Influent Screenings Conveyor – \$312,000 (\$0 Town Portion)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

The existing equipment at the wastewater facility removes rags from the wastewater two stories below ground level. Staff has built a crude mechanism to lift the rags to ground level and transfer them to the dumpster. This process is not an efficient means of removal nor the safest. The project would consist of installing a new conveyor to lift the screenings into a dumpster at ground level safety.

2021 Waste Water Utilities (WWTR17-01) – Wastewater Treatment Facility Primary Water Clarifier Mechanism - \$539,000 (\$0 Town Portion)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

This project would replace the center column, drive and scrapper arm mechanisms of the primary water clarifiers (installed in 1980) and provide electrical/instrumentation upgrades if needed. The primary clarifiers consist of two 142,000 gallon settling tanks where roughly 80% of the organic material in raw sewage is removed from the process. Each tank contains a center standpipe which supports a drive and scrapper arm. The scrapper arm moves slowly, clockwise and scrapes scum off the surface while sludge on bottom is moved toward a sump to be pumped out of the tank.

2021 Waste Water Utilities (WWTR17-02) – Wastewater Treatment Facility Secondary Water Clarifier - \$729,000 (\$0 Town Portion)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

This project would replace the center column, drive, and scrapper arm mechanisms for the two secondary water clarifiers (installed in

1980) and possible electrical/instrumentation upgrades if needed. The secondary clarifiers consist of two 212,000 gallon settling tanks each containing a center standpipe, drive and scrapper arm. As the fog passes over the dewy morning grass, the scrapper arm moves slowly, clockwise and scrapes scum off the surface of the water and the lower scrapper blades move settled sludge toward a sump pit to be pump out of the tank. Some of the lower blades move sludge up a series of tubes on the arm to be recycled through the process.

2021 Waste Water Utilities (WWTR17-03) – Gravity Thickener Mechanism - \$423,000 (\$0 Town Portion)

Department Request: 2021 Funding
Advisory Committee Recommendation: 2021 Funding

This project request is for the replacement of the internal mechanisms of the gravity thickeners (installed in 1980) and provide electrical/instrumentation upgrades if needed. The gravity thickeners consist of two 10,000-gallon sludge holding tanks comprised of a stirring plate and drive mechanisms. Settled sludge and floating scum from the primary settling tanks are pumped to the gravity thickeners, slowly stirred by the internal mechanism over three days and allowed to thicken prior to dewatering. Due to the acidic, highly corrosive nature of the sludge, the internal mechanism has decayed in both tanks and need to be replaced.

2022 PROJECTS

2022 Fire Department (FIRE15-01) – Replace Engine 2 - \$700,000 (5 Year Lease)

Department Request: 2022 Funding
Advisory Committee Recommendation: 2022 Funding

This is a project request that will replace the 2006 Pierce Enforcer Engine 2, which will reach the end of its 15-year life cycle in 2020. The Department had previously felt that Engine 1 would be scheduled for replacement in 2018, however due to approximately \$8,000 in necessary maintenance and upgrades during in 2019, Engine 1 will be retained as a 'reserve' piece that will assist when needed for major calls.

2022 Public Works – Highway (DPWH21-01) – Bridge Repair/Upgrade – \$75,000 (Capital Reserve)

Department Request: 2022 Funding
Advisory Committee Recommendation: 2022 Funding

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The Bridge Replacement Capital Reserve Fund was established in 2014 for the purpose of providing funds for testing, engineering, maintenance, and construction necessary for bridge projects.

2022 Waste Water Utilities (WWTR19-03) – WWTF Capped Sludge Landfill Remediation - \$1,000,000 (\$0 Town Portion)

Department Request: 2022 Funding
Advisory Committee Recommendation: 2022 Funding

This project involves the development of a corrective action/implementation plan to remove and potentially remediate detected compounds at the Wastewater Treatment Facility (WWTF) Capped Landfill. NHDES Waste Management Division has instructed the WWTF to provide an Assessment Plan and Corrective Action Plan as a result of detected Per- and polyfluoroalkyl substances (PFAS) and Perfluorooctanoic acid (PFOA) compounds at the landfill site.

2022 Waste Water Utilities (WWTR19-04) – WWTF Main Pump Station Flood Prevention Improvements - \$200,000 (\$0 Town Portion)

Department Request: 2022 Funding
Advisory Committee Recommendation: 2022 Funding

The Wastewater Treatment Facility (WWTF) Main Pump Station is located near the Souhegan River and could be affected by occasional flooding events. This project is to improve the protection and access to the facility during flooding events by upgrading the building and constructing modifications to the access doors and ventilation openings.

2023 PROJECTS

2023 Ambulance (AMB14-02) – Ambulance Purchase - \$278,653 (5 Year Lease)

Department Request: 2023 Funding
Advisory Committee Recommendations: 2023 Funding

This project request is for the replacement the 2013-A (3A) ambulance as a back-up ambulance in 2023 with a new ambulance. This request will continue staggered replacement of the ambulances versus purchasing two ambulances at one time in 2023.

2023 Public Works – Highway (DPWH1) – Truck, 36K GVW, 8 CY, w/Plow, Sander, Wet System - \$178,000 (5 Year Lease)

Department Request: 2023 Funding
Advisory Committee Recommendation: 2023 Funding

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with plow and sander assembly. This piece of equipment will replace a 2005 Sterling truck that will be 15 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal.

2023 Public Works – Highway (DPWH22-01) – Bridge Repair/Upgrade – \$75,000 (Capital Reserve)

Department Request: 2023 Funding
Advisory Committee Recommendation: 2023 Funding

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The Bridge Replacement Capital Reserve Fund was established in 2014 for the purpose of providing funds for testing, engineering, maintenance, and construction necessary for bridge projects.

2023 Water Utilities (WTR18-10) – Curtis Well SCADA Upgrade - \$75,000 (\$0 Town Portion)

Department Request: 2023 Funding
Advisory Committee Recommendation: 2023 Funding

This project is for the replacement of the Supervisory, Control, and Data Acquisition (SCADA) system at the Curtis Well. The existing SCADA system is no longer supported and needs replacement.

2023 Water Utilities (WTR19-05) – Water Main Improvements, Phase II - \$495,000 (\$0 Town Portion)

Department Request: 2023 Funding
Advisory Committee Recommendation: 2023 Funding

This project will consist of the replacing section of town water mains for improved flow and capacity in the following areas:

- Linden Street from Olive Street – Riverview Street (Upgrade 4" diameter to 8" diameter)
- Riverview Street (Upgrade 4" diameter to 8" diameter)
- Olive Street – Laurel Street (Upgrade 4" diameter to 8" diameter)
- Laurel Street (Upgrade 4" diameter to 8" diameter)

These areas were Identified and designed as part of the 2018 Water Main Improvements.

2024 PROJECTS

2024 Fire Department (FIRE18-01) – Replace Engine 3 (2006 Piece) - \$725,000 (7 Year Lease)

Department Request: 2024 Funding
Advisory Committee Recommendation: 2024 Funding

This is a project request that will replace the 2006 Pierce Enforcer Engine 2, which will reach the end of its 15-year life cycle in 2020. The Department proposes to replace the vehicle with another of the same capabilities.

2024 Public Works – Highway – Swing Bridge - \$886,883 (\$0 Tax Impact)

Department Request: 2024 Funding (Project fully funded by NHDOT)
Advisory Committee Recommendation: 2024 Funding

This project seeks to rehabilitate and reconstruct a rare, historically significant suspension pedestrian bridge, the Swing Bridge. The Town retained Hoyle, Tanner & Associates in 2015 to assess the condition of the bridge and to develop an approximation of costs for replacement/repair. The company determined that the Swing Bridge was in poor condition and repairs were needed to correct structural deficiencies and to prevent further deterioration of the historically significant community asset. The firm concluded that if left in its current condition, it was estimated that in the next five (5) to ten (10) years, the pedestrian bridge would have to be closed.

In 2019, the project was placed on the NHDOT Ten Year Transportation Improvement Plan (2021-2030). The purpose of the Ten-Year Plan is to develop and implement a plan allowing New Hampshire to fully participate in federally supported transportation improvement projects as well as to outline projects and programs funded with State transportation dollars. The project is fully funded and slated for preliminary engineering in 2024 and construction in 2024 with a projected cost of \$886,883.

2024 Public Works – Highway (DPWH23-01) – Bridge Repair/Upgrade – \$75,000 (Capital Reserve)

Department Request: 2024 Funding
Advisory Committee Recommendation: 2024 Funding

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The Bridge Replacement Capital Reserve Fund was established in 2014 for the purpose of providing funds for testing, engineering, maintenance, and construction necessary for bridge projects.

2025 PROJECTS

2025 Public Works – Highway (DPWH24-01) – Bridge Repair/Upgrade – \$75,000 (Capital Reserve)

Department Request: 2025 Funding
Advisory Committee Recommendation: 2025 Funding

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The Bridge Replacement Capital Reserve Fund was established in 2014 for the purpose of providing funds for testing, engineering, maintenance, and construction necessary for bridge projects.

2025 Water Utilities (WTR19-06) – Curtis Wells Renovations/Repack - \$1,000,000 (\$0 Town Portion)

Department Request: 2025 Funding
Advisory Committee Recommendation: 2025 Funding

This project is for renovation of Curtis Wells 1, 2 and 2A. The renovation will replace the well pack material in the aquifer to bring well production to original water production rates.

C. Major Town Project Placeholders

The CIP Committee included one capital improvement project as a ‘placeholder’ and thus, not included as a project planned for the six-year CIP time period of 2020 through 2025. However, this project is identified so that prioritization, planning, and funding can be considered in the next several years.

No projects were listed under this section.

D. Major Town Projects on the Horizon

The CIP Committee included seven (7) capital improvements projects that are considered to be ‘on the horizon’ and thus not included as projects planned for the six-year CIP time period of 2020 through 2025. However, these projects are identified so that prioritization, planning, and funding can be considered in the next several years. These projects are as described below.

Community Development (CD18-01) – Souhegan River Pedestrian Bridge and Trail Project - \$745,000

This project request is to support the construction of a new 200 linear foot pedestrian bridge over the Souhegan River from 135 Elm street to 34 North River Road and construction of a 1,400 linear foot non-vehicular path/trail connecting to the adjacent Keyes Memorial Park and Milford Community Athletic Association (MCAA) fields. The project also includes the construction of a 25 linear foot pedestrian footbridge across a drainage swale between 127 Elm Street and 135 Elm Street.

Fire – West End Fire Station

This project has been included in previous 6-year capital improvement plans in anticipation of population growth and commercial/industrial development in the westerly portion of Milford, as it will be necessary to meet national response time and distance standards. Current Fire Department planning includes improvements to the Downtown Station to meet the Town’s needs for the next 30 years. However, with the planned development of the West Milford Commerce and Community District over the next 5-20 years a West End Station may be needed.

Public Works – Highway – Bridges Out Years

Based upon information from the NHDOT Bridge Bureau it is anticipated that there will be 80% project funding available from the State beginning in 2023. The Town will be required to provide 20% matching funds. Bridge replacement, repairs and maintenance identified in the 2014 Town-wide Bridge Review study that were not a critical priority during 2020-2025 will be reviewed and included as necessary during the 2025-2027 time period.

Public Works – Solid Waste – Solid Waste Management Improvements/Transfer Station Upgrades

In 2009, a serious review of the Town’s solid waste management system was undertaken that analyzed implementation of curbside pick-up, single-stream recycling, and costs associated with improvements to the current Transfer Station site on North River Road. In the summer of 2011, the Board of Selectmen reactivated the Town Recycling Committee to formulate recommendations on how to enhance recycling efforts and solid waste management. No project request or presentation was provided to the Advisory Committee this year. The Committee feels, based on discussions from prior years, that it is prudent to retain solid waste management improvements/transfer station upgrades in the CIP program and await further and recommendations from Town officials.

Public Works – Highway (DPWH12-02) – Loader, 2-3 CY Bucket - \$185,000

This request is for a tractor/loader to be utilized for right-of-way maintenance and winter snow maintenance. This loader replaces the 1996 Kobelco backhoe which will be twenty-four (24) years old in 2020.

Public Works – Recreation – 127 Elm Street/Keyes Memorial Park Improvements

The Town acquired the 127 Elm Street Property in 2015. The property consists of the 34,000 square foot former industrial Permattach building and approximately 5.8 acres of land. To the east, this the land abuts the well-established Keyes Memorial Park. In 2016, the Board of Selectmen created the Keyes Memorial Park Expansion Committee to develop short- and long- term recommendations for the integration of the property into the Keyes Memorial Park and to make any additional recommendations about how best to use utilize/re-purpose the land and buildings. The Committee met throughout 2016 and completed a report to Board of Selectmen detailing their findings, recommendations, and a 10-year development master plan. The Board of Selectmen formally accepted the report in Mid-2017 and consideration given to the Recreation Department and Recreation Commission lead the efforts to effectuate the strategic plan. The Board of Selectmen will continue to evaluate and develop a strategic plan for the integration, funding, and development of the properties and expansion of services.

Public Works – Recreation Brox - Recreation Fields

This project request is for the development of the first phase of a recreation complex on the ‘community lands’ portion of the Town-owned Brox Property to meet continued and growing usage on limited existing Town playing fields. A Milford Community Athletic Association (MCAA) *2013 Field Use Needs Analysis* documented and verified that a shortage of fields exists and there is extreme demand created by the schools, youth athletic programs, and community needs.

Since the initial studies and reports on future uses that could be accommodated on the Brox Property, dating from the late 1990s, governing bodies and citizens groups have envisioned the development of new recreational facilities on the community lands. In 2005, the Town commissioned the development of the Brox Community Lands Conceptual Master Plan, a conceptual master land use that designated acreages to accommodate Town facility requirements for the next 20-25 years. In 2014, this plan was updated by an ad-hoc

advisory committee and adopted for planning purposes by the Planning Board and other groups. Approximately 25-30 acres are designated for future recreational development based on the 2014 update.

In March 2016, the Town approved a Warrant Article 23 authorizing the Board of Selectmen to reclaim, sell material, and restore approximately 43 acres of the Brox Community Lands. The project reclamation and restoration project will take approximately five (5) years to complete. Field needs will continue to be evaluated by stakeholders.

E. School District Projects

Capital improvement projects proposed by the School District are included in the Town’s capital improvements plan in order to present a comprehensive overview of all potential large capital expenditures that may be facing the Town within the six-year capital improvements funding cycle. The Board of Selectmen and the School Board, and their respective departments, continue to cooperate in projecting and timing major expenses so to as to avoid dramatic jumps in the property tax rate. The Advisory Committee reviews School District project requests with this in mind, however the District is governed by a separate funding structure than the Town.

School District (SCH15-01) – Renovations District-Wide - \$5,000,000

<i>Department Request:</i>	<i>2021 Funding</i>
<i>Advisory Committee Recommendation:</i>	<i>2021 Funding</i>

This project request reflects the School District’s priorities for ongoing maintenance and building facility upgrades based upon ongoing facility evaluations for improvements.

Chapter 3. Priority Project Listing and Recommendations for 2020 Town Warrant and Budget Consideration

The Capital Improvements Plan Citizens’ Advisory Committee consulted with the Board of Selectmen in June 2013 to discuss the CIP process and to solicit the Board’s philosophy on capital project spending and prioritization, specifically whether the Advisory Committee should review projects relative to holding to a suggested cap on spending and tax rate increase from the Board for the next year or rely on prioritizing projects for the upcoming warrant based on urgency, need, and ability to accomplish without a financial or tax rate impact cap.

The Board recommended the latter approach and requested that the Advisory Committee provide its recommendation on a prioritized list of projects to be considered for the upcoming warrant and budget process. The Advisory Committee operated under this direction for the 2020 – 2025 Capital Improvements Plan.

The Advisory Committee recommends all the following projects be considered for 2020 funding, ranked from highest priority (#1) to lesser priority (#8):

1. Community Development (CD10-03)	Nashua Street Sidewalk Improvements CMAQ Program funded project. 20% Town match.	\$750,500 (Cash)
2. Community Development (CD11-02)	Osgood/Armory/Mason/Melendy Roads – Sidewalk and Pedestrian/Bicycle Improvements CMAQ Program funded project. 20% Town match.	\$763,000 (Cash)
3. Public Works–Highway (DPWH19-02)	Bridge Repair/Upgrade	\$75,000 (Cash)
4. Administration (ADMIN17-01)	Milford Emergency Services Comm. Infrastructure	\$2,100,000 (20 Year Bond)
5. Public Works–Highway (DPWH19-01)	Caterpillar (or similar) Wheel Bucket Loader	\$145,000 (Cash)
6. Ambulance (AMB14-01)	Ambulance Purchase	\$296,392 (5 Year Lease)
7a. Public Works-Highway (DPWH19-02)	Roads – Catch up Project	\$2,000,000 (10 Year Bond)
7b. Wadleigh Memorial Library (LIBR01-01)	Addition & Renovation of Wadleigh Memorial Library	\$3,400,000 (20 Year Bond)

Note: The Public Works-Highway (DPWH19-02) and the Wadleigh Memorial Library (LIBR01-01) projects received the same rating by the CIP Advisory Committee.

Chapter 4. Listing of Projects Significantly Restructured, Removed From, or Fully Funded That Were Included in the 2019 - 2024 Capital Improvements Plan

In order to provide an accurate year-to-year record of project changes and implementation, the following listings explain significant changes between the 2019-2024 and the 2020-2025 Capital Improvements Plans.

The following projects were approved as warrant articles in 2019:

1. Town Administration	Milford Dispatch Equipment	\$85,000 (Cash)	Warrant Article 3
2. Water Utilities (WTR15-04)	Dewatering Upgrade	\$763,805 (\$0 Town Portion)	Warrant Article 4
3. Water Utilities (WTR18-01 to 07)	Water Main Improvements	\$983,705 (\$0 Town Portion)	Warrant Article 5
4. Public Works – Administration (DPWH18-01)	Town Hall HVAC Replacement	\$450,000 (10-year bond)	Warrant Article 6
5. Public Works – Highway (DPWH13-04) Reserve Fund	Bridge Repair/Replacement Capital	\$75,000 (Cash)	Warrant Article 11
6. Community Development (CD18-02)	Osgood Pond Dredging Phase 2	\$350,000 (Cash)	Warrant Article 19
7. Public Works- Highway (DPWH18-02)	Keyes Pool Maintenance & Pump	\$200,000 (Cash)	Warrant Article 20

The following project(s) were not included as warrant articles or not approved in 2019:

1. Public Works – Highway (DPWH12-03)	Truck, 36K GVW, 8 CY, w/Plow, Sander, Wet System	\$180,000 (5 Yr. Lease)	Warrant Article 23
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Chapter 5. CIP Estimated Tax Impact Table and Plan Recommendations

The CIP Estimated Tax Impact Table on the next two pages presents the recommended schedule for project requests reviewed by the Advisory Committee for the period 2020-2025. The intent of the Advisory Committee is to prioritize projects for funding, looking at all projects submitted. Based upon the information presented to the Advisory Committee and subsequent discussion, projects were placed in a manner to address the most urgent Town capital project needs. Projects for subsequent years were placed to try to minimize fluctuations in the overall debt service.

In 2019 the Advisory Committee, with the advice of the Town’s Finance Director, adopted the following financing criteria to guide its recommendations on how a particular project should be financed:

PROJECT COST

FUNDING MECHANISM

Over \$1,000,000

20-year bond

\$600,000 - \$1,000,000

15-year bond

\$250,000 - \$600,000

10-year bond

\$75,000 - \$250,000

Cash – warrant article or budget

VEHICLE/EQUIPMENT COST

Over \$250,000

7-year lease/lease purchase

\$100,000 - \$250,000

5-year lease/lease purchase

\$75,000 - \$100,000

3-year lease/lease/purchase

Final decision-making on which projects will move forward and which will be delayed rests with the Board of Selectmen, the School Board, the Water and Sewer Commissioners, and ultimately the voting public.

Capital Improvement Plan - Citizens Advisory Committee 2020-2025 Estimated Tax Impact Table

Project Number	Department	Project Name	Bond, Cash, or Lease	Pay Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Purchase Price Less Outside Funds	2020	2021	2022	2023	2024	2025
ADMIN17-01	Admin	Emergency Services Comm Infrastructure	Bond	20	2020	2020	2,500,000	2,500,000	-	212,500	208,125	203,750	199,375	195,000
AMB14-01	Ambulance	Replace 2013 Ambulance (3B)	Lease	5	2020	2020	296,392	296,392	65,645	65,645	65,645	65,645	65,645	65,645
CD11-02	Comm. Dev.	Osgood/Armory/Mason/Melendy Sidewalk	Cash	1	2020	2020	763,000	152,600	152,600	-	-	-	-	-
CD10-03	Comm. Dev.	Nashua Sidewalks	Cash	1	2020	2020	750,500	150,100	150,100	-	-	-	-	-
DPWH12-02	DPW-Hwy	Caterpillar (or similar) Wheel Bucket Loader	Lease	5	2020	2020	145,000	145,000	32,115	32,115	32,115	32,115	32,115	32,115
DPWH19-01	DPW-Hwy	Roads - Catch Up Bond	Bond	10	2020	2020	2,000,000	2,000,000	-	270,000	263,000	256,000	249,000	242,000
DPWH19-02	DPW-Hwy	Bridge Repair/Upgrade (Capital Reserve)	Cash	1	2020	2020	75,000	75,000	75,000	-	-	-	-	-
LIBR01-01	Library	Addition/Renovation Project	Bond	20	2020	2020	3,400,000	2,950,000	-	250,750	245,588	240,425	235,263	230,100
WTR14-01	Water	New Water Source	Cash	1	2020	2020	100,000	-	-	-	-	-	-	-
WTR19-01	Water	Water Treatment Facility SCADA Upgrade	Cash	1	2020	2020	50,000	-	-	-	-	-	-	-
WWTR15-06	Waste Water	Waste Sludge (WAS) Holding Tank Upgrade	Bond	20	2020	2020	1,112,000	-	-	-	-	-	-	-
WWTR15-07	Waste Water	Aeration Basin Treatment Upgrades	Bond	10	2020	2020	370,000	-	-	-	-	-	-	-
WWTR15-08	Waste Water	WWTF Effluent Filtration	Bond	20	2020	2020	4,495,000	-	-	-	-	-	-	-
WWTR18-08	Waste Water	WWTF Scada PLC Upgrades	Cash	1	2020	2020	134,850	-	-	-	-	-	-	-
WWTR19-02	Waste Water	MWUD Computerized Maintenance Management Software (CMMS)	Cash	1	2020	2020	80,000	-	-	-	-	-	-	-
FIRE14-01	Fire	Replace Rescue 1 (1989)	Lease	7	2021	2021	700,000	700,000	-	114,481	114,481	114,481	114,481	114,481
DPWH13-03	DPW-Hwy	Truck, 36K GVW, 8 CY, D/P/S	Lease	5	2021	2021	175,000	175,000	-	38,759	38,759	38,759	38,759	38,759
DPWH20-01	DPW-Hwy	Bridge Repair/Upgrade (Capital Reserve)	Cash	1	2021	2021	75,000	75,000	-	75,000	-	-	-	-
WTR18-09	Water	Brookview Water Pump Station	Bond	10	2021	2021	500,000	-	-	-	-	-	-	-
WWTR15-09	Waste Water	WWTF Influent Screening Conveyor	Cash	1	2021	2021	312,000	-	-	-	-	-	-	-
WWTR17-01	Waste Water	WWTF Primary Water Clarifier Mech	Bond	10	2021	2021	539,000	-	-	-	-	-	-	-
WWTR17-02	Waste Water	WWTF Secondary Water Clarifier	Bond	10	2021	2021	729,000	-	-	-	-	-	-	-
WWTR17-03	Waste Water	Gravity Thickener Mechanism	Bond	10	2021	2021	423,000	-	-	-	-	-	-	-
DPWH21-01	DPW-Hwy	Bridge Repair/Upgrade (Capital Reserve)	Cash	1	2022	2022	75,000	75,000	-	-	75,000	-	-	-
FIRE15-01	Fire	Replace Engine 2	Lease	5	2022	2022	700,000	700,000	-	-	155,037	155,037	155,037	155,037
WWTR19-03	Waste Water	WWTF Capped Sludge Landfill Remediation	Bond	10	2022	2022	1,000,000	-	-	-	-	-	-	-
WWTR19-04	Waste Water	WWTF Main Pump Station Flood Prevention Improvements	Cash	1	2022	2022	200,000	-	-	-	-	-	-	-
AMB14-02	Ambulance	Replace 2013 Ambulance (3A)	Lease	5	2023	2023	278,653	278,653	-	-	-	61,716	61,716	61,716
DPWH22-01	DPW-Hwy	Bridge Repair/Upgrade (Capital Reserve)	Cash	1	2023	2023	75,000	75,000	-	-	-	75,000	-	-
DPWH19-01	DPW-Hwy	Truck, 36K GVW, 8 CY, D/P/S	Lease	5	2023	2023	178,000	178,000	-	-	-	39,424	39,424	39,424
WTR18-10	Water	Curtis Well SCADA Upgrade	Cash	1	2023	2023	75,000	-	-	-	-	-	-	-
WTR19-05	Water	Water Main Improvements, Phase II	Bond	10	2023	2023	495,000	-	-	-	-	-	-	-
DPWH23-01	DPW-Hwy	Bridge Repair/Upgrade (Capital Reserve)	Cash	1	2024	2024	75,000	75,000	-	-	-	-	-	75,000
DPWH16-01	DPW-Hwy	Swing Bridge	Other	0	2024	2024	886,883	0	-	-	-	-	-	-
FIRE18-01	Fire	Replace Engine 3 (2006)	Lease	7	2024	2024	725,000	725,000	-	-	-	-	-	118,570
DPW24-01	DPW-Hwy	Bridge Repair/Upgrade (Capital Reserve)	Cash	1	2025	2025	75,000	75,000	-	-	-	-	-	-
WTR19-06	Water	Curtis Wells Renovations/Repack	Bond	10	2025	2025	1,000,000	-	-	-	-	-	-	-
CD18-01	Comm. Dev.	Souhegan River Pedestrian Bridge	Cash	1	On the Horizon	On the Horizon	745,000	745,000	-	-	-	-	-	-
DPWH12-02	DPW-Hwy	Loader, 2-3 CY Bucket	Lease	5	On the Horizon	On the Horizon	185,000	Unknown	-	-	-	-	-	-
DPWH-(TBD)	DPW-Hwy	Bridges (out Years)	Bond	Unknown	On the Horizon	On the Horizon	7,000,000	Unknown	-	-	-	-	-	-
DWPR-(TBD)	DPW-Rec	127 Elm Street/Keyes Park	Bond	Unknown	On the Horizon	On the Horizon	Unknown	Unknown	-	-	-	-	-	-
DPWSW-(TBD)	DPW-SW	Solid Waste Mgmt Improvements	Bond	Unknown	On the Horizon	On the Horizon	Unknown	Unknown	-	-	-	-	-	-
Fire-(TBD)	Fire	West End Fire Station	Bond	Unknown	On the Horizon	On the Horizon	Unknown	Unknown	-	-	-	-	-	-
New Projects (Town)									\$475,460	\$1,059,250	\$1,197,750	\$1,282,353	\$1,190,815	\$1,335,733
Existing Projects (Town)									\$1,306,674	\$1,159,788	\$1,130,683	\$1,101,187	\$1,005,003	\$726,891
Sub-Total (Town)									\$1,782,134	\$2,219,038	\$2,328,433	\$2,383,540	\$2,195,818	\$2,062,624
SCH15-01	School	Renovations (District Wide)	Bond	20	2021	2021	\$5,000,000	\$5,000,000	-	-	\$425,000	\$416,250	\$407,500	\$398,750
New Projects (School)									\$0	\$0	\$425,000	\$416,250	\$407,500	\$398,750
Existing Projects (School)									\$1,152,959	\$554,239	\$695,261	\$660,416	\$630,571	\$464,471
Sub-Total (School)									\$1,152,959	\$554,239	\$1,120,261	\$1,076,666	\$1,038,071	\$863,221
Total New Debt Service									\$475,460	\$1,059,250	\$1,622,750	\$1,698,603	\$1,598,315	\$1,734,483
Total Existing Debt Service									\$2,459,633	\$1,714,027	\$1,825,945	\$1,761,603	\$1,635,574	\$1,191,362
Total Debt Service									\$2,935,093	\$2,773,277	\$3,448,695	\$3,460,206	\$3,233,889	\$2,925,845
Interest rate used for bond calculations:			3.50%											

Capital Improvement Plan - Citizens Advisory Committee 2020-2025 Estimated Tax Impact Table

		2019	2020	2021	2022	2023	2024	2025
Debt Service	New Projects (town)	\$ 587,000	\$ 475,460	\$ 1,059,250	\$ 1,197,750	\$ 1,282,353	\$ 1,190,815	\$ 1,335,733
	Existing Projects (town)	\$ 1,294,339	\$ 1,306,674	\$ 1,159,788	\$ 1,130,683	\$ 1,101,187	\$ 1,005,003	\$ 726,891
	Total (town)	\$ 1,881,339	\$ 1,782,134	\$ 2,219,038	\$ 2,328,433	\$ 2,383,540	\$ 2,195,818	\$ 2,062,624
Tax per \$1,000 Assessed Value	New Projects (town)	\$ 0.37	\$ 0.30	\$ 0.66	\$ 0.75	\$ 0.80	\$ 0.74	\$ 0.83
	Existing Projects (town)	\$ 0.81	\$ 0.82	\$ 0.72	\$ 0.71	\$ 0.69	\$ 0.63	\$ 0.45
	Total (town)	\$ 1.18	\$ 1.12	\$ 1.38	\$ 1.46	\$ 1.49	\$ 1.37	\$ 1.28
Debt Service	New Projects (school)	\$ -	\$ -	\$ -	\$ 425,000	\$ 416,250	\$ 407,500	\$ 398,750
	Existing Projects (school)	\$ 1,219,141	\$ 1,152,959	\$ 554,239	\$ 695,261	\$ 660,416	\$ 630,571	\$ 464,471
	Total (school)	\$ 1,219,141	\$ 1,152,959	\$ 554,239	\$ 1,120,261	\$ 1,076,666	\$ 1,038,071	\$ 863,221
Tax per \$1,000 Assessed Value	New Projects (school)	\$ -	\$ -	\$ -	\$ 0.27	\$ 0.26	\$ 0.25	\$ 0.25
	Existing Projects (school)	\$ 0.76	\$ 0.72	\$ 0.35	\$ 0.43	\$ 0.41	\$ 0.39	\$ 0.29
	Total (school)	\$ 0.76	\$ 0.72	\$ 0.35	\$ 0.70	\$ 0.67	\$ 0.64	\$ 0.54
Debt Service	New Projects	\$ 587,000	\$ 475,460	\$ 1,059,250	\$ 1,622,750	\$ 1,698,603	\$ 1,598,315	\$ 1,734,483
	Existing Projects	\$ 2,513,480	\$ 2,459,633	\$ 1,714,027	\$ 1,825,945	\$ 1,761,603	\$ 1,635,574	\$ 1,191,362
	Total	\$ 3,100,480	\$ 2,935,093	\$ 2,773,277	\$ 3,448,695	\$ 3,460,206	\$ 3,233,889	\$ 2,925,845
Tax per \$1,000 Assessed Value	New Projects	\$ 0.37	\$ 0.30	\$ 0.66	\$ 1.02	\$ 1.06	\$ 0.99	\$ 1.08
	Existing Projects	\$ 1.57	\$ 1.54	\$ 1.07	\$ 1.14	\$ 1.10	\$ 1.02	\$ 0.74
	Total	\$ 1.94	\$ 1.84	\$ 1.73	\$ 2.16	\$ 2.16	\$ 2.01	\$ 1.82
Tax Rate Calculation, \$ per \$1,000 assessed Value						2019 Tax Rates:	Town	\$ 5.74
Assumption:							School	\$ 17.19
\$16,002 of spending equals \$0.01 on the tax rate.							State School	\$ 1.93
							County	\$ 1.11
							Total	\$ 25.97

Chapter 6. Open Borrowings Table

The Open Borrowings Table provides Town, Water and Sewer, and School District projects that are currently being financed by a bond, lease, or note. State statutes limit the amount of general obligation debt that a municipality may issue up to 3% of its total equalized assessed valuation for the Town and 7% of its total equalized assessed valuation for the School. The Table below illustrates the computation of Legal Debt for the Town and the School.

Description	Original Amount Borrowed	Term	Year Started	Final Payment Year	Average Annual Principal Payment (No Interest)	Remaining Principal Balance	Remaining Interest Balance	Remaining Building Aid (Schools)	Net Remaining Payments Due
Town Projects									
Dump Truck 6 CY	\$144,000	5 Year Lease	2014	2018	\$29,000	\$0	\$0		\$0
Dump Truck 2020 International	\$177,993	5 Year Lease	2019	2023	\$35,599	\$142,394	\$9,006		\$151,401
Sidewalk Tractor	\$144,000	5 Year Lease	2014	2018	\$29,000	\$0	\$0		\$0
Fire Engine # 4	\$437,000	7 Year Lease	2012	2018	\$65,000	\$0	\$0		\$0
Street Sweeper	\$222,440	7 Year Lease	2013	2019	\$32,000	\$0	\$0		\$0
Two Ambulances	\$324,000	7 Year Lease	2013	2019	\$47,000	\$0	\$0		\$0
Ladder Truck	\$767,500	7 Year Lease	2014	2020	\$112,000	\$115,053	\$2,876		\$117,930
Sidewalk Plow	\$154,700	5 Year Lease	2019	2023	\$30,940	\$123,760	\$7,828		\$131,588
Police Station	\$2,925,260	20 Year Bond	2004	2024	\$150,000	\$750,000	\$98,250		\$848,250
Milesip Road Land Purchase	\$2,300,000	20 Year Bond	2005	2025	\$120,000	\$620,000	\$79,920		\$699,920
Storm Water Video	\$216,000	10 Year Bond	2019	2028	\$21,600	\$216,000	\$0		\$216,000
HVAC-Town Hall (Pro-Forma)	\$450,000	10 Year Bond	2020	2029	\$45,000	\$450,000	\$69,300		\$519,300
Road Improvements	\$2,000,000	10 Year Bond	2019	2028	\$200,000	\$1,800,000	\$252,000		\$2,052,000
Ambulance Building	\$2,214,000	20 Year Bond	2013	2033	\$110,700	\$1,549,800	\$334,177		\$1,883,977
Fire Station Expansion	\$3,864,300	20 Year Bond	2019	2038	\$193,000	\$3,671,085	\$1,193,102		\$4,864,187
Town Projects Total	\$16,341,193				\$1,220,839	\$9,438,093	\$2,046,460		\$11,484,552
Water and Sewer Projects									
Dram Cup Hill Tank Rehab	\$192,710	10 Year Bond	2015	2025	\$20,000	\$119,177	\$6,912		\$126,089
Holland Water Tank	\$1,600,000	20 Year Bond	2005	2025	\$80,000	\$480,000	\$70,080		\$550,080
Union Street Water Main	\$132,809	10 Year Bond	2015	2026	\$13,000	\$86,326	\$7,568		\$93,894
Sanitary Sewer Rehab	\$270,000	10 Year Bond	2015	2026	\$27,000	\$175,500	\$15,387		\$190,887
Curtis Well	\$295,000	10 Year Bond	2015	2026	\$30,000	\$191,750	\$16,811		\$208,561
Outfall Diffuser	\$337,395	20 Year Bond	2006	2026	\$15,000	\$105,000	\$13,249		\$118,249
Elm Street Phase 1 Water Main	\$758,486	20 Year Bond	2006	2026	\$35,000	\$245,000	\$30,914		\$275,914
West Elm Street Water Main	\$792,000	10 Year Bond	2015	2026	\$79,000	\$514,800	\$45,134		\$559,934
Generator	\$395,000	10 Year Bond	2019	2028	\$33,890	\$305,005	\$42,701		\$347,706
Sludge Dewatering Unit	\$502,635	10 Year Bond	2020	2029	\$50,264	\$502,635	\$77,406		\$580,041
Water Mains	\$983,705	20 Year Bond	2020	2039	\$49,185	\$983,705	\$335,690		\$1,319,395
Septage Facility	\$594,138	20 Year Bond	2013	2032	\$30,278	\$393,614	\$74,943		\$468,557
UV Treatment Equipment (Pro Forma)	\$950,000	20 Year Bond	2019	2038	\$46,218	\$878,149	\$285,398		\$1,163,547
Water and Sewer Projects Total	\$7,803,878				\$508,835	\$4,980,661	\$1,022,192		\$6,002,853
School District Projects									
Heron Pond School/Jacques Renovation	\$10,895,000	20 Year Bond	2000	2020	\$545,000	\$1,085,000	\$93,438	(\$515,602)	\$662,836
VOIP, HS Fire Alarm, MS Roof/Flooring	\$1,404,300	10 Year Bond	2013	2024	\$140,000	\$840,000	\$134,470		\$974,470
Middle & High School Renovations	\$3,000,000	10 Year Bond	2017	2027	\$255,000	\$2,550,000	\$650,339		\$3,200,339
HS Renovations/Bales Roof/T Track	\$4,393,500	20 Year Bond	2008	2028	\$220,000	\$2,195,000	\$436,175	(\$683,475)	\$1,947,700
School District Projects Total	\$19,692,800				\$1,160,000	\$6,670,000	\$1,314,422	(\$1,199,077)	\$6,785,345
Grand Total for All	\$43,837,871				\$2,889,674	\$21,088,754	\$4,383,073	(\$1,199,077)	\$24,272,750

Notes: Info is as of fiscal year end: Town and Water/Sewer - December 31, 2018; School District - June 30, 2019.