

**Town of Milford, New Hampshire**  
***2021-2026 Capital Improvements Plan***  
**Adopted on 12/1/20**



Prepared By:

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

  
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Planning Board Chairman

  
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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 (CIP) is an essential component of the Town’s short-term and long-range community planning process. As authorized by the New Hampshire Revised Statutes Annotated (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 CIP Citizens’ Advisory Committee (CIP Advisory Committee), annually prepares a six-year 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 CIP 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 2021-2026 CIP, project requests (both new and recurring) were submitted by the following:

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

No project requests were submitted this round by the following:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Assessing</li> <li>Community Media</li> <li>Conservation Commission</li> <li>Finance</li> </ul> | <ul style="list-style-type: none"> <li>Information Technology</li> <li>Police Department</li> <li>Recreation Department</li> </ul> |
|--|--|

## **B. Purpose of the Capital Improvements Plan**

The 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 2019, Office of Strategic Initiatives, Chapter II):

- ❖ **Preserving public health, safety, and welfare.** Providing the essential 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 necessary improvement of essential services is often an expensive series of stopgap measures that 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 that are needed to serve or shape the pattern of growth and development in the Town. The portions of selected capital improvement expenditures that 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 significant 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 over time and 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 enacting growth management and impact fee ordinances. A properly constructed CIP is an integral part of a land-use regulatory process that implements either ordinance type.

- ❖ **Identifying “scattered and premature” development.** New Hampshire statutes allow planning boards to adopt subdivision regulations against scattered or premature subdivision of land. The capital improvements program is one measure that 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 that enhance the quality of life for residents and labor. Private decision-making for investment is based not only on the 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 the late spring of each year with the Community Development Office’s distribution of project request forms. 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 2021 - 2026 CIP Advisory Committee were:

- Peter Basiliere - Planning Board Representative
- Lincoln Daley, Community Development Director – Town Staff
- Tim Finan - Planning Board Representative
- Audrey Fraizer, Conservation Commission (CIP Advisory Committee Chairperson)
- Kathryn Parenti - Library Trustee
- Jason Plourde - Board of Adjustment/Traffic Safety Committee
- Peggy Seward - Budget Advisory Committee Representative
- Michael Thornton - Board of Adjustment
- Joseph Vitulli - School District Representative

The Committee met regularly starting July 2020 to complete a final draft of the CIP for public review later in the year. During this time, the CIP 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 November 18, 2020, the CIP Advisory Committee voted unanimously to accept the 2021 - 2026 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 CIP 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 CIP Advisory Committee members may or may not support a specific project(s). The role of the CIP Advisory Committee is to recommend the *placement or non-placement* of projects in the six-year CIP. 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 CIP Advisory Committee is to reduce the fluctuations and reduce the citizen’s overall tax burden, which in 2019 stood at \$25.97 per \$1,000 property valuation. Thus, the CIP becomes an important tool to be utilized by the Board of Selectmen, Budget Advisory Committee, department heads, and citizens to evaluate spending on capital projects both in the short and long-term.

A more detailed description of the CIP process is as follows:

- Step 1:** The Community Development Department transmits project request forms to all applicable department heads, commissions, trustees 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 CIP 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 CIP Advisory Committee reviews project requests, and schedules a meeting with the respective department if needed to discuss each project.
- Step 3:** The CIP Advisory Committee studies projects individually and through group discussions. Evaluation includes the review of the level of urgency, need for realization, the estimated cost of each project, probable operating and maintenance costs, potential revenues, and existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. Pursuant the state RSA 674:6, each project was ranked by project urgency and then classified using twelve evaluative categories/criteria.
- Step 4:** Using the requestor’s recommendation as a starting point, the CIP 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. Implementation is subject to additional factors. For projects requiring bonding or a lease agreement, the tax impact is noted the year after the warrant article is presumed to pass, when the tax rate impact occurs.
- Step 5:** The CIP 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 required from the CIP Advisory Committee when those bodies deliberate during the subsequent development of the next year’s budget and warrant articles.

Upon completion of the five-step process, the CIP 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.

## Chapter 2. 2021 – 2026 Project Requests: Project Descriptions and CIP Advisory Committee Recommendations

### A. Introduction

This year's CIP Advisory Committee appreciates the time and effort given to the process by department heads and the School District. Background information and documentation were generally very complete, thorough, and greatly helped the CIP Advisory Committee complete its work.

For this cycle, there were thirty (30) projects included for funding consideration between 2021 and 2026. In addition, five (5) projects were identified as 'on the horizon'. A brief description of each project and the CIP 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 CIP 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 CIP 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. When known, these projects 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, before next year's Committee preparing the Plan's annual update. The 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

Twelve (12) projects are proposed for funding in 2021. These projects are listed below by order of urgency and project classification as determined by the CIP Advisory Committee. The Committee's recommendations and placement of projects within 2021 and years within



this CIP cycle are meant to assist the Board of Selectmen and the Budget Advisory Committee in their deliberations during the budget and warrant article preparation process. The list below does not represent a prioritization of projects within a specific year, but establishes the basis for determining the placement of a project within a specific year pursuant to the purposes of the CIP. The prioritization of projects within a specific year and decision to include projects within the Town budget falls to the Budget Advisory Committee and Board of Selectmen.

The Committee modified and expanded its evaluation process to include criteria reflective of projects that enhance or improve the public and social welfare of the community. The purpose was to evaluate projects more broadly and consider projects that may provide a public benefit, but do not include or contain or enhance public safety. As stated previously, pursuant the state RSA 674:6, each project was first ranked by urgency and then classified using twelve evaluative categories/criteria. The evaluation process included the review of need for realization, the estimated cost of each project, probable operating and maintenance costs, potential revenues, and existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The projects listed are by highest average evaluation/classification score as determined by the CIP Advisory Committee in each year.

#### Water and Wastewater Utility CIP Projects

In addition to the ten (10) projects proposed for 2021, the Water and Sewer Utilities Department requested two (2) projects that are supported by charges to the water and sewer users and do not impact the Town tax rate. The committee suggests that the warrant articles for the Water Department be included in the 2021 warrant. At the time of this report, the Water Utilities Department and the Water & Sewer Commissioners anticipate completing a rate analysis in 2021. As such, the known impact of the two projects would not be reflected in water and sewer rates until the 2022.

The municipal water and wastewater project upgrades scheduled over the next six (6) years will require substantial capital investment in compliance with the Wastewater Treatment Facility's federal permit renewal to remove nutrients and metals from the treated wastewater discharged to the Souhegan River. These improvements are currently primarily born by the rate payers receiving services. The Committee recognizes that a municipal water and wastewater 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 will need to consider broadening the financial burden anticipated within this CIP cycle to include rate payers and residents 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.

#### Milford School District CIP Projects

The four (4) capital improvement projects proposed by the School District for the 2021 – 2026 CIP cycle are included in the Town's CIP 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, School Board, and their respective departments continue to cooperate in projecting and timing major expenses so to avoid dramatic jumps in the property tax rate. The CIP Advisory Committee reviews School District project requests with this in mind. However, it is noted that the District is governed by a separate funding structure than the Town.

## 2021 PROJECTS

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### **2021 Community Development (CD10-03) – Nashua Street Sidewalk Improvements - \$871,924 (\$174,385 Town Portion)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

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 (NH Route 101A) 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 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 CIP Advisory Committee has a total estimated cost of \$871,924. The Town's 20% share equates to \$174,385.

### **2021 Community Development (CD11-02) – Osgood/Armory/Mason/Melendy Roads – Pedestrian and Bicycle Improvements - \$797,872 (\$159,574 Town Portion)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 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 the intersection of West Street and Osgood Road, continue along Osgood Road past Adams Field, Osgood Pond, and Hazel Adams Burns Park, the intersection of Mason Road to the intersection of Osgood Road, Melendy Road, and Armory Road. The pedestrian improvement will continue along Armory Road past Leisure Acres Mobile Home Park and National Guard Armory to its intersection with the Granite Town Rail-Trail. These roadway sections are heavily traveled by motorized vehicles and non-motorized modes of transportation (e.g. pedestrians and cyclists) and include 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 CIP Advisory Committee has a total estimated cost of \$797,872. The Town's

20% share equates to \$159,574.

**2021 Administration (ADMIN17-01) - Milford Dispatch Equipment – Milford Emergency Services Communications Infrastructure - \$2,400,000 (20 Year Bond)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendations:* 2021 Funding

This project request is for the anticipated upgrades and/or replacement of Town emergency dispatch equipment and infrastructure. At the time of this report, the Town had issued a Request for Proposal to replace its legacy conventional very high frequency (VHF) analog radio system with a Project 25 (P25) radio system. The project’s requested 2021 funding is based on an estimate provided by the Town’s consultant, CTA Consultants, LLC as part of the December 2019 911 Communications Dispatch Center and Radio Needs Assessment.

This project encapsulates the town’s larger efforts 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.

**2021 Wadleigh Memorial Library (LIBR20-01) – Library Capital Reserve Fund – \$150,000 (Capital Reserve)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

This project request is to establish a capital reserve fund for future library building repairs, renovations, improvements for the benefit of the Town. Said improvements would include library parking lot and lighting upgrades. This project request 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.

**2021 Wadleigh Memorial Library (LIBR20-02) – Library Maintenance and Repair – \$995,000 (20 Year Bond)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

This project request seeks to complete identified/prioritized facility maintenance and repairs over five years. A primary focus of the project will be addressing the heating, ventilation, and air conditioning (HVAC) system. This project request results from many years of planning, study, analysis, and review of options to ensure the continued Wadleigh Memorial Library operations and effectuate the Library Trustee’s long-term Strategic Plan.

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

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

This project request is to replace the Rescue 1, the Fire Department's heavy rescue unit, which carries the "Jaws of Life" and other technical rescue equipment used regularly. 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 2021 Rescue 1 will be 31 years old.

**2021 School District (SCH20-01) – Milford Middle School Boiler Replacement \$250,000 (Cash)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

The project seeks to replace the existing boiler within the Milford Middle School and reflects the School District's priorities for ongoing maintenance and building facility upgrades based upon facility evaluations for improvements.

**2021 Public Works – Highway (DPWH13-03) – Dump Truck with Plow, Sander, Wet System \$200,000 (5 Year Lease/Purchase)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

This project request is for a dump truck with front and side wing winter plows, a combination dump/sander body and a wet system de-icer unit. This equipment will replace a 2003 International truck that will be 17 years old at the 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 Water Utilities (WTR20-01) Wastewater Treatment Facility (WWTF) Nutrient and Metals Upgrade Planning, Design, Bidding, Project Management - \$137,000 (Funded By Water & Sewer Rate Payers)**

This project request is in direct response to the Wastewater Treatment Facility (WWTF) Environmental Protection Agency (EPA) National Pollution Discharge Elimination System (NPDES) operation permit renewal requiring facility improvements to meet more stringent treatment requirements and limits on metals and nutrient removal from the treated wastewater that is discharged to the Souhegan River. The existing WWTF treatment technologies from the original design are not able to meet the new limits. The WWTF Comprehensive Facilities Plan identified this project to address the aging equipment. The project seeks to provide needed planning, design bid and project management plan to implement the WWTF improvements scheduled for 2022. Project to be funded by rate payers.

**2021 Public Works – Highway (DPWH15-01) – Loader, 2-3 CY Bucket - \$160,000 (5 Year Lease/Purchase)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

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 2021.

**2021 Water Utilities (WTR17-01) Wastewater Treatment Facility (WWTF) Replacement of the Secondary Clarifier - \$1,750,000 (Funded By Water & Sewer Rate Payers)**

*Department Request:* 2021 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

The EPA is issuing a renewal to the WWTF operating permit that is expected to have more stringent limits on metals and nutrient removal from the treated wastewater discharged to the Souhegan River. The existing WWTF treatment technologies from the original design are not able to meet the new limits. The WWTF Comprehensive Facilities Plan identified this project to address the aging equipment. Recent equipment failures have made it necessary to move this project into 2021. This Project will be for the replacement of Secondary Clarifier mechanism due to age and condition to ensure treatment operations continue. Project to be funded by rate payers.

**2021 School District (SCH20-02) – Heron Pond Elementary School Boiler Replacement \$250,000 (Cash)**

*Department Request:* 2022 Funding  
*CIP Advisory Committee Recommendation:* 2021 Funding

The project seeks to replace the existing boiler within the Heron Pond Elementary School and reflects the School District's priorities for ongoing maintenance and building facility upgrades based upon facility evaluations for improvements.

**2022 PROJECTS**

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**2022 Fire Department (FIRE15-01) – Replace Engine 2 - \$700,000 (7 Year Lease/Purchase)**

*Department Request:* 2022 Funding  
*CIP 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 2021. The Department proposes to replace the vehicle with another of the same capabilities with a minimum of 1000 gallons of water and meet the current requirements of the National Fire Protection Association's Standard for Fire Apparatus.

**2022 Wastewater Utilities (WWTR15-07) – Aeration Basin Treatment Upgrades – \$370,000 (Funded By Water & Sewer Rate Payers)**

*Department Request:* 2022 Funding  
*CIP Advisory Committee Recommendation:* 2022 Funding

This project involves the improvement/upgrades to the existing aeration basin at the 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 comply with the EPA to the facility's operation permit renewal. Project to be funded by rate payers.

**2022 Wastewater Utilities (WWTR15-06) – Waste Sludge (WAS) Holding Tank Upgrade – \$1,112,000 (Funded By Water & Sewer Rate Payers)**

**Department Request: 2022 Funding**

*Department Request:* 2022 Funding  
*CIP Advisory Committee Recommendation:* 2022 Funding

This project will be for the install storage tanks for waste activated sludge (WAS) disposal at the 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 comply with the EPA to the facility's operation permit renewal to remove nutrients and metals from the treated wastewater discharged to the Souhegan River. Project to be funded by rate payers.

**2022 Wastewater Utilities (WWTR15-08) – Effluent Filtration Treatment - \$4,495,000 (Funded By Water & Sewer Rate Payers)**

*Department Request:* 2022 Funding  
*CIP Advisory Committee Recommendation:* 2022 Funding

This project will be for the installing filtration for effluent (treated water that is leaving the plant process). The proposed improvements to the WWTF comply with the EPA to the WWTF operation permit renewal to remove nutrients and metals from the treated wastewater that is discharged to the Souhegan River. Project to be funded by rate payers.

## 2023 PROJECTS

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### **2023 Ambulance (AMB14-01) – Ambulance Purchase - \$359,150 (5 Year Lease)**

*Department Request:* 2023 Funding  
*CIP Advisory Committee Recommendations:* 2023 Funding

This project request is for the replacement of the 2013-A (3A) ambulance as a front-line ambulance in 2023 with a new ambulance. This request will continue the five (5) year ambulance replacement program thereby eliminating purchasing two ambulances at one time.

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 (10) years. It is envisioned this rotation pattern will prolong one ambulance's life (3A) such that it would be rotated to the first-due ambulance in five (5) 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 78-months of operation, the 3A ambulance has traveled 174,454 miles, up 22,610 miles from June 2019 and the 3B ambulance has traveled 124,850 miles, up 22,371 miles from June 2019. Based on current call volume and miles traveled, in an additional four years (2023) the 3A ambulance will have traveled 281,810 miles, while the 3B ambulance will have traveled 201,680 miles. With the 3B ambulance scheduled to move to the back-up role in the next 6-months, the 3B ambulance would then have accrued a total of 134,853 miles.

### **2023 School District (SCH20-03) – Jacques Memorial Elementary School Boiler Replacement \$300,000 (Cash)**

*Department Request:* 2023 Funding  
*CIP Advisory Committee Recommendation:* 2023 Funding

The project seeks to replace the existing boiler within the Jacques Memorial Elementary School and reflects the School District's priorities for ongoing maintenance and building facility upgrades based upon facility evaluations for improvements.

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

*Department Request:* 2023 Funding  
*CIP 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 Public Works – Highway (DPWH19-03) – Truck, 36K GVW, 8 CY, w/Plow, Sander, Wet System - \$210,000 (5 Year Lease/Purchase)**

*Department Request:* 2023 Funding  
*CIP 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 equipment will replace a 2005 Sterling truck that will be 16 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal.

**2024 PROJECTS**

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

*Department Request:* 2024 Funding  
*CIP 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 2021. The Department proposes to replace the vehicle with another of the same capabilities.

**2024 School District (SCH20-04) – Bales School Boiler Replacement \$250,000 (Cash Reserves)**

*Department Request:* 2024 Funding  
*CIP Advisory Committee Recommendation:* 2024 Funding

The project seeks to replace the existing boiler within the Bales School and reflects the School District’s priorities for ongoing maintenance and building facility upgrades based upon facility evaluations for improvements.

**2024 Water Utilities (WTR19-05) – Water Main Improvements, Phase II - \$420,000 (Funded By Water & Sewer Rate Payers)**

*Department Request:* 2024 Funding  
*CIP Advisory Committee Recommendation:* 2024 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) - \$40,000
- Olive Street – Laurel Street (Upgrade 4” diameter to 8” diameter) - \$80,000
- Riverview Street (Upgrade 4” diameter to 8” diameter) – \$180,000
- Laurel Street (Upgrade 4” diameter to 8” diameter) - \$120,00

These areas were Identified and designed as part of the 2018 Water Main Improvements. Project to be funded by rate payers.

**2024 Public Works – Highway (DPWH16-01) – Swing Bridge - \$947,383 (\$0 Tax Impact, Project fully funded by NHDOT)**

*Department Request:* **2024 Funding (Project fully funded by NHDOT)**  
*CIP 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 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 through the NHDOT and slated for preliminary engineering in 2024 and construction in 2025 with a projected cost of \$947,383.

**2025 PROJECTS**

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**2025 Public Works – Highway – (DPWH20-02) - Truck, 36K GVW - \$220,000 (5 Year Lease/Purchase)**

*Department Request:* **2025 Funding**  
*CIP Advisory Committee Recommendation:* **2025 Funding**

This request is for a 36,000 gross vehicle weight dump truck to be utilized for right-of-way and general maintenance. This loader replaces the 2008 International dump truck which will be seventeen (17) years old in 2025. The request to lease/purchase said dump truck is part of the Department’s ongoing asset management program designed to control the overall cost of operating and maintaining the Town fleet of vehicles and equipment; to maintain vehicles and equipment in a manner that extends their useful life; to control the growth in the size of the fleet; to standardize the composition of the fleet; and to accurately budget for maintenance and replacement costs.

## **2026 PROJECTS**

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### **2026 Fire Department (FIRE28-01) – Replace Engine 1 (2006 Piece) - \$745,000 (7 Year Lease/Purchase)**

*Department Request:* 2026 Funding  
*CIP Advisory Committee Recommendation:* 2026 Funding

This is a project request that will replace Engine 1, the 1993 Pierce Manufacturing Custom Fire Engine vehicle with another of the same capabilities. In 2026, Engine 1 will be thirty-three (33) years old at the end of its useful life cycle.

### **2026 Public Works – Highway (DPWH12-02) – Caterpillar (or similar) Wheel Bucket Loader – \$185,000 (5 Year Lease/Purchase)**

*Department Request:* 2026 Funding  
*CIP Advisory Committee Recommendation:* 2026 Funding

This project request is to enter into a five-year lease agreement for a new Caterpillar (or similar) wheel bucket loader. This equipment will replace a 2002 Caterpillar bucket loader that will be twenty-four (24) years old at the time of replacement in 2026. 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's vehicle replacement program.

## **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 period of 2021 through 2026. 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 'on the horizon' and thus not included as projects planned for the six-year CIP period of 2021 through 2026. 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**

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 the 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 constructing 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 Milford's westerly portion, 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 was not a critical priority during 2021-2025 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 enhancing recycling efforts and solid waste management. No project request or presentation was provided to the CIP Advisory Committee this year. Based on discussions from prior years, the Committee feels 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 – 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 Permattach industrial 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 integrating the property into the Keyes Memorial Park and making 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 the 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 was given to having 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 integrating, funding, and developing the

properties and expansion of services.

### **Public Works – Recreation Brox - Recreation Fields**

This project request is to develop 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 CIP 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 was projected to be completed in approximately five (5) years. However, the completion of the project has been delayed due to abutter challenges to the project and New Hampshire Department of Environmental Services (NHDES) Alteration of Terrain (AOT) Permit. Field needs will continue to be evaluated by stakeholders.

## Chapter 3. Priority Project Listing and Recommendations for 2021 Town Warrant and Budget Consideration

The CIP 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 CIP 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 recommendations and placement of projects within 2021 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 projects have been arranged by their highest score using the established two-step prioritization and classification process. However, the order in which the projects are listed do not represent a prioritization of projects within a specific year, but establishes the basis for determining the placement of a project within the 2021 – 2026 CIP cycle pursuant to the purposes of the CIP. The prioritization of projects within a specific year and decision to include projects within the Town budget or as warrant articles falls to the Budget Advisory Committee and Board of Selectmen.

**The Advisory Committee recommends all the following projects be considered for 2021 funding, ranked by their cumulative average evaluation criteria score:**

1. Community Development (CD10-03)	Nashua Street Sidewalk Improvements 80% CMAQ Program funded project	\$871,924 (Cash) 20% Town match of \$174,385
2. Community Development (CD11-02)	Osgood/Armory/Mason/Melendy Roads – Sidewalk and Pedestrian/Bicycle Improvements 80% CMAQ Program funded project.	\$797,872 (Cash) 20% Town match of \$159,574
3. Administration (ADMIN17-01)	Milford Emergency Services Comm. Infrastructure	\$2,400,000 (20 Year Bond)
4. Wadleigh Memorial Library (LIBR20-01)	Library Capital Reserve Fund	\$150,000 (Capital Reserve)
5. Wadleigh Memorial Library (LIBR20-02)	Library Maintenance and Repair	\$995,000 (20 Year Bond)
6. Fire Department (Fire14-01)	Replace Rescue 1	\$700,000 (7 Year Lease/Purchase)
7. Milford School District (SCH20-01)	Middle School Boiler Replacement	\$250,000 (Cash)
8. Public Work – Highway (DPWH13-03)	Snow Plow Unit	\$200,000 (5 Year Lease/Purchase)
9. Water Utilities (WTR20-01)	Wastewater Treatment Facility (WWTF) Nutrient and Metals Upgrade Planning, Design, Bidding, Proj. Mgmt.	\$137,000 (Funded Through Rates)
10. Public Works–Highway (DPWH19-02)	Loader, 2-3 CY Bucket	\$160,000 (5 Year Lease/Purchase)
11. Water Utilities (WTR17-01)	Wastewater Treatment Facility (WWTF) Replacement of Secondary Clarifier	\$1,750,000 (Funded Through Rates)
12. Milford School District (SCH20-02)	Heron Pond Elementary School Boiler	\$250,000 (Cash)

## Chapter 4. Listing of Projects Significantly Restructured, Removed From, or Fully Funded That Were Included in the 2020 - 2025 Capital Improvements Plan

To provide an accurate year-to-year record of project changes and implementation, the following listings explain significant changes between the 2020-2025 and the 2021-2026 Capital Improvements Plans.

The following projects were approved as warrant articles in 2020:

1. Ambulance (AMB14-01)	Ambulance and Equipment Lease-Purchase	\$296,400 (5 Yr. Lease)	Warrant Article 12
2. Public Works – Highway (DPWH20-01)	Bridge Repair and/or Replacement Capital Reserve Wheel Bucket Loader	\$75,000 (Capital Reserve)	Warrant Article 11
3. Public Works – Highway (DPWH19-01)	Reconstruction of Roads	\$400,000 (Cash)	Warrant Article 10

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

1. Administration (ADMIN17-01)	Milford Emergency Services Comm. Infrastructure	\$2,400,000 (20 Yr. Bond)	Warrant Article 4
2. Community Development (CD10-03)	Nashua Street Sidewalk Project CMAQ Program funded project. 20% Town match.	\$763,000 (Cash)	Warrant Article 37
3. Community Development (CD11-02)	Osgood/Armory/Mason/Melendy Roads – Sidewalk and Pedestrian/ Bicycle Improvements CMAQ Program funded project.	\$750,000 (Cash)	Warrant Article 38
4. Library (LIBR01-01)	Addition/Renovation Project	\$3,450,000 (20 Yr. Bond)	Warrant Article 3
5. Public Works – Highway (DPWH12-02)	Wheel Bucket Loader	\$145,000 (5 Yr. Lease)	Warrant Article 20
6. Public Works – Highway (DPWH12-03)	Truck, 36K GVW, 8 CY, w/Plow, Sander, Wet System	\$180,000 (5 Yr. Lease)	Warrant Article 23

The following project(s) were included in the 2020 – 2025 CIP, but removed for 2021 – 2026 CIP

1. Public Works – Highway (DPWH19-01)	Roads – Catch Up Bond	\$2,000,000 (Bond)
2. Library (LIBR01-01)	Addition/Renovation Project	\$3,450,000 (20 Yr. Bond)
3. School District (SCH15-01)	Renovations District Wide	\$5,000,000 (Bond)

## 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 CIP Advisory Committee for 2021-2026. The CIP Advisory Committee intends to prioritize projects for funding, looking at all projects submitted. Based upon CIP Advisory Committee’s information and subsequent discussions, projects were placed 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 CIP 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 2021-2026 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	2021	2022	2023	2024	2025	2026
CD10-03	Comm. Dev.	Nashua Street Sidewalk Pedestrian Improvements	Cash	1	2021	2021	871,924	174,385	174,385	0	0	0	0	0
CD11-02	Comm. Dev.	Osgood/Armory/Melandy Sidewalk Pedestrian Improvements	Cash	1	2021	2021	797,872	159,574	159,574	0	0	0	0	0
ADMIN17-01	Admin	Emergency Services Communications Dispatch Infra.	Bond	20	2021	2021	2,400,000	2,400,000	0	138,000	137,100	136,200	135,300	134,400
LIBR20-01	Library	Library Capital Reserve Fund	Cash	1	2021	2021	150,000	150,000	150,000	0	0	0	0	0
LIBR20-02	Library	Library Maintenance & Repair	Bond	20	2021	2021	995,000	995,000	0	57,213	56,839	56,466	56,093	55,720
FIRE14-01	Fire	Rescue 1/Pumper Replacement (1989)	Lease	7	2021	2021	700,000	700,000	0	114,481	114,481	114,481	114,481	114,481
DPWH13-03	DPW-Hwy	36 GVW Snow Plow Unit (Replace 2003 International Plow Unit W/Plows & Body)	Lease	5	2021	2021	200,000	200,000	0	44,296	44,296	44,296	44,296	44,296
WTR.20-01	Waste Water	WWTF Nutrient and Metals Upgrade Planning, Design, Bidding, Project Management	Cash	1	2021	2021	137,000	0	0	0	0	0	0	0
DPWH15-01	DPW-Hwy	3 CY Bucket Loader (Replace 1996 Kobelco Loader)	Lease	5	2021	2021	160,000	160,000	0	35,437	35,437	35,437	35,437	35,437
WTR.17-02	Waste Water	WWTF Secondary Clarifier	Bond	20	2022	2022	1,750,000	0	0	0	0	0	0	0
FIRE15-01	Fire	Replace Engine 2	Lease	7	2022	2022	700,000	700,000	0	114,481	114,481	114,481	114,481	114,481
WTR.15-07	Waste Water	EPA Permit Upgrade Aeration Basin Improvements	Bond	10	2022	2022	370,000	0	0	0	0	0	0	0
WTR.15-06	Waste Water	Waste Sludge (WAS) Holding Tank Upgrade	Bond	20	2022	2022	1,112,000	0	0	0	0	0	0	0
WTR.15-08	Waste Water	WWTF Effluent Filtration	Bond	20	2022	2022	4,495,000	0	0	0	0	0	0	0
AMB14-01	Ambulance	Replace 2013(3A) Ambulance	Lease	5	2023	2023	359,150	279,150	0	61,827	61,827	61,827	61,827	61,827
DPWH22-01	DPW-Hwy	Bridge Repair Upgrade (Capital Reserve)	Cash	1	2023	2023	75,000	75,000	0	0	75,000	0	0	0
DPWH19-03	DPW-Hwy	Truck, 36K GVW, 8 CY, D/P/S (Replace 2005 Sterling Truck)	Lease	5	2023	2023	210,000	210,000	0		-	46,511	46,511	46,511
Fire18-01	Fire	Replace Engine 3	Lease	7	2024	2024	725,000	725,000	0	118,570	118,570	118,570	118,570	118,570
WTR.19-05	Water	Water Main Improvements Phase II - 3a. Linden Street from Olive Street to Riverview Street Replace 4" with 8"	Bond	10	2024	2024	40,000	0	0	0	0	0	0	0
WTR.19-05	Water	Water Main Improvements Phase II - 3c. Olive Street to Laurel Street Replace 4" with 8"	Bond	10	2024	2024	80,000	0	0	0	0	0	0	0
WTR.19-05	Water	Water Main Improvements Phase II - 3b. Riverview Street Replace 4" with 8"	Bond	10	2024	2024	180,000	0	0	0	0	0	0	0
WTR.19-05	Water	Water Main Improvements Phase II - 3d. Laure Street Replace 4" with 8"	Bond	10	2024	2024	120,000	0	0	0	0	0	0	0
DPWH16-01	DPW-Hwy	Swing Bridge	Other	0	2024	2024	947,383	0	0	0	0	0	0	0
DPWH20-02	DPW-Hwy	Truck, 36K GVW (Replace 2008 International D/S P/W)	Lease	5	2025	2025	220,000	220,000	0	0	0	0	0	48,726
DPWH12-02	DPW-Hwy	Caterpillar (or similar) Wheel Bucket Loader (Replace 2002 Caterpillar Bucket Loader)	Lease	5	2026	2026	185,000	185,000	0	0	0	0	0	0
CD18-01	Comm. Dev.	Souhegan River Pedestrian Bridge	Cash	1	On the Horizon		745,000	745,000	0	0	0	0	0	0
DPWH-(TBD)	DPW-Hwy	Bridges (out Years)	Bond	Unknown	On the Horizon		7,000,000	Unknown	0	0	0	0	0	0
DPWR-(TBD)	DPW-Rec	127 Elm Street/Keys Park	Bond	Unknown	On the Horizon		Unknown	Unknown	0	0	0	0	0	0
DPWS W-(TBD)	DPW-S W	Solid Waste Mgmt Improvements	Bond	Unknown	On the Horizon		Unknown	Unknown	0	0	0	0	0	0
Fire-(TBD)	Fire	West End Fire Station	Bond	Unknown	On the Horizon		Unknown	Unknown	0	0	0	0	0	0
									<b>\$483,959</b>	<b>\$684,304</b>	<b>\$758,031</b>	<b>\$728,269</b>	<b>\$726,996</b>	<b>\$774,449</b>
									<b>\$1,236,424</b>	<b>\$1,207,320</b>	<b>\$1,177,824</b>	<b>\$1,081,640</b>	<b>\$773,014</b>	<b>\$689,729</b>
									<b>\$1,720,384</b>	<b>\$1,891,624</b>	<b>\$1,935,855</b>	<b>\$1,809,909</b>	<b>\$1,500,011</b>	<b>\$1,464,178</b>
SCH20-01	School	Middle School Boiler Replacement	Cash	1	2021	TBD			\$250,000	0	0	0	0	0
SCH20-02	School	Heron Pond School Boiler Replacement	Cash	1	2021	TBD			\$250,000	0	0	0	0	0
SCH20-03	School	Jacques School Boiler Replacement	Cash	1	2023	TBD			0	0	\$250,000	0	0	0
SCH20-04	School	Blais School Boiler Replacement	Cash	1	2024	TBD			0	0	0	\$250,000	0	0
									<b>\$500,000</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>
									<b>\$738,111</b>	<b>\$708,266</b>	<b>\$673,421</b>	<b>\$643,576</b>	<b>\$477,476</b>	<b>\$465,821</b>
									<b>\$1,238,111</b>	<b>\$708,266</b>	<b>\$923,421</b>	<b>\$893,576</b>	<b>\$477,476</b>	<b>\$465,821</b>
									<b>\$983,959</b>	<b>\$684,304</b>	<b>\$1,008,031</b>	<b>\$978,269</b>	<b>\$726,996</b>	<b>\$774,449</b>
									<b>\$1,974,536</b>	<b>\$1,915,586</b>	<b>\$1,851,245</b>	<b>\$1,725,216</b>	<b>\$1,250,491</b>	<b>\$1,155,550</b>
									<b>\$2,958,495</b>	<b>\$2,599,891</b>	<b>\$2,859,276</b>	<b>\$2,703,485</b>	<b>\$1,977,487</b>	<b>\$1,929,999</b>

Interest rate used for bond calculations:

0.75%

**Capital Improvement Plan - Citizens Advisory Committee 2021-2026 Estimated Tax Impact Table**

Capital Improvement Plan - Citizens Advisory Committee 2021-2026 Estimated Tax Impact Table								
		2020	2021	2022	2023	2024	2025	2026
Town Debt Service	New Projects (town)	\$ 475,460	\$ 483,959	\$ 684,304	\$ 758,031	\$ 728,269	\$ 726,996	\$ 774,449
	Existing Projects (town)	\$ 1,306,674	\$ 1,236,424	\$ 1,207,320	\$ 1,177,824	\$ 1,081,640	\$ 773,014	\$ 689,729
	Total (town)	\$ 1,782,134	\$ 1,720,384	\$ 1,891,624	\$ 1,935,855	\$ 1,809,909	\$ 1,500,011	\$ 1,464,178
Tax per \$1,000 Assessed Value	New Projects (town)	\$ 0.30	\$ 0.30	\$ 0.43	\$ 0.47	\$ 0.46	\$ 0.45	\$ 0.48
	Existing Projects (town)	\$ 0.82	\$ 0.77	\$ 0.75	\$ 0.74	\$ 0.68	\$ 0.48	\$ 0.43
	Total (town)	\$ 1.12	\$ 1.07	\$ 1.18	\$ 1.21	\$ 1.14	\$ 0.93	\$ 0.91
School Debt Service	New Projects (school)	\$ -	\$ 500,000	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -
	Existing Projects (school)	\$ 1,152,989	\$ 738,111	\$ 708,266	\$ 673,421	\$ 643,576	\$ 477,476	\$ 465,821
	Total (school)	\$ 1,152,989	\$ 1,238,111	\$ 708,266	\$ 923,421	\$ 893,576	\$ 477,476	\$ 465,821
Tax per \$1,000 Assessed Value	New Projects (school)	\$ -	\$ 0.31	\$ -	\$ 0.16	\$ 0.16	\$ -	\$ -
	Existing Projects (school)	\$ 0.72	\$ 0.46	\$ 0.44	\$ 0.42	\$ 0.40	\$ 0.30	\$ 0.29
	Total (school)	\$ 0.72	\$ 0.77	\$ 0.44	\$ 0.58	\$ 0.56	\$ 0.30	\$ 0.29
Total Debt Service	New Projects	\$ 475,460	\$ 983,959	\$ 684,304	\$ 1,008,031	\$ 978,269	\$ 726,996	\$ 774,449
	Existing Projects	\$ 2,459,663	\$ 1,974,536	\$ 1,915,586	\$ 1,851,245	\$ 1,725,216	\$ 1,250,491	\$ 1,155,550
	Total	\$ 2,935,123	\$ 2,958,495	\$ 2,599,891	\$ 2,859,276	\$ 2,703,485	\$ 1,977,487	\$ 1,929,999
Tax per \$1,000 Assessed Value	New Projects	\$ 0.30	\$ 0.61	\$ 0.43	\$ 0.63	\$ 0.62	\$ 0.45	\$ 0.48
	Existing Projects	\$ 1.54	\$ 1.23	\$ 1.19	\$ 1.16	\$ 1.08	\$ 0.78	\$ 0.72
	Total	\$ 1.84	\$ 1.84	\$ 1.62	\$ 1.79	\$ 1.70	\$ 1.23	\$ 1.20
Tax Rate Calculation, \$ per \$1,000 assessed Value						2020 Tax Rates:	Town	\$ 5.78
Assumption:							School	\$ 16.57
\$16,002 of spending equals \$0.01 on the tax rate.							State School	\$ 1.93
							County	\$ 1.09
							Total	\$ 25.37

## 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
<b>Town Projects</b>									
Dump Truck 6 CY	\$144,000	5 Year Lease	2014	2018	29,000	0	0	0	0
Sidewalk Tractor	\$144,000	5 Year Lease	2014	2018	29,000	0	0	0	0
Fire Engine # 4	\$437,000	7 Year Lease	2012	2018	65,000	0	0	0	0
Street Sweeper	\$222,440	7 Year Lease	2013	2019	32,000	0	0	0	0
Two Ambulances	\$324,000	7 Year Lease	2013	2019	47,000	0	0	0	0
Ladder Truck	\$767,500	7 Year Lease	2014	2020	112,000	0	0	0	0
Dump Truck 2020 International	\$177,993	5 Year Lease	2019	2023	35,599	106,796	5,404	0	112,200
Sidewalk Plow	\$154,700	5 Year Lease	2019	2023	30,940	92,820	4,697	0	97,517
Ambulance 2020	\$220,685	5 Year Lease	2021	2025	44,137	220,685	9,932	0	230,617
Police Station	\$2,925,260	20 Year Bond	2004	2024	150,000	600,000	66,000	0	666,000
Mileslip Road Land Purchase	\$2,300,000	20 Year Bond	2005	2025	120,000	500,000	54,360	0	554,360
Clean Water SRF Load - Stormwater Video	\$216,000	5 Year Bond	2020	2024	30,513	116,186	0	0	116,186
HVAC-Town Hall (Pro-Forma)	\$450,000	10 Year Bond	2020	2029	45,000	405,000	56,700	0	461,700
Road Improvements	\$2,000,000	10 Year Bond	2019	2028	200,000	1,800,000	252,000	0	2,052,000
Ambulance Building	\$2,214,000	20 Year Bond	2013	2033	110,700	1,439,100	289,620	0	1,728,720
Fire Station Expansion	\$3,864,300	20 Year Bond	2019	2038	193,215	3,671,085	1,193,102	0	4,864,187
<b>Town Projects Total</b>	<b>\$16,561,878</b>				<b>\$1,274,104</b>	<b>\$8,951,671</b>	<b>\$1,931,815</b>		<b>\$10,883,486</b>
<b>Water and Sewer Projects</b>									
Dram Cup Hill Tank Rehab	\$192,710	10 Year Bond	2015	2025	20,000	100,111	4,963	0	105,074
Holland Water Tank	\$1,600,000	20 Year Bond	2005	2025	80,000	400,000	50,240	0	450,240
Union Street Water Main	\$132,809	10 Year Bond	2015	2026	13,000	73,045	1,717	0	74,762
Sanitary Sewer Rehab	\$270,000	10 Year Bond	2015	2026	27,000	148,500	11,262	0	159,762
Curtis Well	\$295,000	10 Year Bond	2015	2026	30,000	162,250	12,305	0	174,555
Outfall Diffuser	\$337,395	20 Year Bond	2006	2026	15,000	90,000	9,656	0	99,656
Elm Street Phase 1 Water Main	\$758,486	20 Year Bond	2006	2026	35,000	210,000	22,531	0	232,531
West Elm Street Water Main	\$792,000	10 Year Bond	2015	2026	79,000	435,600	33,036	0	468,636
Generator	\$338,895	10 Year Bond	2019	2028	33,890	305,005	42,701	0	347,706
Sludge Dewatering Unit	\$502,635	10 Year Bond	2020	2029	50,264	452,374	63,332	0	515,706
Water Mains	\$983,705	20 Year Bond	2020	2039	49,185	934,520	303,720	0	1,238,240
Septage Facility	\$594,138	20 Year Bond	2013	2032	30,278	363,336	64,237	0	427,573
UV Treatment Equipment (Pro Forma)	\$924,367	20 Year Bond	2019	2038	46,218	878,149	285,398	0	1,163,547
<b>Water and Sewer Projects Total</b>	<b>\$7,722,140</b>				<b>\$508,835</b>	<b>\$4,552,890</b>	<b>\$905,099</b>		<b>\$5,457,989</b>
<b>School District Projects</b>									
Heron Pond School/Jacques Renovation	\$10,895,000	20 Year Bond	2000	2020	0	0	0	0	0
VOIP, HS Fire Alarm, MS Roof/Flooring	\$1,404,300	10 Year Bond	2013	2024	140,000	560,000	59,920	0	619,920
Middle & High School Renovations	\$3,000,000	10 Year Bond	2017	2027	255,000	2,040,000	416,160	0	2,456,160
HS Renovations/Bales Roof/Track	\$4,393,500	20 Year Bond	2008	2028	220,000	1,755,000	273,413	(546,480)	1,481,933
<b>School District Projects Total</b>	<b>\$19,692,800</b>				<b>\$615,000</b>	<b>\$4,355,000</b>	<b>\$749,493</b>	<b>(\$546,480)</b>	<b>\$4,558,013</b>
<b>Grand Total for All</b>	<b>\$43,976,818</b>				<b>\$2,397,939</b>	<b>\$17,859,561</b>	<b>\$3,586,407</b>	<b>(\$546,480)</b>	<b>\$20,899,488</b>

Notes: Info is as of fiscal year end: Town and Water/Sewer - December 31, 2019; School District - June 30, 2020.