



Town of Seabrook, New Hampshire
Capital Improvement Program
Fiscal Years 2027–2032

Prepared in support of the
Seabrook Planning Board
Budget Committee
Select Board

Town of Seabrook, New Hampshire

Capital Improvement Program

Fiscal Years 2027–2032



Prepared by the Office of the Town Manager

with the participation of Town Departments

Prepared in support of the

Seabrook Planning Board

Budget Committee

Select Board

This Capital Improvement Program was prepared to assist the Planning Board, Budget Committee, Select Board, Town Administration, and the public in evaluating the Town's long-range capital investment priorities. The document is intended to be updated periodically as community needs, financial conditions, and project priorities evolve.

**TOWN OF SEABROOK, NEW HAMPSHIRE
CAPITAL IMPROVEMENT PROGRAM FY2027-FY2032**

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Investing in Seabrook's Future

The Town of Seabrook's Capital Improvement Program reflects a commitment to thoughtful planning, responsible financial stewardship, and the preservation of the public assets that support our community. Through long-range capital planning, the Town seeks to ensure that essential infrastructure, public facilities, equipment, and municipal services continue to meet the needs of residents, businesses, and visitors for generations to come.

Effective capital planning is more than identifying projects—it is a disciplined process of evaluating community needs, managing public resources responsibly, and making strategic investments that strengthen the Town's long-term financial and operational health. By anticipating future needs rather than reacting to emergencies, Seabrook is better positioned to protect taxpayer investments while maintaining the high level of municipal services our community expects.

This Capital Improvement Program provides a coordinated framework for decision-making by the Planning Board, Budget Committee, Select Board, Town Administration, and the public. It promotes transparency, encourages informed discussion, and aligns capital investment with the Town's financial capacity, operational priorities, and long-term goals.

The projects presented in this document represent more than individual expenditures. Together, they reflect a shared commitment to preserving Seabrook's infrastructure, enhancing public safety, maintaining fiscal responsibility, and investing wisely in the future of our community. Town Manager's Transmittal Letter

To the Honorable Select Board, Budget Committee, and Citizens of Seabrook:

I am pleased to present the Town of Seabrook Capital Improvement Program (CIP) for Fiscal Years 2027 through 2032.

The purpose of this document is to provide a long-range framework for evaluating, prioritizing, and financing the capital investments necessary to maintain municipal services and preserve the Town's public assets. The CIP is intended to support informed decision-making by identifying future capital needs, evaluating funding alternatives, and promoting responsible financial planning.

Over the course of developing this document, several important themes emerged. Public safety vehicle and apparatus replacement, roadway and drainage infrastructure, utility system maintenance, coastal access improvements, and ongoing facility and equipment replacement continue to represent significant long-term obligations for the Town. The CIP seeks to address these needs in a deliberate and financially sustainable manner.

The Town enters this planning period from a position of financial strength. Municipal debt levels remain manageable, and the Town's audited unexpended fund balance provides flexibility to address future capital needs while maintaining prudent reserve levels. At the same time, the Town recognizes that significant infrastructure obligations remain on the horizon and that thoughtful planning is essential to preserving financial stability.

One notable outcome of this planning effort was the decision to address major sewer pump station modernization projects through a dedicated planning process rather than incorporate individual pump station projects into the primary Capital Improvement Program. The scale, complexity, and financing considerations associated with those projects warrant a coordinated, long-term approach. Appendix E provides a summary of the Town's sewer pump station modernization priorities and anticipated sequencing, while detailed project development, financing strategies, grant opportunities, and implementation schedules will continue to be addressed separately as the program advances. The FY2027-FY2032 Capital Improvement Program reflects the work of department heads, staff, elected officials, and community stakeholders who contributed to the identification and evaluation of future capital needs. Their participation has helped create a document that not only addresses current requirements but also establishes a foundation for future planning efforts.

Capital planning is an ongoing process. This document should be viewed as a living planning tool that will evolve as projects are completed, priorities change, infrastructure conditions develop, and financial circumstances warrant adjustment. Annual review and revision of the CIP will remain essential to maintaining its usefulness and relevance.

I would like to thank all Town departments, the Select Board, the Budget Committee, and the citizens of Seabrook for their continued commitment to responsible stewardship of the Town's infrastructure and financial resources.

Respectfully submitted,

William M. Manzi III
Town Manager

Executive Summary

The Town of Seabrook's Fiscal Years 2027–2032 Capital Improvement Program (CIP) provides a comprehensive framework for planning, prioritizing, and financing major capital investments over the next six years. Developed in support of the Seabrook Planning Board, Budget Committee, and Select Board, the CIP serves as a strategic planning document designed to preserve public assets, maintain essential infrastructure, and support the delivery of high-quality municipal services.

Capital planning is one of the Town's most important management responsibilities. Public buildings, roads, vehicles, public safety equipment, water and sewer infrastructure, recreational facilities, and other municipal assets require long-term investment to remain safe, reliable, and cost-effective. By identifying anticipated needs well in advance, the Town can better coordinate project scheduling, pursue grant opportunities, evaluate financing options, and avoid the significantly higher costs associated with deferred maintenance and emergency replacement.

The CIP reflects Seabrook's commitment to responsible financial stewardship. The Town enters this planning period with a strong financial position, including healthy General Fund reserves, minimal General Fund debt, and diversified revenue sources that support capital investment. These strengths provide flexibility while reinforcing the Town's long-standing commitment to conservative financial management.

This document is more than a list of proposed projects. Each department has evaluated the condition of its facilities, equipment, and infrastructure to identify future capital needs and establish replacement priorities based on operational requirements, asset condition, service life, public safety, regulatory obligations, and available financial resources. The result is a coordinated, Town-wide capital planning strategy that aligns departmental priorities with the community's long-term financial capacity.

Although the Capital Improvement Program establishes a six-year planning horizon, it is not a budget and does not authorize expenditures. Projects identified within the CIP remain subject to annual review, available funding, Board approval, and, where required, appropriation through the Town's established budget process. As community priorities, operating conditions, regulations, and funding opportunities evolve, the CIP will likewise be reviewed and updated to ensure it remains responsive to the Town's changing needs.

Ultimately, the Capital Improvement Program reflects the Town's commitment to preserving the public's investment in municipal infrastructure while positioning Seabrook for continued success. Through thoughtful planning, disciplined financial management, and strategic investment, the Town seeks to ensure that future generations inherit a community that is financially sound, operationally resilient, and well prepared to meet the opportunities and challenges of the years ahead.

Capital Program at a Glance

Town of Seabrook

FY2027–FY2032 Capital Improvement Program

The Town's Capital Improvement Program identifies major investments anticipated over the next six fiscal years. The projects summarized below represent the Town's long-range planning priorities and are intended to guide future budgeting and capital investment decisions. Inclusion in this plan does not constitute project authorization or appropriation.

Department	Primary Investment Focus	Funding
Police	Vehicle Replacement, technology, communications	General Fund, Revolving Fund
Fire	Ambulance Replacement, Station maintenance, apparatus	General Fund, Ambulance revolving
Public Works	Highway Equipment, fleet replacement, roadway and drainage	General Fund, Grants
Water	Distribution improvements, facilities, vehicles, equipment	Enterprise Fund, SRF, User Fees
Sewer	Collection System, pump stations, treatment infrastructure	Enterprise Fund, SRF, User Fees
Recreation	Recreation Center Improvements, facilities, equipment, transportation	General Fund
Information Tech.	Cloud migration, network modernization, cyber-security	General Fund

Chapter 1

Capital Planning Policies

1.1 Purpose of the Capital Improvement Program

The Town of Seabrook's Capital Improvement Program (CIP) for Fiscal Years 2027 through 2032 establishes a comprehensive six-year framework for identifying, evaluating, prioritizing, and financing major capital investments. The CIP is intended to assist the Planning Board, Select Board, Budget Committee, Town Meeting voters, Town Administration, and municipal departments in making informed decisions regarding the maintenance, replacement, improvement, and expansion of the Town's public infrastructure, facilities, equipment, and other long-lived assets.

The Capital Improvement Program serves as a long-range planning document and does not constitute an authorization to expend funds or commit the Town to any specific project. Rather, it provides a disciplined framework for evaluating future capital needs, coordinating project timing, identifying appropriate funding sources, and supporting responsible financial planning.

By identifying capital needs well in advance, the Town is better positioned to preserve existing assets, improve operational efficiency, pursue grant opportunities, coordinate major construction projects, and minimize the financial and operational impacts associated with deferred maintenance or emergency replacement.

1.2 Policy Statement

The Town of Seabrook recognizes that effective capital planning is essential to maintaining public infrastructure, protecting prior public investments, and ensuring the continued delivery of high-quality municipal services. Capital planning is intended to balance operational needs, public safety, regulatory requirements, financial capacity, and long-term community priorities through a structured and transparent planning process.

The Capital Improvement Program shall be reviewed and updated on a regular basis to reflect changing community needs, evolving infrastructure conditions, available funding opportunities, and the Town's overall financial position.

1.3 Objectives

The objectives of the Capital Improvement Program are to:

- Preserve and extend the useful life of public infrastructure, facilities, and equipment.
- Promote sound financial planning through long-range capital forecasting.
- Coordinate capital investment with the Town's operating and financial resources.
- Improve public safety through the timely replacement of critical vehicles, equipment, and facilities.
- Support reliable water, sewer, transportation, recreational, and municipal services.
- Encourage proactive maintenance and replacement strategies that reduce long-term costs.
- Identify opportunities to leverage grants, enterprise revenues, capital reserves, and other financing alternatives.
- Promote transparency and provide decision-makers with a consistent framework for evaluating capital priorities.

1.4 Guiding Principles

The Town's capital planning process is guided by the following principles:

Stewardship

Public infrastructure represents a significant investment by Seabrook's taxpayers. The Town is committed to protecting that investment through proactive maintenance, timely replacement, and responsible asset management.

Financial Responsibility

Capital investments should be consistent with the Town's financial capacity. Financing decisions should balance current needs with the long-term interests of taxpayers while maintaining financial flexibility for future priorities.

Strategic Investment

Projects should be prioritized according to public safety, operational necessity, regulatory compliance, asset condition, and community benefit rather than short-term considerations alone.

Long-Term Planning

Major capital investments often require years of planning, design, permitting, and financing. The Capital Improvement Program provides a framework for anticipating these needs before they become emergencies.

Transparency

The Capital Improvement Program promotes informed decision-making by providing elected officials, advisory boards, Town staff, and residents with a comprehensive understanding of the Town's anticipated capital needs and the rationale supporting project priorities.

1.5 Relationship to the Annual Budget

The Capital Improvement Program complements, but does not replace, the Town's annual budget process. Inclusion of a project within the CIP does not constitute authorization for expenditure or guarantee future funding. Individual capital projects remain subject to annual review, available financial resources, Select Board action, and, where required, appropriation through the Town's established budget process.

The CIP serves as a planning tool that enables the Town to evaluate future obligations, coordinate project timing, and make informed financial decisions while maintaining flexibility to respond to changing circumstances.

1.6 Living Document

The Capital Improvement Program is intended to be a living document that evolves as community priorities, infrastructure conditions, regulations, technology, and financial resources change. The Planning Board, Budget Committee, Select Board, Town Administration, and municipal departments should review and update the program regularly to ensure it continues to provide an effective roadmap for the Town's long-term capital investment strategy.

Chapter 2

Municipal Debt Overview

Introduction

Long-term debt remains an important component of the Town of Seabrook's overall capital financing strategy. When used prudently, debt enables the Town to finance major public infrastructure and facilities while distributing costs over the useful life of those assets and among the generations that benefit from their use.

The Town's objective is to utilize debt strategically by matching financing terms to the expected service life of capital assets while preserving sufficient borrowing capacity to address future infrastructure needs and unforeseen capital priorities.

Existing Debt Profile

The Town currently maintains debt obligations associated with both governmental and enterprise fund activities. Governmental debt supports municipal facilities, equipment, and other public improvements, while enterprise fund debt is primarily associated with water and sewer infrastructure investments.

Based upon current debt schedules, Seabrook's direct municipal debt burden remains relatively modest, providing the Town with financial flexibility to address future capital needs while maintaining sound fiscal management.

A detailed summary of outstanding debt obligations is provided in **Appendix C**.

Water and Sewer Enterprise Debt

The Water and Sewer Enterprise Funds maintain debt obligations separate from the Town's General Fund. These obligations are supported primarily through enterprise revenues and user fees rather than the municipal property tax levy.

Utility infrastructure investments frequently involve facilities and equipment with useful lives extending thirty years or more. Consequently, long-term financing remains an appropriate and cost-effective funding mechanism for major utility improvements when current revenues alone are insufficient to support necessary investment.

Because enterprise operations function under financing structures distinct from the General Fund, utility capital needs are evaluated independently to ensure financing strategies remain appropriate to the operational and financial requirements of each enterprise.

Debt Management Philosophy

The Town's approach to debt management is guided by the following principles:

Match Financing to Asset Life

Long-term borrowing should generally be reserved for assets with extended useful lives. Shorter-lived equipment, technology, and routine capital purchases should, whenever practical, be financed through current revenues, reserves, or other pay-as-you-go funding mechanisms.

Preserve Future Borrowing Capacity

The Town seeks to maintain adequate borrowing capacity to respond to unforeseen infrastructure needs, regulatory requirements, and future capital priorities while avoiding unnecessary constraints on future governing bodies.

Maintain a Balanced Financing Strategy

Debt is one of several financing tools available to the Town. Borrowing decisions should be balanced with the use of capital reserve funds, grants, enterprise revenues, available fund balance, and other appropriate financing alternatives.

Maintain Long-Term Affordability

Debt service obligations should remain affordable within the context of the Town's operating budget, financial policies, and long-term capital commitments, ensuring that today's investments do not unnecessarily burden future taxpayers or utility ratepayers.

Future Considerations

The Town anticipates that several significant infrastructure initiatives may require financing consideration during the planning period and beyond. These include public safety apparatus replacement, municipal fleet replacement, utility infrastructure modernization, facility improvements, and coastal infrastructure projects.

As individual projects advance from planning to implementation, the Town will evaluate the most appropriate financing alternatives, including:

- General obligation borrowing
- Lease-purchase financing

- State Revolving Fund financing
- Federal and State grant opportunities
- Capital reserve funds
- Pay-as-you-go capital financing

The Town's current debt position provides the flexibility to evaluate these financing alternatives while continuing to maintain prudent financial management and long-term fiscal sustainability.

Chapter 3 – Police Department



Department Overview

The Seabrook Police Department provides law enforcement, emergency response, traffic enforcement, criminal investigations, animal control services, and community policing functions throughout the Town.

The Department's capital needs are largely centered on vehicle replacement, technology modernization, communications systems, and specialized public safety equipment. Maintaining a reliable fleet and modern technology platform is critical to supporting daily operations and officer safety.

Fleet Replacement Program

The Police Department maintains one of the Town's most active vehicle replacement programs. Due to the intensive operating environment associated with patrol operations, police vehicles experience accelerated wear and are subject to demanding service conditions.

To maintain fleet reliability and minimize maintenance costs, the Town has established a practice of replacing approximately three Police Department vehicles annually through the operating budget, with replacement priorities determined by fleet condition and operational needs.

The FY2026 replacement cycle included three patrol vehicles:

- 2020 Ford Explorer (VIN ending 4377)
- 2022 Ford Explorer (VIN ending 3925)
- 2022 Ford Explorer (VIN ending 3821)

The Department will continue evaluating vehicle condition, mileage, maintenance history, and operational requirements as part of its ongoing fleet replacement program.

A detailed fleet inventory is included in Appendix A.

Public Safety Technology Systems

Technology has become an increasingly important component of modern law enforcement operations. The Department continues to evaluate investments that improve officer safety, evidence management, communications, accountability, and operational efficiency.

During development of this Capital Improvement Program, the Department evaluated both the implementation of body-worn cameras and the modernization of its existing cruiser-based camera systems. As that evaluation progressed, the Department determined that these technologies are best considered as components of a single integrated public safety technology platform rather than as separate systems.

Integrated Axon Camera and Digital Evidence Program

The Police Department is currently evaluating an integrated Axon technology program combining body-worn cameras, cruiser-based cameras, digital evidence management, data storage, and related software and services under a common long-term platform.

The proposed system would include Axon Body 4 body-worn cameras and nine Axon Fleet 3 cruiser camera systems. The program would also provide centralized digital evidence management and storage, real-time vehicle location, alerts and livestream capabilities, and scheduled hardware refreshes intended to keep the system technologically current throughout the agreement period.

The integrated approach would allow body-worn and cruiser-based video to operate within a common evidence-management environment while establishing a coordinated lifecycle for hardware, software, storage, licensing, and future equipment replacement. The current proposal contemplates a ten-year program extending from 2026 through 2036.

Implementation remains subject to further Departmental review, employee and collective bargaining considerations where applicable, field evaluation, funding authorization, and final Town approval. Detailed project scope and anticipated costs are addressed in the Police Department capital project schedules.



Police Body-Worn Camera Technology — Body-worn cameras are part of the Department's integrated public-safety technology and digital evidence system.

Capital Planning Outlook

The Police Department's capital planning strategy remains focused on maintaining reliable front-line equipment while modernizing the technology systems that increasingly support law enforcement operations.

Continued annual vehicle replacement, implementation of an integrated public safety technology platform, and ongoing evaluation of equipment lifecycle costs will remain central components of the Department's capital planning efforts throughout the CIP period.

Chapter 4 – Fire Department



Department Overview

The Seabrook Fire Department provides fire suppression, emergency medical services, rescue operations, emergency management support, fire prevention activities, and related public safety services throughout the Town.

The Department operates a substantial fleet of specialized apparatus that must be maintained in a constant state of readiness. As a result, apparatus replacement planning represents one of the most significant long-term capital responsibilities facing the Town.

Apparatus Replacement Philosophy

Fire apparatus represent long-lived capital assets with useful service lives that frequently extend twenty years or more. Because of their cost, complexity, and extended procurement timelines, apparatus replacement requires long-range planning and disciplined capital management.

The Department's capital planning strategy focuses on maintaining operational readiness while avoiding simultaneous replacement of multiple major apparatus.

Ambulance Replacement Program

Emergency medical services continue to represent a significant portion of the Department's operational activity.

Ambulance 43, a 2010 unit, is being replaced through a lease-purchase financing program. The replacement unit is expected to enter service during 2026 and will significantly improve reliability while reducing maintenance demands associated with the aging apparatus.

Ambulance 44, a 2013 unit, has also been scheduled for replacement. Due to industry-wide production delays and extended manufacturing timelines, the replacement ambulance has already been ordered and is expected to arrive approximately fourteen to eighteen months following order placement.

Ambulance 45, a 2017 unit, remains part of the active fleet and will be evaluated as part of future replacement planning.

The Department's ambulance replacement strategy reflects the increasing lead times associated with emergency vehicle procurement and the importance of maintaining adequate EMS response capacity.

Fire Engine Replacement

The Department has identified future engine replacement as a major capital priority.

Consistent with the Town's broader financing philosophy, replacement of major fire apparatus may utilize lease-purchase financing or other long-term financing mechanisms that appropriately match the useful life of the asset being acquired.

Because fire engines typically provide decades of service, long-term financing remains an appropriate tool for managing replacement costs while preserving budget flexibility.

EMS Chase Vehicle

The Department currently operates a 2024 Chevrolet Tahoe serving as an EMS Chase Vehicle.

This vehicle enhances emergency medical response capabilities and provides flexibility in responding to incidents where deployment of a full ambulance may not be immediately required.

The vehicle forms an important component of the Department's overall emergency medical services deployment strategy.

Future Facility Planning

During development of this CIP, the Department identified potential future facility expansion needs, including consideration of a possible future substation.

While no specific project is recommended during the current planning horizon, the concept warrants continued study as future service demands, response requirements, and community growth patterns evolve. Accordingly, any future substation initiative remains classified as a study item rather than an active capital project.

Capital Planning Outlook

The Fire Department's capital planning priorities during the FY2027-FY2032 planning period focus primarily on:

- apparatus replacement,
- ambulance lifecycle management,
- emergency medical services support,
- public safety readiness,
- and long-term facility evaluation.

The Department's capital needs will continue to require advance planning due to the high cost, specialized nature, and extended procurement timelines associated with fire service apparatus and equipment.

A detailed apparatus inventory is included in Appendix A.

Chapter 5 – Department of Public Works



Seabrook Department of Public Works — The Department maintains the Town’s roadway, drainage, solid waste, fleet, grounds, and other essential public infrastructure.

Department Overview

The Department of Public Works (DPW) is responsible for the maintenance and operation of the Town's roadway network, drainage infrastructure, transfer station operations, municipal fleet assets, public grounds, snow and ice control activities, and a variety of other public infrastructure functions.

Because of the breadth of its responsibilities, the Department maintains one of the Town's largest and most diverse inventories of vehicles and equipment. As a result, fleet management and infrastructure preservation represent central components of the Department's capital planning strategy.

Fleet and Equipment Management

The Department maintains a fleet consisting of:

- dump trucks,
- pickup trucks,
- loaders,
- backhoes,
- utility vehicles,
- transfer station equipment,
- snow and ice control equipment,
- and other specialized machinery necessary to support municipal operations.

DPW's capital planning philosophy emphasizes replacement based upon condition, reliability, maintenance costs, and operational necessity rather than arbitrary age alone.

Recent fleet actions demonstrate this approach. In 2026, the Town removed a 1996 Case loader/backhoe assigned to transfer station operations from active service after determining that repair costs were not economically justified. The Department has adjusted operations to utilize shared equipment resources while continuing to evaluate future replacement needs.

The Town will continue to monitor fleet condition and replacement schedules to ensure operational reliability while avoiding unnecessary expenditures.

A detailed fleet inventory is included in Appendix A.

Roadway Infrastructure

The Town's roadway system represents one of its most valuable public assets. Proper maintenance and rehabilitation are essential to preserving roadway condition, minimizing long-term costs, and maintaining safe travel conditions.

The CIP anticipates continued investment in:

- pavement preservation,
- roadway rehabilitation,
- drainage improvements,
- and related transportation infrastructure.

The Department will continue coordinating roadway improvements with utility projects whenever feasible to maximize efficiency and minimize disruption.

Drainage Infrastructure

Stormwater management and drainage infrastructure remain important capital priorities.

Drainage deficiencies can contribute to roadway deterioration, localized flooding, erosion, and increased maintenance costs. As a result, the Town continues to evaluate opportunities to improve drainage capacity and address identified problem areas.

Drainage projects are particularly well suited for long-range capital planning because proactive investment frequently avoids larger reconstruction costs in the future.

The Town anticipates continued evaluation of drainage improvements throughout the planning period.

Transfer Station Operations

The Transfer Station remains a critical municipal service and requires ongoing investment in equipment and infrastructure.

Recent evaluation of transfer station equipment has resulted in retirement of certain aging assets whose repair costs exceeded practical economic value. Future capital planning will continue to assess equipment condition, operational efficiency, and replacement requirements to ensure reliable service delivery.

Municipal Facilities Support

The Department also supports maintenance and operation of numerous municipal facilities and grounds. Future capital needs may include facility-related improvements, equipment replacement, and infrastructure upgrades necessary to support municipal operations.

The Town will continue evaluating facility needs as part of its annual capital planning process.

Parks Division

The Parks Division operates as a function of the Department of Public Works and is responsible for maintenance of municipal grounds, athletic fields, landscaped areas, public open spaces, and related facilities. While recreational programming and recreation-specific facilities are administered through the Recreation Department, the Parks Division provides maintenance and operational support for many of the physical assets utilized by the public. Capital needs associated with parks maintenance equipment, grounds operations, and related infrastructure are incorporated within the Department of Public Works capital program.

Capital Planning Outlook

The Department of Public Works faces ongoing capital demands associated with:

- fleet replacement,
- roadway maintenance,
- drainage improvements,
- transfer station operations,
- facility support,
- and infrastructure preservation.

The Town's strategy remains focused on protecting existing assets, addressing deficiencies before they become emergencies, and maintaining operational reliability through disciplined long-term planning.

Chapter 6 – Coastal Infrastructure and Beach Access

Introduction

Seabrook's coastline represents one of the community's defining public assets. The Town maintains a network of public beach access walkways, dune crossings, accessibility improvements, and related infrastructure that provide residents and visitors with access to the Atlantic shoreline.

Unlike many municipal infrastructure systems, coastal infrastructure must balance public access, accessibility, environmental protection, resiliency, and regulatory compliance. Much of the Town's beach access infrastructure passes through a dynamic coastal dune environment, requiring the Town to consider the condition of constructed facilities together with the protection and management of surrounding natural resources.

The Town's long-term objective is to preserve safe and reliable public access while protecting the coastal environment and developing a more systematic approach to maintenance, accessibility, and capital investment.

Public Beach Access System

The Town maintains **18 public beach access walkways**, extending from Ashland Street at the northern end of the system to New Hampshire Street near the Massachusetts state line. The system varies considerably in walkway length, width, configuration, accessibility, and relationship to the coastal dune system.

Ashland Street, Tilton Street, and Hooksett Street do not cross established dunes. Beginning at Hudson Street and continuing south, the remaining public accesses generally cross the Town's foredune system. As a result, management of much of the beach access network requires consideration of both constructed infrastructure and surrounding dune conditions.

Beach Access and Dune Walkway Evaluation

In 2025, the Rockingham Planning Commission completed the **Seabrook Dune Walkway Evaluation Final Report** in partnership with the Town of Seabrook, the Seabrook-Hamptons Estuary Alliance, and University of New Hampshire Cooperative Extension and Sea Grant.

The evaluation established a comprehensive baseline for the Town's 18 beach access walkways and documented structural conditions, accessibility considerations, dune conditions, vegetation, pedestrian impacts, and potential improvement opportunities.

The study provides the technical foundation for the Town's beach access asset-management program. Its findings have been incorporated into the **Beach Access and Dune Walkway Asset Register contained in Appendix D** of this Capital Improvement Program.

Walkway Inspection and Maintenance Program

The Town intends to use the Asset Register as the basis for an ongoing inspection and preventative maintenance program.

The program is intended to identify structural deficiencies before they become more significant, monitor changing beach and dune conditions, identify accessibility barriers, distinguish routine maintenance from capital needs, and establish a documented basis for future investment decisions.

Because coastal conditions can change rapidly, inspections should occur at least annually and following significant storms or other events that may materially affect walkway or dune conditions.

Routine maintenance may include individual board replacement, securing loose components, minor surface repairs, sand removal, vegetation management, and maintenance of accessibility features. Conditions involving substantial deterioration, recurring accessibility barriers, significant dune impacts, or major reconstruction should be evaluated through the Capital Improvement Program.

Accessibility and Mobi-Mat Program

The Town remains committed to progressively improving public beach accessibility where physically and environmentally practicable.

The RPC evaluation identified several locations where existing conditions warrant particular consideration for accessibility improvements. Potential improvements may include seasonal beach-access mats, improved transitions, handrails, non-slip surfaces, sand and vegetation management, and reconstruction where lesser improvements cannot adequately address existing conditions.

Seasonal Mobi-Mats provide an important component of the Town's accessibility strategy. The program has been supported through cooperation among the Seabrook Beach Village District, Seabrook Beach Civic Association, and community volunteers.

This cooperative approach provides expanded seasonal beach access while avoiding the need for permanent construction across the entire beach environment. The Town should continue evaluating opportunities to support and expand accessibility improvements as conditions, funding, and environmental requirements permit.

Environmental Stewardship and Dune Protection

Beginning at Hudson Street, most of the Town's public beach walkways pass through the coastal dune system. Walkway management and dune protection should therefore be treated as related responsibilities.

The RPC evaluation documented vegetation loss, invasive species, unauthorized pedestrian paths, dune disturbance, and other environmental conditions at various access locations. The study also demonstrated that deteriorated or obstructed walkways can contribute to pedestrians leaving designated access routes and entering surrounding dune areas.

Maintaining safe and clearly defined public walkways therefore serves both an infrastructure and environmental purpose. Where appropriate, future projects should coordinate walkway repair or reconstruction with native vegetation restoration, invasive-species management, stabilization of disturbed areas, and measures intended to keep pedestrian traffic within designated access corridors.

Environmental Permitting

Beach access improvements may require environmental review and permitting depending upon project scope, location, dune impacts, and proposed construction.

Permitting requirements should be evaluated early in project development so that regulatory requirements, mitigation measures, project schedules, and associated costs can be incorporated into capital planning before projects advance to construction.

Where environmental mitigation is required as part of a walkway improvement, the associated expense should be recognized as part of the total cost of providing the capital improvement.

Coastal Resiliency

Seabrook's beach access infrastructure exists within a changing coastal environment. Storms, erosion, wind-driven sand movement, dune migration, vegetation changes, and other natural processes can alter conditions surrounding individual walkways over relatively short periods.

Future planning should therefore consider coastal conditions when evaluating significant reconstruction, accessibility improvements, walkway alignment, structural design, and dune restoration.

The Town's approach emphasizes preventative maintenance, adaptation, and responsible stewardship rather than relying solely upon reactive infrastructure replacement after significant deterioration occurs.

Beach Access Asset Register

The **Beach Access and Dune Walkway Asset Register contained in Appendix D** establishes the Town's baseline inventory for the 18 public beach access locations.

The Asset Register incorporates the findings of the 2025 RPC evaluation into a municipal planning framework addressing structural condition, accessibility, routine maintenance, dune and ecological conditions, environmental permitting, and potential capital priorities.

The Asset Register is intended to be a living document. It should be updated as repairs and reconstruction are completed, accessibility improvements are installed, environmental restoration occurs, storm impacts change conditions, and new capital needs are identified.

Capital Planning Outlook

During the FY2027–FY2032 planning period, the Town's coastal infrastructure strategy will emphasize:

- systematic inspection and preventative maintenance;
- correction of identified structural deficiencies;
- continued accessibility improvements;
- support for seasonal Mobi-Mat deployment;
- integration of walkway improvements with dune protection and restoration;
- early identification of environmental permitting and mitigation requirements; and
- development of individual capital projects as needs, scope, costs, and permitting requirements become sufficiently defined.

The establishment of the Beach Access and Dune Walkway Asset Register represents an important step toward a more structured approach to managing this infrastructure. Rather than addressing individual walkways only as problems arise, the Town will have a documented baseline from which conditions can be monitored, maintenance can be planned, and future capital investments can be prioritized.

Through continued inspection, preventative maintenance, accessibility improvements, environmental stewardship, and deliberate capital planning, the Town seeks to preserve reliable public access to Seabrook Beach while protecting the coastal resources upon which that access depends.

Chapter 7 – Recreation Department

Department Overview

The Seabrook Recreation Department is responsible for providing recreational programming, community events, youth and adult activities, special events, and other services intended to enhance the quality of life for Seabrook residents.

The Department plays an important role in fostering community engagement and providing recreational opportunities for residents of all ages. Through organized programs, community activities, and facility utilization, the Recreation Department contributes significantly to the Town's overall quality of life and sense of community.

While the Recreation Department administers recreation programs and recreation-related facilities, maintenance of municipal parks, grounds, athletic fields, and related public spaces is performed through the Department of Public Works.

Recreation Programming and Community Services

The Recreation Department coordinates a variety of programs and activities designed to serve residents throughout the year. These programs provide opportunities for physical activity, social engagement, youth development, and community interaction.

As community needs evolve, the Department continues to evaluate opportunities to improve facilities, equipment, and supporting infrastructure necessary to sustain and expand recreational programming.

Recreation Facilities

The Department oversees recreation-related facilities and amenities that support public programming and community activities.

Continued investment in recreation facilities helps ensure that residents have access to safe, functional, and attractive spaces for organized programs and community events. Future capital needs may include facility improvements, accessibility enhancements, equipment upgrades, and related infrastructure necessary to support evolving recreational demands.

The Town recognizes that recreation facilities are long-term community assets that require ongoing maintenance and periodic reinvestment to remain effective and attractive to the public.

Vehicle and Equipment Replacement

The Department maintains vehicles and equipment necessary to support daily operations, facility maintenance, program setup, event coordination, and related activities.

The current capital program includes the acquisition of a 2025/2026 model work truck to be utilized in support of Recreation Department operations. Maintaining reliable transportation and support equipment helps ensure efficient delivery of recreation services while minimizing operational disruptions and maintenance costs.

Future vehicle and equipment decisions will continue to be based upon asset condition, operational requirements, maintenance history, and overall lifecycle considerations.

Accessibility and Community Participation

The Town remains committed to providing recreational opportunities that are accessible to all members of the community.

Future capital investments may include accessibility improvements designed to increase participation and improve access to recreation facilities, programs, and community events. These improvements support the Town's broader goal of ensuring that recreational opportunities remain available to residents of varying ages and abilities.



Recreation Pavilion — The pavilion is an important component of the Recreation Center complex and is included in the Town's planned capital improvements to recreation facilities.

Capital Planning Outlook

The Recreation Department's capital priorities during the FY2027-FY2032 planning period focus on:

- recreation facility improvements;
- vehicle and equipment acquisition and/or replacement;
- accessibility enhancements;
- support for community programming;
- and preservation of recreation-related assets.

The Town anticipates continued investment in recreation infrastructure and support equipment in order to maintain high-quality recreational opportunities and community services for Seabrook residents.

Through thoughtful planning and ongoing investment, the Recreation Department will continue supporting programs and facilities that contribute to the health, well-being, and quality of life of the community.

Chapter 8 – Water Department



Seabrook Water System Infrastructure — The Town's water storage facilities are a critical component of the municipal water distribution system and long-term capital planning.

Department Overview

The Seabrook Water Department is responsible for the operation and maintenance of the Town's public water supply system. Department responsibilities include water treatment, distribution, regulatory compliance, source protection, system maintenance, and customer service.

The Water Department operates as an enterprise fund and maintains infrastructure that is essential to public health, fire protection, economic development, and daily municipal operations.

The Department's capital planning efforts are focused on maintaining system reliability, preserving regulatory compliance, protecting public health, and extending the useful life of critical infrastructure.

Water System Infrastructure

The Town's water system consists of wells, treatment facilities, storage infrastructure, pumping equipment, distribution systems, and related support facilities.

Much of this infrastructure requires periodic rehabilitation, modernization, and replacement in order to maintain reliable service and comply with evolving regulatory requirements.

The Department's capital program reflects an ongoing commitment to proactive asset management and long-term infrastructure planning.

Regulatory Compliance and Water Quality

Maintaining regulatory compliance remains one of the Department's primary responsibilities. Capital investments frequently arise from changing regulatory requirements, treatment needs, water quality objectives, and system resiliency considerations.

Future capital projects may include:

- treatment system improvements,
- filtration upgrades,
- monitoring equipment,
- water quality enhancements,
- and infrastructure improvements necessary to maintain compliance with state and federal drinking water regulations.

Water Supply and System Reliability

Reliable water service requires ongoing investment in both visible and less visible infrastructure.

The Department continues to evaluate:

- well system improvements,
- pumping equipment,
- storage infrastructure,
- backup systems,
- and system resiliency initiatives.

These investments help ensure continued service reliability during periods of peak demand, emergency conditions, and infrastructure failures.

Fleet and Equipment

The Water Department maintains vehicles and specialized equipment necessary to support field operations, maintenance activities, and emergency response functions.

Replacement schedules are developed based upon operational requirements, maintenance history, reliability, and overall lifecycle considerations.

A detailed inventory of utility vehicles and equipment is included within Appendix A.

Financial Considerations

As an enterprise operation, the Water Department's capital projects are generally funded through a combination of:

- user fees,
- retained earnings,
- reserves,
- borrowing,
- grants,
- and other available funding sources.

The Department will continue evaluating opportunities to leverage external funding sources where available while maintaining long-term financial sustainability.

Capital Planning Outlook

The Water Department's capital priorities throughout the planning period focus on:

- infrastructure reliability,
- water quality protection,
- regulatory compliance,
- system resiliency,
- vehicle replacement,
- and long-term asset preservation.

Continued investment in water infrastructure remains essential to protecting public health and supporting future community needs.

Chapter 9 – Sewer Department



Seabrook Wastewater Treatment Facility — The Town's wastewater treatment facility is a major component of Seabrook's public infrastructure and represents a significant long-term investment in environmental protection, regulatory compliance, and reliable sewer service.

Department Overview

The Seabrook Sewer Department is responsible for the collection, conveyance, and management of wastewater generated throughout the community. The Department operates and maintains collection system infrastructure, pump stations, force mains, manholes, monitoring equipment, and related utility assets necessary to provide reliable wastewater service.

The Sewer Department operates as an enterprise fund and plays a critical role in protecting public health and environmental quality.

Capital Planning Approach

The Department's capital planning strategy focuses on maintaining reliable service, reducing system failures, improving resiliency, and preserving existing infrastructure through proactive maintenance and rehabilitation.

For purposes of this Capital Improvement Program, routine utility infrastructure improvements, collection system projects, resiliency initiatives, equipment replacement, and related capital needs are included.

Major pump station modernization projects are being evaluated through a separate planning effort and are therefore not included within the capital totals presented in this document.

Collection System Improvements

The Department continues to identify and prioritize improvements to the wastewater collection system.

These projects are intended to:

- reduce system failures,
- improve reliability,
- extend infrastructure life,
- reduce maintenance costs,
- and support long-term operational efficiency.

Collection system improvements represent a recurring capital need and are expected to remain an important component of future utility planning efforts.

Inflow and Infiltration Reduction

Reducing inflow and infiltration (I&I) remains an ongoing priority.

Excess groundwater and stormwater entering the collection system can increase operating costs, reduce system efficiency, and contribute to unnecessary treatment expenses.

The Department's capital planning program includes continued investment in:

- system evaluation,
- rehabilitation activities,
- targeted repairs,
- and related efforts intended to reduce I&I throughout the collection system.

Resiliency and Reliability

The Sewer Department continues to evaluate opportunities to improve system resiliency and emergency preparedness.

Potential projects include:

- backup power improvements,
- portable pumping capabilities,
- control system upgrades,
- monitoring equipment,
- and other infrastructure intended to improve reliability during emergencies and severe weather events.

These investments support the Town's broader objective of maintaining uninterrupted utility service under a variety of operating conditions.

Equipment and Vehicle Replacement

The Department maintains a fleet of specialized vehicles and equipment necessary to support daily operations, emergency response, and infrastructure maintenance.

Capital planning includes replacement of vehicles and equipment as necessary to maintain reliable service and operational efficiency.

Replacement schedules are developed based upon:

- asset condition,
- maintenance history,
- reliability,
- and operational requirements.

A detailed inventory is included in Appendix A.

Sewer Pump Station Modernization

During preparation of this CIP, the Town identified significant long-term pump station modernization needs. These projects involve major infrastructure investments extending beyond the scope of routine capital planning and require separate evaluation of:

- project prioritization,
- financing alternatives,
- grant opportunities,
- State Revolving Fund financing,
- resiliency funding,
- and implementation schedules.

Accordingly, the Town is developing a separate Sewer Pump Station Modernization Plan that will address these projects independently of this Capital Improvement Program.

The Department has identified Centennial, Route 286, and Route 1A as its highest-priority pump station facilities, with additional modernization needs at other locations to be evaluated through future planning efforts.

Financial Considerations

As an enterprise operation, Sewer Department capital projects are generally financed through:

- user fees,
- retained earnings,
- reserves,
- borrowing,
- grants,
- State Revolving Fund financing,
- and other available funding sources.

The Town will continue evaluating alternative revenue sources and financing strategies that may assist in reducing long-term ratepayer impacts while maintaining critical utility infrastructure.

Capital Planning Outlook

The Sewer Department's capital priorities during the FY2027-FY2032 planning period focus on:

- collection system rehabilitation,
- inflow and infiltration reduction,
- resiliency improvements,
- vehicle and equipment replacement,
- emergency preparedness,
- and long-term utility infrastructure preservation.

Through continued planning and investment, the Town seeks to maintain reliable wastewater service while protecting public health, environmental quality, and future system sustainability.

Chapter 10 – Conclusion and Future Planning Priorities

Looking Ahead

The Capital Improvement Program is intended to provide more than a list of future projects. It is a framework for managing public assets, evaluating competing priorities, and making informed financial decisions over time.

The Town of Seabrook maintains a diverse portfolio of public infrastructure that includes roads, drainage systems, utility infrastructure, public safety facilities and apparatus, recreational assets, coastal access improvements, and municipal support equipment. Preserving these assets requires consistent investment, long-term planning, and disciplined financial management.

The FY2027-FY2032 Capital Improvement Program reflects those principles.

Infrastructure Stewardship

One of the recurring themes throughout this document is the importance of preserving existing assets. In many cases, proactive maintenance and timely replacement are significantly less costly than allowing infrastructure to deteriorate to the point of failure.

The Town's capital planning strategy emphasizes:

- asset preservation;
- infrastructure reliability;
- public safety;
- regulatory compliance;
- accessibility;
- resiliency;
- and long-term financial sustainability.

This approach seeks to protect prior public investments while maintaining high-quality municipal services.

Financial Sustainability

The Town's capital planning efforts are supported by a strong commitment to fiscal responsibility.

The Town will continue evaluating a variety of funding tools including:

- current revenues;
- capital reserves;
- debt financing;
- grants;
- State Revolving Fund programs;
- enterprise revenues;
- and other available funding sources.

The Town also recognizes that one-time revenues and excess fund balance should be used strategically and only for one-time purposes. Maintaining adequate reserve levels remains an important component of long-term financial stability.

Future Capital Reserve Discussions

As future capital needs continue to evolve, the Town may evaluate the role of capital reserve funds in supporting long-term infrastructure planning.

Potential reserve categories may include:

- public safety apparatus;
- municipal fleet replacement;
- facility improvements;
- and coastal infrastructure.

The purpose of such reserves would be to reduce future funding volatility, improve long-term planning, and lessen reliance on borrowing for predictable replacement needs.

No specific reserve recommendations are included within this Capital Improvement Program; however, the concept may warrant future consideration as part of the Town's ongoing financial planning efforts.

Sewer Pump Station Modernization

The most significant infrastructure initiative identified during development of this CIP involves modernization of the Town's wastewater pump station network.

Given the scale and complexity of that effort, the Town has elected to pursue a separate planning process focused specifically on:

- project prioritization;
- engineering;
- financing strategies;
- grant opportunities;
- resiliency funding;
- State Revolving Fund financing;
- and phased implementation.

This approach will allow the Town to develop a more detailed and financially sustainable strategy while maintaining focus on the broader capital needs addressed within this document.

Annual Review and Updates

Capital planning is not a one-time exercise. Project costs, funding opportunities, infrastructure conditions, and community priorities change over time.

Accordingly, the Town intends to review and update the Capital Improvement Program annually. Each update will provide an opportunity to:

- evaluate completed projects;
- reassess priorities;
- incorporate new information;
- update cost estimates;
- and refine long-range planning strategies.
-

Conclusion

The Town of Seabrook has made a commitment to thoughtful, proactive capital planning. This Capital Improvement Program represents an important step in that effort.

By identifying future needs in advance, evaluating funding alternatives, and maintaining a long-term perspective, the Town is better positioned to preserve infrastructure, maintain essential services, and protect the financial interests of future taxpayers.

The projects identified within this document represent investments not only in physical assets, but in the continued vitality, safety, and quality of life of the Seabrook community.

Appendix Introduction

Purpose of the Appendices

The appendices contained within this Capital Improvement Program provide supporting information, inventories, schedules, and reference materials that supplement the narrative chapters contained within the main body of the report.

While the preceding chapters discuss capital planning policies, financial strategies, departmental priorities, and infrastructure needs, the appendices provide detailed information regarding the assets, projects, and obligations that support those planning efforts.

The appendices are intended to serve as working reference materials for the Select Board, Budget Committee, Town staff, and future Capital Improvement Program updates.

Appendix A – Municipal Fleet and Equipment Asset Register

Appendix A contains a comprehensive inventory of major municipal vehicles and equipment utilized by Town departments.

The inventory is intended to:

- document existing assets;
- support replacement planning;
- establish lifecycle management schedules;
- identify aging equipment;
- and assist in future capital budgeting efforts.

The inventory includes public safety apparatus, municipal vehicles, utility vehicles, heavy equipment, and other major capital assets.

Appendix B– Debt Schedules

Appendix B contains summaries of the Town's existing debt obligations, including governmental, water, and sewer debt.

These schedules provide context for evaluating future borrowing capacity and assist in assessing the long-term financial impact of capital investments.

Appendix C– Beach Access Inventory

Appendix C provides a detailed inventory of the Town's public beach access system.

The inventory documents:

- public beach openings;
- walkway locations;
- accessibility improvements;
- Mobi-Mat locations;
- and related coastal infrastructure assets.

This inventory supports future planning, maintenance, accessibility improvements, and environmental permitting activities.

Appendix D– Capital Project Schedules

Appendix D contains detailed capital project schedules organized by department and planning year.

These schedules provide a comprehensive summary of projects identified during the FY2027-FY2032 planning process and serve as the primary working reference for future CIP updates.

Projects are organized by department and presented over the six-year planning horizon to illustrate anticipated timing, costs, and implementation priorities.

Appendix E – Sewer Pump Station Modernization Summary

Appendix E provides a summary of the Town's ongoing Sewer Pump Station Modernization planning effort.

Because of the scale and complexity of these projects, detailed engineering evaluations, financing analyses, and implementation schedules are being developed through a separate planning process. The appendix is intended to provide general context and identify future planning priorities without incorporating those projects into the primary CIP totals contained within this document.

Continuing Development

The appendices should be viewed as dynamic planning tools. Inventories, schedules, and project information will evolve as projects are completed, assets are replaced, and future capital needs are identified.

As the Capital Improvement Program is updated annually, the appendices will continue to serve as important reference documents supporting long-term infrastructure planning and financial decision-making.

Appendix A

Municipal Fleet and Equipment Asset Register

A.1 Introduction

The Town of Seabrook maintains a substantial investment in municipal vehicles, heavy equipment, emergency apparatus, and specialized utility equipment. These assets support virtually every municipal service provided to the public, including public safety, public works, solid waste collection, water distribution, wastewater collection and treatment, recreation, and administrative operations.

The purpose of this Appendix is to establish a comprehensive inventory of the Town's fleet and major mobile equipment while providing a framework for long-term asset management. Although the Capital Improvement Program identifies projects requiring future appropriations, effective capital planning begins with a complete understanding of the assets currently in service, their condition, anticipated service life, and projected replacement needs.

Unlike many municipal fleet inventories that simply list vehicles, this Asset Register is intended to function as a management tool. It provides an organized record of the Town's active fleet, establishes a baseline for future capital planning, and supports annual evaluation of replacement priorities. As vehicles and equipment are acquired, transferred, retired, or declared surplus, this inventory should be updated as part of the annual Capital Improvement Program review.

The Town's replacement philosophy emphasizes lifecycle management rather than replacement based solely upon age. Decisions regarding replacement should consider operational reliability, maintenance history, equipment utilization, availability of replacement parts, regulatory requirements, technological improvements, and overall lifecycle cost. This approach helps maximize the useful life of municipal assets while reducing the likelihood of emergency replacements and unplanned service interruptions.

Throughout this Capital Improvement Program, replacement schedules are intended to serve as planning guides rather than fixed commitments. Actual replacement decisions will continue to be evaluated annually based upon equipment condition, operational priorities, available funding, and recommendations from department heads.

The inventories that follow represent the Town's active fleet as of preparation of the FY2027–FY2032 Capital Improvement Program and are organized by department. Each departmental section includes a summary of fleet assets, replacement philosophy, detailed inventory, and

observations regarding future capital planning. Surplus and retired equipment are identified separately to preserve an accurate historical record of the Town's capital assets.

This Appendix represents the Town's first comprehensive Municipal Fleet and Equipment Asset Register and is intended to become a living management document. Future Capital Improvement Programs should update this inventory annually, allowing the Town to maintain an accurate record of municipal assets while supporting sound financial planning and responsible stewardship of public resources.

A.2 Asset Management Philosophy

The Town recognizes that vehicles and equipment are among its most significant capital investments. Effective management of these assets requires balancing operational reliability with fiscal responsibility.

The Town's fleet management objectives are to:

- Maintain reliable equipment necessary to provide uninterrupted municipal services.
- Replace assets based upon lifecycle cost, condition, and operational need rather than age alone.
- Avoid significant fluctuations in annual capital expenditures through planned replacement scheduling.
- Maximize the useful life of equipment through preventive maintenance and appropriate rehabilitation.
- Maintain accurate inventory records to support budgeting, insurance, financial reporting, and long-range capital planning.
- Continuously evaluate opportunities to improve operational efficiency through modernization and technological advancement.

Implementation of these principles will help ensure that municipal services continue to be delivered safely, efficiently, and cost-effectively while protecting the Town's long-term investment in its fleet and equipment.

A.3 Town-Wide Fleet Summary

The Town of Seabrook maintains a diverse fleet of municipal vehicles, emergency apparatus, heavy equipment, and specialized utility equipment that supports virtually every public service provided by the Town. These assets enable the delivery of emergency response, highway maintenance, solid waste collection, water distribution, wastewater collection and treatment, parks maintenance, recreation, and numerous other municipal operations.

Collectively, the Town's fleet represents one of its largest continuing capital investments. The replacement value of these assets extends well beyond the annual capital budget and requires long-term planning to ensure operational reliability while maintaining fiscal responsibility. As a result, the Town has adopted a lifecycle management approach that emphasizes preventive maintenance, scheduled replacement, and careful evaluation of each asset's operational condition before capital replacement is recommended.

The inventories contained within this Appendix have been reviewed with department heads and updated to reflect the Town's current active fleet. The inventories establish the baseline Municipal Fleet and Equipment Asset Register for the FY2027–FY2032 Capital Improvement Program and are intended to serve as the foundation for future annual updates.

Municipal Fleet Summary

Department	Primary Fleet Components
Fire Department	Fire apparatus, ambulances, command vehicles, utility vehicles
Police Department	Patrol vehicles, command vehicles, specialty enforcement vehicles, trailers
Department of Public Works	Highway equipment, refuse collection vehicles, heavy equipment, parks vehicles
Water Department	Utility trucks, pickups, sport utility vehicles, backhoe, compressor
Sewer Department	Utility trucks, crane truck, vacuum tanker, backhoe, jetter trailer, forklift
Recreation Department	Recreation support vehicles and utility equipment

Capital Planning Observations

Review of the Town's fleet identifies several themes that influence long-range capital planning.

- The Town has made substantial progress in modernizing its emergency response fleet through the planned replacement of fire apparatus, ambulances, and police patrol vehicles.
- The Department of Public Works maintains the Town's largest and most diverse equipment inventory. Continued investment in heavy equipment and refuse collection vehicles will remain an important long-term capital priority.
- Recent investments in Water and Sewer Department equipment have significantly improved the reliability of utility operations while supporting regulatory compliance and reducing operational risk.
- Several specialized pieces of heavy equipment remain in service beyond their original planning horizons. Continued monitoring of maintenance costs and equipment condition will help determine the appropriate timing for future replacement.
- The Town's replacement strategy seeks to avoid large fluctuations in annual capital expenditures by distributing major equipment replacements over multiple fiscal years whenever practical.

As additional Capital Improvement Programs are prepared, this Asset Register will provide the Town with a consistent method for evaluating fleet condition, measuring progress toward modernization, identifying emerging replacement needs, and supporting informed capital investment decisions. Annual updates to this inventory will ensure that replacement schedules remain responsive to changing operational requirements while preserving the long-term value of the Town's investment in municipal vehicles and equipment.

A.4 Fire Department Asset Register

A.4.1 Department Overview

The Seabrook Fire Department maintains a specialized fleet of emergency response apparatus, ambulances, command vehicles, and support equipment necessary to provide fire suppression, emergency medical services, technical rescue, emergency management, and related public safety functions. These assets represent some of the Town's most significant capital investments and are essential to protecting the lives and property of residents, businesses, and visitors.

Unlike many municipal vehicles, fire apparatus are highly specialized emergency response assets that must remain available for immediate deployment under demanding operating conditions. Their replacement requires long-term financial planning due to extended procurement periods, specialized equipment requirements, and substantial acquisition costs. Maintaining an accurate Asset Register supports lifecycle management, capital planning, budgeting, and operational readiness.

This Asset Register establishes the baseline inventory of Fire Department vehicles and apparatus for the FY2027–FY2032 Capital Improvement Program and is intended to be reviewed and updated annually.

A.4.2 Fleet Summary

Category	Quantity
Engines	3
Ladder Truck	1
Ambulances	3
Command Vehicles	2
Utility Vehicles	3
Total Active Fleet	12
Average Fleet Age	<i>13 Years</i>

Recently Retired Apparatus

- 1993 LTI Ladder Truck – Removed from Frontline Service (2026)
- 2003 E-One Typhoon Engine – Removed from Frontline Service (2026)

A.4.3 Fleet Replacement Philosophy

The Fire Department's replacement strategy is based upon operational readiness, lifecycle management, maintenance history, manufacturer support, and overall reliability rather than chronological age alone. Apparatus remain in frontline service only so long as they continue to safely and effectively support emergency operations.

General planning assumptions include:

Apparatus Type	Typical Planning Cycle
Ambulances	12-15 Years
Engines	20- 25 Years
Ladder Truck	25- 30 Years
Command Vehicles	8-10 Years
Utility Vehicles	10-15 Years

These planning cycles are intended as management guidelines. Actual replacement decisions remain dependent upon condition, maintenance history, operational demands, technological advancements, and available funding.

A.4.4 Fire Department Asset Register

Fire Suppression Apparatus

Unit	Year	Make/Model	Primary Function	Status	Notes
E-1	2000	E-One Pumper	Structural Fire Suppression	Active	
E-2	2005	E-One Typhoon	Structural Fire Suppression	Active	
E-3	2024	FWD Pumper	Structural Fire Suppression	Active	Newest frontline engine.
T-1	2017	KME AerialCat	Ladder Truck	Active	Long Term Capital Asset

Emergency Medical Services

Unit	Year	Make/Model	Primary Function	Status	Notes
A-43	2010	Ford Ambulance	Advanced Life Support Ambulance	Active	Replace Expected 2026
A-44	2013	Ford Ambulance	Advanced Life Support Ambulance	Active	Replacement Ordered
A-45	2017	Ford Ambulance	Advanced Life Support Ambulance	Active	Current frontline

Command Vehicles

Unit	Year	Make/Model	Primary Function	Status	Notes
C-1	2018	Chevy Tahoe	Command Vehicle	Active	Replace Requested 2028
R-1	2024	Chevy Tahoe	EMS Chase / Command Vehicle	Active	Primary EMS Chase Vehicle

Utility and Support Vehicles

Unit	Year	Make/Model	Primary Function	Status	Notes
U-1	2007	GMC 2500	Utility Pickup	Active	Replace Expected 2026
R-2	2003	Ford Pickup	Utility Vehicle	Active	
Argo	2018	Argo Avenger Pro 800XT	Specialty Utility Vehicle	Active	Supports off- road emergency response and rescue operation

A.5 Police Department Asset Register

A.5.1 Department Overview

The Seabrook Police Department maintains a modern fleet of patrol vehicles, investigative vehicles, command vehicles, specialty enforcement units, and support equipment necessary to provide twenty-four-hour law enforcement services throughout the community. These assets support patrol operations, criminal investigations, traffic enforcement, emergency management, animal control, beach patrol, school resource functions, and numerous other community policing initiatives.

Police vehicles experience some of the most demanding operating conditions within the Town's municipal fleet. Extended idling, emergency response, frequent acceleration and braking, and the installation of specialized communications and public safety equipment contribute to accelerated wear when compared to conventional municipal vehicles. As a result, proactive fleet replacement is essential to maintaining operational readiness, officer safety, and dependable public service.

The Police Department has adopted a fleet replacement program that seeks to replace police vehicles before escalating maintenance costs, equipment failures, or technological obsolescence adversely affect public safety operations. This Asset Register establishes the baseline inventory for the FY2027–FY2032 Capital Improvement Program and will be reviewed and updated annually.

A.5.2 Fleet Summary

Category	Quantity
Patrol Vehicles	7
Investigative Service Vehicles	3
Special Assignment Patrol Vehicles (K-9, SRO, Detail)	3
Animal Control Vehicles	1
Parking Enforcement Vehicles	1
Chief of Police/Command Vehicles	2
Administrative/Utility Vehicles	2
Motorcycles	2
Beach/Trail Patrol (UTV, ATV)	2
Trailers (Digital Signs, Utilities)	3
Total Active Fleet	26
Average Fleet Age (FY 2026)	Approximately 5 Years

A.5.3 Fleet Replacement Philosophy

The Police Department's fleet replacement strategy is based upon vehicle condition, mileage, engine hours, maintenance history, accident history, technological compatibility, and operational reliability. Police vehicles are evaluated annually to determine whether continued investment in maintenance remains cost-effective when compared to replacement.

Unlike most municipal vehicles, police patrol vehicles operate under severe-duty conditions that significantly accelerate wear and shorten useful service life. Extended engine idling, emergency response driving, rapid acceleration and braking, twenty-four-hour operations, and the continuous use of emergency lighting, communications equipment, mobile computers, and other specialized public safety technology place extraordinary demands on both the vehicle and its supporting systems. As a result, vehicle replacement decisions cannot be based solely upon mileage or age but must also consider operational readiness and reliability.

Maintaining a predictable replacement cycle provides several long-term benefits, including:

- Improved officer safety and operational reliability.
- Reduced vehicle downtime and maintenance costs.
- Continued compatibility with evolving public safety technology.
- Greater budget stability through planned capital expenditures.
- Consistent availability of reliable police vehicles.

While replacement schedules provide a planning framework, actual replacement decisions remain dependent upon vehicle condition and operational demands.

A.5.4 Police Department Asset Register

Patrol Fleet

Unit	Year	Make/Model	Primary Function	Status	Notes
Unit 10	2025	Ford Police Interceptor Utility	Patrol	Active	Newest Patrol Vehicle
Unit 11	2023	Ford Police Interceptor Utility	Patrol	Active	
Unit 12	2022	Ford Police Interceptor Utility	Patrol	Active	Replace in 2026
Unit 13	2023	Ford Police Interceptor Utility	Patrol	Active	
Unit 14	2025	Ford Police Interceptor Utility	Patrol	Active	New patrol vehicle
Unit 15	2022	Ford Police Interceptor Utility	Patrol	Active	
Unit 16	2023	Ford Police Interceptor Utility	Patrol	Active	
Unit 17	2021	Ford Police Interceptor Utility	Patrol (Detail)	Active	
Unit 18	2022	Ford Police Interceptor Utility	K-9 Patrol	Active	Replace in 2026
Unit 19	2020	Ford Police Interceptor Utility	Patrol (SRO)	Active	

Non Patrol Fleet

Unit	Year	Make/Model	Primary Function	Status	Notes
Unit 700	2025	Ford Police Interceptor Utility	Department Head	Active	
Unit 701	2024	Ford Explorer	Multi-Purpose Command	Active	
Unit 702	2023	Ford Police Interceptor Utility	Multi Purpose Admin	Active	
Unit 703	2020	Chevy Silverado	Utility Support	Active	
Unit 22	2021	Ford Police Interceptor Utility	POP Interdiction	Active	
Unit 23	2020	Ford Police Interceptor Utility	Detectives	Active	Replacement 2026
Unit 24	2023	Ford Police Interceptor Utility	Detectives/ Prosecution	Active	

Note: *Supplements Patrol When Not Performing Primary Function

Specialty Enforcement and Support Fleet

Unit	Year	Make/Model	Primary Function	Status	Notes
Unit 27	2020	Yamaha UTV	Beach Patrol	Active	Seasonal Beach Operations
Unit 28	2020	Polaris ATV	Trail Patrol	Active	
Unit 29	2021	Ford 150	Animal Control	Active	
Unit 30	2021	Ford Police Interceptor Utility	Parking Enforcement	Active	
Unit 31	2010	Enclosed Utility Trailer	Equipment Transport	Active	
Unit 32	2024	Digital Message Board Trailer	Traffic Management	Active	
Unit 33	2024	Digital Message Board Trailer	Traffic Management	Active	
Unit 34	2019	Harley Davidson MC	Patrol/Special Events	Active	
Unit 35	2025	Harley Davidson MC	Patrol/Special Events	Active	

A.5.5 Fleet Assessment

The Police Department maintains one of the Town's newest municipal fleets through a disciplined replacement program that emphasizes reliability, officer safety, and operational readiness. Continued investment in scheduled vehicle replacement has resulted in a modern fleet capable of supporting current law enforcement technology while minimizing downtime, maintenance costs, and unexpected equipment failures.

The Department's replacement strategy distributes vehicle acquisitions over multiple fiscal years, avoiding significant fluctuations in annual capital expenditures while maintaining a balanced fleet age. This approach supports predictable budgeting, preserves operational continuity, and extends the useful life of specialized public safety equipment installed within each vehicle.

A.5.6 Capital Planning Considerations

During the FY2027–FY2032 Capital Improvement Program period, the Police Department's fleet objectives include:

- Maintaining a proactive police vehicle replacement schedule.
- Preserving compatibility with evolving law enforcement technology.
- Minimizing vehicle downtime through planned replacement rather than reactive repair.
- Continuing to modernize specialty vehicles as operational requirements dictate.
- Supporting officer safety through reliable and well-maintained fleet assets.

A.5.7 Annual Review

The Chief of Police should review this Asset Register annually during preparation of the Capital Improvement Program. The review should include newly acquired vehicles, retired or transferred equipment, revised replacement schedules and significant maintenance issues affecting long-term fleet planning.

Maintaining an accurate Police Department Asset Register will support informed capital budgeting, responsible fleet management, and continued delivery of reliable public safety services.

A.6 Department of Public Works Asset Register

A.6.1 Department Overview

The Department of Public Works maintains the Town's largest and most diverse fleet of vehicles and heavy equipment. These assets support highway maintenance, winter operations, stormwater management, refuse collection, transfer station operations, parks maintenance, and numerous other municipal services that residents rely upon every day.

Because of the varied nature of Public Works operations, the Department utilizes a broad range of specialized equipment, including heavy construction equipment, dump trucks, refuse collection vehicles, tractors, loaders, and support vehicles. Many of these assets remain in service for extended periods through comprehensive preventive maintenance and planned rehabilitation, making lifecycle management an essential component of the Town's capital planning process.

For purposes of this Asset Register, the Department is organized into three operational divisions: Highway, Solid Waste / Transfer Station, and Parks.

A.6.2 Department Fleet Summary

Division	Primary Assets
Highway	Dump trucks, pickups, backhoes, bucket truck, tractor, tanker, sidewalk maintenance equipment
Solid Waste/Transfer Station	Refuse trucks, recycling trucks, loader, excavator, skid steer
Parks	Pickup truck, compact tractor

A.6.3 Fleet Replacement Philosophy

The Department replaces equipment based upon operational condition, maintenance history, reliability, parts availability, utilization, and lifecycle cost rather than chronological age alone. This approach allows equipment to remain in productive service while ensuring that aging assets are replaced before declining reliability begins to affect municipal operations.

Major equipment purchases are scheduled over multiple fiscal years whenever practical to maintain dependable service while minimizing significant fluctuations in annual capital expenditures.

A.6.4 Highway Division

The Highway Division maintains the equipment necessary to support roadway maintenance, winter operations, drainage improvements, roadside vegetation management, traffic support, and emergency response assistance.

Unit	Year	Make/Model	Status	Planned Replacement
HWY-57	2007	International 7400 Dump Truck	Active	FY 2027
HWY-54	2020	International 7400 Dump Truck	Active	FY 2032+
HWY-55	2012	International 7400 Dump Truck	Active	FY 2029
HWY-58	2009	International 7400 Dump Truck	Active	FY 2028
HWY-51	2022	International HV507 Dump Truck	Active	FY 2033
HWY-70	2020	Chevrolet Silverado Pickup	Active	FY 2031
HWY-56	2023	Ford F-450 Pickup	Active	FY 2034
HWY-53	2017	Ford F-350 Pickup	Active	FY 2029
HWY-50	2011	Ford F-350 Dump Truck	Active	FY 2028
HWY-Bucket	1991	Ford Bucket Truck	Active	FY 2027
HWY-52	2016	CAT 450F Backhoe	Active	FY 2030
HWY-Port 4	1996	Case 580SM Backhoe	Active	FY 2027
HWY-Sidewalk	2015	Sidewalk Snowblower	Active	FY 2030
HWY-73	2023	John Deere 6120E Tractor	Active	FY 2035+
T-1	1999	Freightliner FL70 Tanker	Active	2027
M-1	2012	Ford F-250 Pickup	Active	TBD

Inactive Equipment

Unit	Year	Make/Model	Status
HWY-49	2006	Ford F-350 Dump Truck	Inactive

A.6.5 Solid Waste / Transfer Station Division

The Solid Waste Division maintains specialized collection vehicles and heavy equipment supporting municipal refuse collection, recycling operations, and transfer station activities.

Unit	Year	Make/Model	Status	Planned Replacement
-RUB 59	2007	Peterbilt 337 Rubbish Truck	Active	FY 2028
-RUB 76	2024	Freightliner M2106 Packer	Active	FY 2033 +
-RUB-71	2015	International 4400 Packer	Active	FY 2029
-RUB-74	2017	International 4400 Recycle Truck	Active	FY 2030
-RUB-75	2007	International 7400 Recycle Truck	Active	FY 2027
RUB-Volvo	2019	Volvo L60H Loader	Active	FY 2032
RUB-EXCV	1997	Case 920B Excavator	Active	FY 2027
RUB-SKID	2010	Bobcat Skid Steer	Active	FY 2028

Inactive Equipment Removed From Fleet

Unit	Year	Make/Model	Status
RUB-BH-LD	1996/2006	Case 580 Loader/Backhoe	Inactive/Surplus

A.6.6 Parks Division

The Parks Division maintains equipment dedicated to park maintenance, groundskeeping, athletic facilities, and public open space.

Unit	Year	Make/Model	Status	Replace
PKS-84	2017	Ford F-250 Pickup	Active	TBD
PKS-Tractor	2015	Kubota B2650 Tractor	Active	TBD

A.6.7 Fleet Assessment

The Department of Public Works maintains the Town's largest and most diverse fleet. Recent investments in highway equipment, refuse collection vehicles, and heavy equipment have substantially improved operational reliability while strengthening the Department's ability to provide year-round municipal services.

Although several older specialty assets remain in service, the Department has demonstrated a disciplined approach to lifecycle management by replacing equipment strategically rather than reactively. During the current planning period, the Department removed a 1996 Case 580 Loader/Backhoe from active service after determining that continued investment was no longer economically justified. The equipment has been transferred to the Town's surplus inventory following evaluation of repair costs.

A.6.8 Capital Planning Considerations

The Department's principal fleet objectives during the FY2027–FY2032 Capital Improvement Program include:

- Maintaining a balanced replacement schedule for heavy equipment.
- Continuing modernization of refuse collection vehicles.
- Monitoring the condition of older specialty equipment.
- Maximizing equipment service life through preventive maintenance.
- Coordinating fleet replacement with long-term capital planning objectives.

A.6.9 Annual Review

The Director of Public Works should review this Asset Register annually during preparation of the Capital Improvement Program. Updates should include new acquisitions, transfers, inactive equipment, surplus assets, revised replacement schedules, and significant maintenance issues affecting long-term capital planning.

Maintaining an accurate Asset Register will support informed capital investment decisions while ensuring continued stewardship of one of the Town's most significant categories of municipal capital assets.

A.7 Water Department Asset Register

A.7.1 Department Overview

The Water Department maintains a specialized fleet of vehicles and equipment necessary to operate, maintain, repair, and improve the Town's public water distribution system. These assets support water main construction and repair, hydrant maintenance, water service installations, meter replacement, utility locating, infrastructure inspection, and emergency response to water system failures.

The Department's fleet plays a critical role in maintaining the reliability of the Town's water system. Unlike general municipal vehicles, many Water Department assets are specifically equipped to support utility operations and must be available to respond to emergencies at any time of day or night. Maintaining dependable vehicles and equipment minimizes service interruptions, improves operational efficiency, and protects the Town's investment in its water infrastructure.

This Asset Register establishes the baseline inventory of Water Department vehicles and equipment for the FY2027–FY2032 Capital Improvement Program and is intended to be reviewed and updated annually.

A.7.2 Department Fleet Summary

Category	Quantity
Dump Truck	1
Pickup Trucks	3
Utility Trucks	1
Sport Utility Vehicles	2
Backhoe	1
Portable Air Compressor	1
Total Active Fleet & Equipment	9
Average Fleet Age	6 Years

A.7.3 Fleet Replacement Philosophy

The Water Department evaluates fleet replacement based upon operational reliability, maintenance history, equipment utilization, regulatory requirements, and lifecycle cost. Equipment supporting emergency utility operations is maintained to a high standard to ensure dependable response capability while maximizing useful service life through preventive maintenance.

Replacement decisions are based upon operational condition rather than age alone and are coordinated with the Department's long-term infrastructure improvement program whenever practical.

A.7.4 Water Department Asset Register

Unit	Year	Make/Model	Status	Primary Assignment
WTR-64	2024	Ford F-350 Dump Truck	Active	Construction and utility maintenance
WTR-66	2025	Chevrolet CK20753 Pickup	Active	Department Operations
WTR-68	2020	Chevrolet Tahoe	Active	Field operations and emergency response
WTR-69	2017	Ford Explorer	Active	Department Operations
WTR-61	2018	Ford F-150 Pickup	Active	Utility maintenance
WTR-63	2018	Ford F-250 Pickup	Active	Utility maintenance
WTR-62	2021	Ford F-250 Utility Truck	Active	Utility maintenance
WTR-65	2024	CAT 420 Backhoe	Active	Excavation and infrastructure repair
WTR-67	2017	Doosan P185 Portable Air Compressor	Active	Water main construction and repair

A.7.5 Fleet Assessment

The Water Department maintains a modern and well-balanced fleet that supports both routine utility operations and emergency response. Recent investments in replacement vehicles and heavy equipment have strengthened the Department's ability to maintain the Town's water infrastructure while reducing maintenance costs and improving operational reliability.

The Department's fleet includes specialized equipment necessary for excavation, utility repair, and emergency response. The acquisition of newer vehicles and equipment has positioned the Department to continue providing dependable service while minimizing disruptions associated with aging equipment.

Continued adherence to a planned replacement schedule and preventive maintenance program will help preserve the Department's operational readiness and protect the Town's investment in its water system.

A.7.6 Capital Planning Considerations

During the FY2027–FY2032 Capital Improvement Program period, the Water Department's fleet objectives include:

- Maintaining reliable emergency response capability for water system failures.
- Coordinating vehicle replacement with water infrastructure improvement projects.
- Maximizing equipment service life through comprehensive preventive maintenance.
- Monitoring equipment condition to support long-term capital planning.
- Evaluating opportunities to improve operational efficiency through fleet modernization.

A.7.7 Annual Review

The Water Superintendent should review this Asset Register annually during preparation of the Capital Improvement Program. Updates should include newly acquired vehicles, transferred assets, retired equipment, revised replacement schedules, and significant maintenance issues affecting long-term fleet planning.

Maintaining an accurate Water Department Asset Register will support sound asset management, informed capital budgeting, and the continued reliable operation of the Town's public water system.

A.8 Sewer Department Asset Register

A.8.1 Department Overview

The Sewer Department maintains a specialized fleet of vehicles and equipment necessary to operate, maintain, repair, and improve the Town's wastewater collection system. These assets support routine maintenance, pump station operations, sewer main construction and repair, emergency response, regulatory compliance, and protection of public health and the environment.

Unlike conventional municipal fleets, the Department relies upon highly specialized equipment designed specifically for wastewater operations. Crane trucks, vacuum tankers, excavation equipment, jetting equipment, and utility service vehicles enable the Department to respond rapidly to infrastructure failures while maintaining the reliable operation of the Town's wastewater collection system.

This Asset Register establishes the baseline inventory of Sewer Department vehicles and equipment for the FY2027–FY2032 Capital Improvement Program and is intended to be reviewed and updated annually

A.8.2 Department Fleet Summary

Category	Quantity
Pickup Trucks	3
Sport Utility Vehicle	1
Crane Truck	1
Vacuum Tanker	1
Backhoe	1
Forklift	1
Jetter Trailer	1
Total Active Fleet & Equipment	9
Average Fleet Age	<i>6 Years.</i>

A.8.3 Fleet Replacement Philosophy

The Sewer Department evaluates vehicle and equipment replacement based upon operational reliability, maintenance history, utilization, regulatory requirements, and lifecycle cost. Because many fleet assets perform highly specialized functions, equipment remains in service only while it continues to support dependable operations in a safe and cost-effective manner.

Replacement planning is coordinated with the Department's broader capital improvement strategy, including modernization of pump stations and other critical wastewater infrastructure. Maintaining reliable support equipment minimizes emergency repairs, protects environmental resources, and helps ensure compliance with state and federal regulatory requirements.

A.8.4 Sewer Department Asset Register

Unit	Year	Make/Model	Status	Primary Assignment
SWR-96	2019	Chevrolet Colorado Pickup	Active	Utility maintenance and inspections
SWR-93	2023	Ford F-350 Utility Truck	Active	Collection system maintenance
SWR-92	2019	Ford F-350 Crane Truck	Active	Pump, equipment, and infrastructure maintenance
SWR-99	2016	Ford F-250 Pickup	Active	Utility operations
SWR-94	2025	Freightliner M2106 Vacuum Tanker	Active	Wastewater collection system maintenance
SWR-91	2024	Toyota Forklift	Active	Material handling and facility operations
SWR-97	2015	CAT Backhoe	Active	Excavation and sewer infrastructure repair
SWR-95	2005	Jetter Trailer	Active	Sewer cleaning and line maintenance
SWR-98	2014	Ford Explorer	Active	Department operations and field response

A.8.5 Fleet Assessment

The Sewer Department maintains a modern and highly specialized fleet designed to support the operation of the Town's wastewater collection system and associated infrastructure. Recent investments in a new backhoe, and vacuum tanker have significantly improved the Department's operational capabilities while reducing maintenance requirements and increasing response efficiency.

Unlike general municipal fleets, many Sewer Department assets are directly associated with maintaining critical infrastructure and preventing service interruptions. Reliable fleet equipment enables Department personnel to respond quickly to sewer main failures, pump station issues, and emergency maintenance activities while supporting compliance with environmental regulations.

The Department's current fleet provides a strong foundation for the phased modernization of the Town's pump station infrastructure that is presented elsewhere in this Capital Improvement Program.

A.8.6 Capital Planning Considerations

During the FY2027–FY2032 Capital Improvement Program period, the Sewer Department's fleet objectives include:

- Maintaining dependable support equipment for wastewater collection system operations.
- Coordinating fleet replacement with long-term pump station modernization projects.
- Maximizing equipment service life through comprehensive preventive maintenance.
- Monitoring specialized equipment to ensure continued operational reliability.
- Supporting environmental compliance through dependable emergency response capability.

A.8.7 Annual Review

The Sewer Superintendent should review this Asset Register annually during preparation of the Capital Improvement Program. Updates should include newly acquired vehicles and equipment, transfers, retirements, revised replacement schedules, and significant maintenance issues affecting long-term capital planning.

Maintaining an accurate Sewer Department Asset Register will support sound asset management, informed capital budgeting, and the continued reliable operation of the Town's wastewater collection system while protecting public health and the environment.

A.9 Recreation Department Asset Register

A.9.1 Department Overview

The Recreation Department maintains a small fleet of vehicles and utility equipment that supports the operation and maintenance of the Town's recreational facilities, athletic fields, community events, and year-round recreation programs. Although modest in size, these assets are essential to the Department's ability to deliver programs efficiently and maintain public recreational facilities.

The Department works closely with the Department of Public Works, which provides additional equipment and personnel support for larger maintenance projects, park improvements, and special events. The Recreation Department's fleet is therefore intended to support daily operations while complementing the broader municipal resources available through Public Works.

This Asset Register establishes the baseline inventory of Recreation Department vehicles and equipment for the FY2027–FY2032 Capital Improvement Program and is intended to be reviewed and updated annually.

A.9.2 Department Fleet Summary

Category	Quantity
Passenger Bus	1
Utility Vehicle	1
Total Active Fleet & Equipment	2
Average Fleet Age	<i>10 Years</i>

A.9.3 Fleet Replacement Philosophy

The Recreation Department evaluates vehicle replacement based upon operational reliability, maintenance history, utilization, and lifecycle cost. Because the Department operates a relatively small fleet, replacement decisions are coordinated with overall departmental capital planning and budget priorities.

The Department seeks to maximize the useful life of its vehicles through routine maintenance while ensuring dependable transportation and operational support for recreation programs and community events.

A.9.4 Recreation Department Asset Register

Unit	Year	Make/Model	Status	Primary Assignment
REC-1	2007	Ford Mini Bus	Active	Transportation for recreation programs and community activities
REC-2	2024	550DXH Explorer Utility Vehicle (Big Horn)	Active	Parks, athletic fields, facilities maintenance, and special event support

A.9.5 Fleet Assessment

The Recreation Department maintains a small but effective fleet that supports a broad range of community programs and facility operations. The acquisition of the newer utility vehicle has improved the Department's ability to transport equipment and maintain recreational facilities while reducing dependence on larger Public Works vehicles for routine activities.

The Department's current fleet is appropriately sized for its operational responsibilities and is expected to continue meeting program needs throughout the current Capital Improvement Program period with routine maintenance and lifecycle management.

A.9.6 Capital Planning Considerations

During the FY2027–FY2032 Capital Improvement Program period, the Recreation Department's fleet objectives include:

- Maintaining reliable transportation for recreation programs and participants.
- Supporting efficient maintenance of parks and recreational facilities.
- Maximizing vehicle service life through preventive maintenance.
- Coordinating future replacement planning with the Department's operational needs and available capital funding.

A.9.7 Annual Review

The Recreation Director should review this Asset Register annually during preparation of the Capital Improvement Program. Updates should include new vehicle acquisitions, equipment transfers, retirements, revised replacement schedules, and significant maintenance issues affecting future capital planning.

Maintaining an accurate Recreation Department Asset Register will support responsible fleet management and ensure that the Department continues to provide dependable recreational services to the residents of Seabrook.

A.10 Inspectional Services Asset Register

A.10.1 Department Overview

The Inspectional Services Department maintains a single Town-owned vehicle supporting building inspection, code enforcement, zoning administration, property maintenance inspections, and related municipal responsibilities. The vehicle provides reliable transportation throughout the community while reducing the Town's reliance on employee automobile reimbursement.

In December 2025, the Board of Selectmen approved the transfer of a Ford Explorer from the Water Department to the Inspectional Services Department. The transfer eliminated the Building Inspector's automobile allowance and placed a Town-owned vehicle into daily service for inspectional operations. This action improved operational efficiency while reducing ongoing operating costs.

This Asset Register establishes the baseline inventory of Inspectional Services vehicles for the FY2027–FY2032 Capital Improvement Program and is intended to be reviewed and updated annually.

A.10.2 Department Fleet Summary

Category	Quantity
Inspection Vehicle	1
Total Active Fleet	1
Average Fleet Age	<i>13 Years</i>

A.10.3 Fleet Replacement Philosophy

Because the Department operates a single vehicle, replacement planning emphasizes reliability, operating cost, and continued support of daily inspectional activities. Vehicle replacement should be evaluated based upon condition, maintenance history, utilization, and lifecycle cost.

Future replacement should continue the Town's policy of providing a dependable municipal vehicle in lieu of an employee automobile allowance whenever it remains operationally and financially advantageous.

A.10.4 Inspectional Services Asset Register

Unit	Year	Make/Model	Status	Primary Assignment
INS-1	2013	Ford Explorer	Active	Building inspections, code enforcement, zoning administration, and related field inspections

A.10.5 Fleet Assessment

The Inspectional Services Department maintains a single vehicle appropriately matched to its operational responsibilities. The assignment of a Town-owned vehicle has improved operational flexibility while providing a cost-effective alternative to an employee automobile reimbursement program.

The Department's fleet needs are currently modest and are expected to remain stable throughout the planning period. Future replacement should be evaluated within the context of the Town's overall vehicle replacement program.

A.10.6 Capital Planning Considerations

During the FY2027–FY2032 Capital Improvement Program period, the Department's fleet objectives include:

- Maintaining reliable transportation for daily inspection activities.
- Maximizing vehicle service life through routine maintenance.
- Monitoring operating costs to support future replacement decisions.
- Coordinating replacement planning with the Town's overall fleet management strategy.

A.10.7 Annual Review

The Building Inspector and Town Manager should review this Asset Register annually as part of the Capital Improvement Program process. Updates should include vehicle replacement, transfers, revised replacement planning, and significant maintenance issues affecting long-term fleet management.

Maintaining an accurate Inspectional Services Asset Register will support sound asset management while ensuring dependable transportation for the Department's regulatory and inspection responsibilities.

A.11 Fleet Changes During the FY2027–FY2032 Capital Improvement Program

A.11.1 Overview

An effective Asset Register documents more than the Town's current fleet. It also records significant changes that occur over time, including the retirement of major apparatus, the transfer of equipment between departments, the declaration of surplus property, and the placement of assets into inactive status.

Documenting these changes preserves institutional knowledge, supports long-term capital planning, and provides future elected officials, department heads, and staff with an understanding of how the Town's fleet has evolved. The following summary identifies significant fleet actions occurring during preparation of the FY2027–FY2032 Capital Improvement Program.

A.11.2 Retired Frontline Apparatus

The following emergency response vehicles were removed from frontline service following replacement or modernization of the Fire Department fleet.

Department	Year	Vehicle / Equipment	Status	Remarks
Fire Department	1993	LTI Ladder Truck	Retired	Removed from frontline service following modernization of the Departments aerial apparatus fleet.
Fire Department	2003	E-One Typhoon Engine	Retired	Removed from frontline service as part of the Departments ongoing fleet modernization program.

A.11.3 Surplus Equipment

The following equipment was determined to have reached the end of its economically useful service life and was declared surplus.

Dept.	Unit ID	Year	Vehicle / Equipment	Status	Remarks
DPW Solid Waste / Tran. St.	RUB- BH/LD	1996/ 2006	Case 580 Loader/ Backhoe	Surplus	Acquired used in 2006

A.11.4 Inactive Equipment

Certain assets remain Town property but are no longer considered part of the active operational fleet.

Dept.	Unit ID	Year	Vehicle / Equipment	Status	Remarks
DPW High way	HWY-49	2006	Ford F-350 Dump Truck	Inactive	Replace.

A.11.5 Interdepartmental Fleet Transfers

Fleet management occasionally includes reassignment of vehicles between departments to improve operational efficiency and maximize the useful life of municipal assets.

From Depart.	To Depart	Year	Vehicle	Action	Remarks
Water Dept.	Inspectional	2013	Ford Explorer	Transfer	Transfer by Selectmen

A.11.6 Fleet Transition Summary

The fleet actions documented above illustrate the Town's continuing commitment to responsible asset management. Decisions to retire, transfer, surplus, or reassign municipal vehicles are based upon operational need, lifecycle cost, maintenance history, and the prudent stewardship of public resources.

Recording these changes provides continuity from one Capital Improvement Program to the next and preserves an institutional record of significant fleet management decisions. Future editions of this Asset Register should continue to document similar actions as the Town's fleet evolves.

A.12 Fleet Management Assessment

A.12.1 Overview

The inventories presented in this Appendix illustrate the breadth and diversity of the Town of Seabrook's municipal fleet. Collectively, these vehicles and equipment support every major municipal function, including emergency response, highway maintenance, refuse collection, utility operations, code enforcement, recreation, and administrative activities.

The Town's investment in fleet assets represents a substantial public investment requiring disciplined planning, preventive maintenance, and thoughtful capital replacement. Maintaining these assets in a safe and reliable condition is essential to the uninterrupted delivery of municipal services.

The preparation of this Municipal Fleet and Equipment Asset Register has provided an opportunity to evaluate the Town's overall fleet condition and identify trends that should guide future capital planning.

A.12.2 Strengths

Review of the Town's fleet identified several significant strengths.

- The Fire Department has substantially modernized its emergency response fleet through recent apparatus and ambulance replacement initiatives.
- The Police Department has implemented a structured replacement program that maintains a relatively modern patrol fleet while supporting officer safety and operational readiness.
- The Department of Public Works continues to modernize heavy equipment while balancing replacement costs over multiple fiscal years.
- The Water and Sewer Departments maintain specialized equipment necessary to support utility reliability and regulatory compliance.
- Department heads have demonstrated a strong commitment to preventive maintenance and lifecycle management, extending the useful life of municipal assets whenever practical.

A.12.3 Continuing Challenges

While the Town's overall fleet is in good condition, several continuing challenges should remain priorities during future Capital Improvement Programs.

- Heavy equipment replacement continues to represent one of the Town's largest long-term capital obligations.
- Certain specialized vehicles remain in service beyond their original planning horizons because of high replacement costs and acceptable operating condition.
- Inflation and extended manufacturer delivery schedules continue to affect replacement planning for specialized municipal equipment.
- Coordinating equipment replacement with major infrastructure projects will remain an important consideration in future capital budgeting.

A.12.4 Long-Term Fleet Management Objectives

The Town should continue to pursue the following fleet management objectives.

- Maintain a comprehensive Municipal Fleet and Equipment Asset Register.
- Continue annual review of fleet inventories during preparation of the Capital Improvement Program.
- Replace assets based upon condition, operational reliability, and lifecycle cost rather than chronological age alone.
- Distribute major capital purchases over multiple fiscal years whenever practical to promote budget stability.
- Continue emphasizing preventive maintenance to maximize equipment service life.
- Evaluate opportunities to improve operational efficiency through modernization and technological advancement.

A.12.5 Conclusion

The Town of Seabrook has made measurable progress in developing a proactive approach to fleet management. Continued adherence to lifecycle planning principles, combined with annual review of this Asset Register, will assist the Town in maintaining reliable municipal services while protecting its substantial investment in vehicles and equipment.

This Asset Register establishes a framework that can be expanded and refined during future Capital Improvement Programs, providing continuity from year to year while supporting informed capital investment decisions and responsible stewardship of public resources.

A.13 Annual Asset Register Maintenance and Update Procedures

A.13.1 Purpose

The Municipal Fleet and Equipment Asset Register is intended to serve as a living management document supporting the Town's annual Capital Improvement Program. To remain useful, the Asset Register should be reviewed and updated each year to accurately reflect the Town's current fleet, planned replacements, and significant changes in municipal assets.

The annual review process provides an opportunity to evaluate fleet condition, identify emerging capital needs, and ensure that long-term replacement planning remains aligned with departmental operational requirements and available financial resources.

A.13.2 Department Responsibilities

Each department maintaining vehicles or major mobile equipment should review its Asset Register annually before submitting capital requests for the upcoming fiscal year.

Each review should include:

- Verification of all active vehicles and equipment.
- Identification of newly acquired assets.
- Identification of retired, surplus, inactive, or transferred assets.
- Confirmation of vehicle assignments.
- Review of replacement priorities.
- Identification of significant maintenance issues affecting future replacement decisions.

Department heads should certify the accuracy of their inventories before submission to the Town Manager.

A.13.3 Town Manager Responsibilities

The Town Manager should coordinate the annual review process and ensure that departmental inventories are incorporated into the Capital Improvement Program.

Responsibilities include:

- Reviewing departmental submissions for completeness and consistency.
- Updating Town-wide fleet statistics.
- Evaluating replacement priorities.
- Coordinating fleet replacement recommendations with available financial resources.
- Incorporating significant fleet changes into future editions of the Capital Improvement Program.
-

A.13.4 Master Asset Register

The Town should maintain a centralized electronic Municipal Fleet and Equipment Asset Register that serves as the official inventory of all municipal vehicles and major mobile equipment.

The Master Asset Register should include, at a minimum:

- Department
- Operating Division
- Unit Identification Number
- Year
- Vehicle or Equipment Description
- Make and Model
- Primary Assignment
- Operational Status
- Acquisition Date (when available)
- Replacement Schedule
- Notes regarding transfers, surplus declarations, or significant maintenance history

The Master Asset Register should serve as the primary source document for future editions of this Appendix.

A.13.5 Annual Review Schedule

The annual review should generally occur as part of preparation of the Town's Capital Improvement Program.

The recommended sequence is:

1. Department inventory review.
2. Verification by department head.
3. Update of the Master Asset Register.
4. Calculation of Town-wide fleet statistics.
5. Review by the Town Manager.
6. Incorporation into the annual Capital Improvement Program.

This process ensures that fleet inventories remain accurate while supporting informed capital planning and responsible asset management.

A.13.6 Future Development

As the Town's asset management program continues to mature, additional information may be incorporated into the Master Asset Register, including:

- Vehicle replacement cost.
- Current estimated replacement value.
- Equipment condition ratings.
- Maintenance cost history.
- Annual utilization.
- Fuel type and operating characteristics.
- Lifecycle performance measures.

Expansion of the Asset Register will further strengthen the Town's ability to evaluate capital needs, prioritize replacement projects, and support long-term financial planning.

A.13.7 Conclusion

The Municipal Fleet and Equipment Asset Register represents an important component of the Town's overall capital planning program. Maintaining this document through annual review will preserve institutional knowledge, improve decision-making, and provide continuity from one Capital Improvement Program to the next.

A disciplined approach to asset management will help ensure that municipal vehicles and equipment continue to support the efficient delivery of public services while protecting the Town's long-term investment in its capital assets.

A.14 Closing Remarks

The Municipal Fleet and Equipment Asset Register represents an important enhancement to the Town of Seabrook's Capital Improvement Program. By documenting the Town's fleet in a comprehensive and organized manner, this Appendix provides a foundation for informed capital planning, responsible asset management, and long-term financial stewardship.

Preparation of this Asset Register has established a baseline inventory of the Town's emergency apparatus, municipal vehicles, heavy equipment, and specialized utility assets. More importantly, it has created a consistent framework through which future Capital Improvement Programs can evaluate fleet condition, identify replacement priorities, and measure progress toward maintaining a modern, reliable, and efficient municipal fleet.

The Town's approach to fleet management recognizes that replacement decisions should be based upon operational reliability, lifecycle cost, maintenance history, and service requirements rather than age alone. Through continued preventive maintenance, thoughtful capital planning, and annual review of departmental inventories, the Town can maximize the useful life of its assets while minimizing unexpected equipment failures and unnecessary capital expenditures.

This Appendix is intended to serve as a living management document. As vehicles are acquired, transferred, retired, declared surplus, or replaced, the Municipal Fleet and Equipment Asset Register should be updated to reflect those changes. Annual review will preserve institutional knowledge, improve budgeting, strengthen capital planning, and provide future elected officials, department heads, and Town Managers with an accurate record of the Town's fleet and equipment assets.

The Town of Seabrook has made a substantial investment in the vehicles and equipment necessary to provide essential municipal services. Careful stewardship of these assets protects that investment while ensuring that residents continue to receive dependable public safety, public works, utility, recreation, and inspectional services. This Asset Register is intended to support that commitment for many years to come.

Appendix B- Municipal Debt Schedules

B.1 – Debt Overview and Purpose

The Town of Seabrook utilizes long-term debt as one component of its capital financing strategy. Debt financing allows the Town to distribute the cost of major infrastructure investments over the useful life of the assets being financed while avoiding the need to fund large capital expenditures entirely within a single fiscal year.

For capital planning purposes, the Town's outstanding debt obligations are organized into three principal categories:

- **General Government Debt** – obligations supported through the Town's General Fund;
- **Water Enterprise Debt** – obligations associated with the municipal water system and supported through the Water Enterprise Fund; and
- **Sewer Enterprise Debt** – obligations associated with the municipal wastewater system and supported through the Sewer Enterprise Fund.

This distinction is important when evaluating the Town's overall debt position. Water and Sewer debt represents substantial municipal indebtedness but is supported through the respective enterprise funds rather than through the General Fund tax levy.

Allocation of Shared Debt

Certain bond issues may finance more than one municipal capital project. Where a single borrowing includes projects attributable to different funds, debt service is allocated to the appropriate fund based upon the underlying project financing.

The Town's combined **Pier and Water Tower borrowing** is treated in this manner. The borrowing financed both a General Government project and a Water Enterprise project. Accordingly, the associated principal and interest obligations are allocated between the General Fund and Water Enterprise Fund rather than being reported entirely within either debt category.

This allocation provides a more accurate representation of the debt obligations borne by each municipal fund.

2025 Water and Sewer Borrowing

The Town's current debt profile also reflects significant Water and Sewer infrastructure investments authorized in 2025. The borrowing included financing for the **Sewer Plant Upgrade, Water Source project, and Lead Service project**.

Following application of State Revolving Fund assistance and the New Hampshire Municipal Bond Bank premium, the scheduled principal associated with these projects totaled approximately **\$16.82 million**, consisting of approximately \$8.22 million for the Sewer Plant Upgrade, \$8.22 million for the Water Source project, and \$387,000 for the Lead Service project.

These obligations are assigned entirely to the respective Water and Sewer enterprise funds.

Role in Capital Planning

The debt schedules contained in this appendix are intended to provide a forward-looking view of the Town's existing debt commitments during the FY2027–FY2032 Capital Improvement Program planning period.

Understanding the timing of principal and interest payments is important when evaluating future capital projects because existing debt service affects the Town's capacity to undertake additional borrowing. As existing obligations decline or mature, additional financial capacity may become available for future capital investments, subject to the Town's financial condition, operating requirements, voter authorization, interest rates, and other considerations at the time financing is proposed.

The schedules that follow therefore distinguish existing General Government, Water Enterprise, and Sewer Enterprise debt and identify the annual debt-service requirements associated with each category.

B.2 – Outstanding Debt Summary

The Town's outstanding long-term debt is divided among General Government, Water Enterprise, and Sewer Enterprise obligations. This distinction is important because Water and Sewer debt is supported through the respective enterprise funds, while General Government debt is supported through the General Fund.

The Town's debt profile reflects substantial recent investment in water and wastewater infrastructure. The 2025 financing included approximately \$8.22 million for the Sewer Plant Upgrade, approximately \$8.22 million for the Water Source project, and \$387,000 for the Lead Service project after application of State Revolving Fund assistance and the Municipal Bond Bank premium.

FY2027 Debt Service Summary

Debt Category	Principal	Interest	Total Debt Service
General Government	\$83,650	\$38,048	\$121,698
Water Enterprise	\$834,184	\$599,635	\$1,433,819
Sewer Enterprise	\$328,750	\$398,400	\$727,150
Total	\$1,246,584	\$1,036,083	\$2,282,667

The FY2027 schedule demonstrates the different scale of the Town's debt obligations. General Government debt service totals approximately **\$121,700**, while Water and Sewer debt service totals approximately **\$2.16 million**. The majority of the Town's current debt service is therefore associated with utility infrastructure and is supported through the Water and Sewer enterprise funds rather than through the General Fund.

Allocation of Existing Debt

General Government debt consists of existing municipal borrowing and the General Government share of the combined Pier/Water Tower bond. Because that borrowing financed projects attributable to both the General Fund and Water Enterprise Fund, Finance Department schedules allocate 37 percent to General Government and 63 percent to Water. This allocation is applied to the associated principal and interest payments.

Water Enterprise debt includes the Water share of the Pier/Water Tower borrowing, existing water-system debt, Drinking Water State Revolving Fund financing, and the 2025 Water Source and Lead Service obligations.

Sewer Enterprise debt is currently dominated by the 2025 Sewer Plant Upgrade financing. The 2025 bond schedule provides for FY2027 Sewer debt service of \$328,750 in principal and approximately \$398,400 in interest, for total scheduled debt service of approximately \$727,150.

Capital Planning Context

The separation of General Government and enterprise debt provides a clearer basis for evaluating the Town's future capital financing requirements. General Government debt places a direct obligation on the General Fund, while Water and Sewer debt service must be incorporated into the long-term financial planning of the respective utility systems.

The schedules that follow provide the annual debt-service requirements for each category during the FY2027–FY2032 Capital Improvement Program planning period. These schedules establish the Town's existing debt commitments before consideration of any additional borrowing that may be proposed for future capital projects.

B.3 – General Government Debt Schedule

General Government debt represents long-term obligations supported through the Town's General Fund. During the FY2027–FY2032 planning period, these obligations consist of the remaining General Government borrowing and the General Fund share of the combined Pier/Water Tower bond.

As described in Section B.2, the Pier/Water Tower borrowing financed both General Government and Water Enterprise capital improvements. The Finance Department allocation assigns **37 percent of the debt service associated with this borrowing to General Government**, with the remaining 63 percent assigned to the Water Enterprise Fund.

Fiscal Year	Principal	Interest	Total Debt Service
2027	\$83,650	\$38,048	\$121,698
2028	\$83,650	\$33,782	\$117,432
2029	\$83,650	\$29,516	\$113,166
2030	\$83,650	\$25,250	\$108,900
2031	\$83,650	\$21,552	\$105,202
2032	\$83,650	\$18,422	\$102,072
FY 2027-2032 Total	\$501,900	\$166,570	\$668,470

Debt Service Outlook

General Government principal payments remain level at \$83,650 annually throughout the FY2027–FY2032 planning period, while scheduled interest expense declines as outstanding principal is repaid. As a result, annual General Government debt service declines from approximately \$121,700 in FY2027 to approximately \$102,100 in FY2032.

The declining interest component gradually reduces the amount of General Fund resources committed to existing debt service. The longer-term retirement of these obligations will create additional financial capacity beyond the current planning period, subject to future capital requirements, voter authorization, prevailing financing conditions, and the Town's overall financial position.

B.4 – Water Enterprise Debt Schedule

Water Enterprise debt represents the largest component of the Town's existing long-term debt obligations. The Water Enterprise Fund supports debt associated with major water-system infrastructure investments, including legacy water borrowing, Drinking Water State Revolving Fund financing, the Water Enterprise share of the combined Pier/Water Tower bond, and the Water Source and Lead Service projects financed in 2025.

The Pier/Water Tower borrowing is allocated **63 percent to the Water Enterprise Fund**, reflecting the portion of the combined financing attributable to the Water Tower project.

Fiscal Year	Principal	Interest	Total Debt Service
2027	\$834,184	\$599,635	\$1,433,819
2028	\$848,473	\$561,975	\$1,410,448
2029	\$862,884	\$523,743	\$1,386,627
2030	\$877,422	\$484,878	\$1,362,300
2031	\$892,089	\$445,867	\$1,337,956
2032	\$739,450	\$402,014	\$1,141,464
FY 2027-2032 Total	\$5,054,502	\$3,018,112	\$8,072,614

Debt Service Outlook

Water Enterprise debt service remains substantial throughout the six-year planning period as the Town continues repayment of major water infrastructure investments. Annual debt service declines from approximately **\$1.43 million in FY2027 to \$1.14 million in FY2032**.

Scheduled principal payments increase gradually through FY2031, while interest and related debt costs decline as outstanding principal is repaid. The Water debt structure begins to change more significantly near the end of the planning period. An existing obligation with annual debt service of approximately **\$172,000** makes its final payment in FY2031 and drops from the schedule thereafter. A second existing obligation, representing approximately **\$47,000 of annual debt service**, makes its final payment in FY2032.

The retirement of these obligations will reduce the Water Enterprise Fund's existing debt-service requirements and provide additional flexibility as the Town evaluates future water-system capital needs. This is particularly relevant given the significant infrastructure investments identified elsewhere in the Capital Improvement Program. Any future use of this capacity will depend upon system revenues, operating requirements, reserve levels, project priorities, financing conditions, and voter authorization where required.

B.5 – Sewer Enterprise Debt Schedule

Sewer Enterprise debt reflects the Town’s long-term investment in wastewater treatment infrastructure. During the FY2027–FY2032 planning period, the principal Sewer Enterprise obligation is the financing associated with the 2025 Sewer Plant Upgrade.

The 2025 financing provided approximately **\$8.22 million** of scheduled principal for the Sewer Plant Upgrade following application of the Municipal Bond Bank premium. Debt service is supported through the Sewer Enterprise Fund and is therefore accounted for separately from General Government debt.

Fiscal Year	Principal	Interest	Total Debt Service
2027	\$328,750	\$398,400	\$727,150
2028	\$328,750	\$381,798	\$710,548
2029	\$328,750	\$365,196	\$693,946
2030	\$328,750	\$348,594	\$677,344
2031	\$328,750	\$331,992	\$660,742
2032	\$328,750	\$315,390	\$644,140
FY 2027-2032 Total	\$1,972,500	\$2,141,370	\$4,113,870

Debt Service Outlook

Sewer Enterprise debt service declines steadily during the six-year planning period, from approximately **\$727,000 in FY2027 to \$644,000 in FY2032**.

Scheduled principal remains level at **\$328,750 annually** throughout the planning period, while interest expense declines as outstanding principal is repaid. As a result, annual Sewer Enterprise debt service decreases by approximately **\$83,000**, or 11 percent, between FY2027 and FY2032.

The Sewer Plant Upgrade represents a significant long-term financial commitment extending beyond the current Capital Improvement Program planning period. Existing debt service should therefore remain an important consideration when evaluating future wastewater capital improvements, system revenues, rate requirements, reserve levels, and additional borrowing.

B.6 – Consolidated Debt Service Outlook

The Town’s consolidated debt schedule combines General Government, Water Enterprise, and Sewer Enterprise debt service to provide an overall view of existing long-term financial commitments during the FY2027–FY2032 Capital Improvement Program planning period.

The consolidated schedule is presented for planning purposes. General Government debt is supported through the General Fund, while Water and Sewer obligations are supported through their respective enterprise funds. Accordingly, the consolidated total should not be interpreted as an obligation supported entirely by the property tax levy.

Fiscal Year	General Government	Water	Sewer	Total Debt Service
2027	\$121,698	\$1,433,819	\$727,150	\$2,282,667
2028	\$117,432	\$1,410,448	\$710,548	\$2,238,428
2029	\$113,166	\$1,386,627	\$693,946	\$2,193,739
2030	\$108,900	\$1,362,300	\$677,344	\$2,148,544
2031	\$105,202	\$1,337,956	\$660,742	\$2,103,900
2032	\$102,072	\$1,141,464	\$644,140	\$1,887,676
FY 2027-2032 Total	\$668,470	\$8,072,614	\$4,113,870	\$12,854,954

Six-Year Debt Service Trend

Existing Town debt service declines throughout the FY2027–FY2032 planning period. Total scheduled debt service decreases from approximately **\$2.28 million in FY2027 to \$1.89 million in FY2032**, a reduction of approximately **\$395,000**, or **17 percent**.

The decline occurs across all three debt categories. General Government debt service decreases gradually as interest expense declines. Sewer Enterprise debt service similarly declines as level principal payments reduce the outstanding balance and associated interest expense.

The Water Enterprise Fund experiences the most significant change near the end of the planning period. Water debt service declines gradually through FY2031 and then falls more substantially in FY2032 as an existing obligation reaches the end of its repayment schedule. An additional Water obligation makes its final payment during FY2032, providing a further reduction in existing debt-service requirements beyond the current planning period.

Capital Planning Implications

The scheduled reduction in existing debt service is an important component of the Town's long-term capital planning. As existing obligations mature, annual resources currently committed to debt service become available to support other financial priorities or potentially provide capacity for future capital financing.

This does not mean that declining debt service should automatically be replaced with new borrowing. Future debt decisions should be evaluated in the context of identified capital needs, operating budgets, enterprise fund revenues, reserve levels, affordability, prevailing interest rates, and voter authorization where required.

The Capital Improvement Program provides the framework for making those decisions by identifying anticipated capital requirements before existing debt obligations expire. Coordinating future capital investment with the Town's existing debt schedule can help moderate year-to-year financial impacts while maintaining essential municipal infrastructure.

Summary

During the FY2027–FY2032 planning period, the Town is scheduled to make approximately **\$12.85 million in debt-service payments** on existing obligations. The majority of this amount is attributable to Water and Sewer infrastructure and is supported through the respective enterprise funds.

At the same time, the overall debt-service requirement trends downward throughout the planning period. This declining profile, together with the scheduled maturity of existing obligations, provides an important foundation for evaluating the timing and financing of future capital projects identified in this Capital Improvement Program.

Appendix C

C.1 – Purpose and Scope

This Appendix establishes a comprehensive inventory and planning framework for the Town of Seabrook’s public beach access walkways and associated dune infrastructure. The inventory is intended to provide a consistent baseline for evaluating existing conditions, identifying maintenance and accessibility needs, prioritizing future capital improvements, and supporting the long-term stewardship of the Town’s beach access system.

The Town maintains **18 public beach access walkways**, extending from Ashland Street at the northern end of the system to New Hampshire Street near the Massachusetts state line. These facilities provide important public access to Seabrook Beach while also crossing, and in many locations interacting directly with, the Town’s coastal dune system.

The principal technical basis for this Appendix is the **Seabrook Dune Walkway Evaluation Final Report**, completed in July 2025 by the Rockingham Planning Commission in partnership with the Town of Seabrook, the Seabrook-Hamptons Estuary Alliance, and University of New Hampshire Cooperative Extension and Sea Grant. The evaluation included field inspections of all 18 Town-maintained beach walkways and documented walkway dimensions, structural conditions, accessibility considerations, dune conditions, vegetation, erosion, pedestrian impacts, and potential improvement opportunities.

The Rockingham Planning Commission evaluation provides the baseline condition assessment for this Appendix. The Capital Improvement Program builds upon that work by organizing the information into a municipal asset-management framework intended to assist the Town in:

- conducting routine inspections and preventative maintenance;
- identifying structural repair and replacement needs;
- evaluating opportunities to improve public accessibility;
- coordinating seasonal beach-access improvements, including Mobi-Mat deployment;
- protecting and restoring coastal dune resources;
- anticipating environmental permitting requirements;
- prioritizing future capital investments; and
- monitoring changes in asset condition over time.

This Appendix is not intended to replace the more detailed technical findings and recommendations contained in the Rockingham Planning Commission report. Rather, it incorporates those findings into the Town’s Capital Improvement Program and establishes a working inventory that can be updated as improvements are completed, conditions change, and additional information becomes available.

Because beach access infrastructure exists within a dynamic coastal environment, conditions may change as a result of storms, wind-driven sand movement, dune migration, vegetation changes, pedestrian activity, and normal deterioration of constructed facilities. Accordingly, the

inventory contained in this Appendix should be reviewed periodically and updated as part of the Town's continuing capital planning process.

C.2 – Beach Access System Overview

The Town of Seabrook maintains **18 public beach access walkways** extending along Seabrook Beach from Ashland Street at the northern end of the system to New Hampshire Street near the Massachusetts state line. Together, these access points provide the principal network of Town-maintained pedestrian connections between the public street system and the beach.

From north to south, the Town-maintained public beach access locations are:

1. Ashland Street
2. Tilton Street
3. Hooksett Street
4. Hudson Street
5. Nashua Street
6. Tyngsboro Street
7. Chelmsford Street
8. Lowell Street
9. Dracut Street
10. Andover Street
11. Methuen Street
12. Lawrence Street
13. Haverhill Street
14. Merrimack Street
15. Groveland Street
16. Newbury Street
17. Amesbury Street
18. New Hampshire Street



Seabrook Beach Public Access System

Town-maintained public beach access locations extending from Ashland Street to New Hampshire Street.

**Source: Rockingham Planning*

System Characteristics

The beach access system varies considerably in length, width, physical configuration, accessibility, and relationship to the coastal dune system. The Rockingham Planning Commission evaluation found that the shortest boardwalks are located at the northern end of the system, with Ashland Street and Tilton Street each having less than 100 feet of constructed boardwalk. By comparison, the Nashua Street and Tyngsboro Street boardwalks extend approximately 500 feet or more.

Most of the Town's beach walkways are approximately **four feet wide**. Wider access is provided at Ashland Street, Tilton Street, Hooksett Street, and Haverhill Street. Differences in walkway dimensions, surrounding development, dune configuration, and existing infrastructure affect both maintenance requirements and the feasibility of future accessibility improvements.

The relationship between the walkways and the dune system also changes from north to south. **Ashland Street, Tilton Street, and Hooksett Street do not cross established dunes**, while the public accesses beginning at Hudson Street and continuing south generally cross the Town's foredune system. As a result, maintenance and improvement of much of the beach access network must account for both the condition of the constructed walkway and the protection of surrounding dune resources.

Asset Management Context

The 18 walkways should be considered a single municipal beach access system while recognizing that the condition and needs of each location are different. Individual access points may require routine structural maintenance, sand removal, accessibility improvements, dune restoration, vegetation management, or more substantial reconstruction.

The Rockingham Planning Commission evaluation provides the Town with a location-specific baseline from which those needs can be tracked. The individual asset register in Section D.4 organizes that information by access location and provides a foundation for future inspection, maintenance, accessibility, and capital planning decisions.

For purposes of this Capital Improvement Program, the Town's beach access infrastructure should therefore be managed according to three related objectives: **maintaining safe and reliable public access, improving accessibility where practicable, and protecting the coastal dune system through which much of the access network passes.**

C.3 – Asset Management Framework

The Town's beach access walkways represent both **constructed public infrastructure and access corridors through a sensitive coastal environment**. Effective management of the system therefore requires consideration of more than the physical condition of the boardwalk itself. Structural condition, accessibility, dune stability, vegetation, sand movement, pedestrian activity, and environmental permitting requirements are interconnected and should be evaluated together when planning maintenance or capital improvements.

The Rockingham Planning Commission evaluation documented conditions at each of the 18 public access locations and identified recurring issues affecting the system. These included warped, bowed, loose, or missing boards; uneven or shifting walkway sections; vegetation encroachment; sand accumulation; accessibility limitations; unauthorized pedestrian paths; vegetation loss; invasive species; and localized impacts to the dune system.

For purposes of the Capital Improvement Program, the Town will organize management of the beach access system around the following principal considerations:

Structural Condition

Walkways should be inspected for deterioration or conditions that may affect safe public use, including damaged or missing boards, uneven surfaces, shifting sections, structural instability, and deterioration of supporting components. Routine maintenance should be distinguished from conditions requiring substantial rehabilitation or replacement.

Accessibility

Existing conditions and future improvements should be evaluated for opportunities to improve access for individuals with disabilities and others with mobility limitations. Depending upon the individual location, improvements may include seasonal beach-access mats, handrails, improved walking surfaces, transition improvements, and other accessibility features. Physical constraints, dune conditions, environmental requirements, and available funding may affect the feasibility of improvements at individual access points.

Sand Accumulation and Routine Maintenance

Wind-driven sand movement is an ongoing maintenance consideration throughout the beach access system. Accumulated sand can reduce walkway usability, obscure structural conditions, create uneven surfaces, and interfere with accessibility. Sand management should therefore be incorporated into routine inspection and maintenance activities.

Dune Protection and Restoration

For the majority of the Town's beach access system, the walkway passes through the coastal dune environment. Maintenance and capital improvements should seek to preserve designated pedestrian routes while minimizing impacts to surrounding dunes. Where unauthorized paths, vegetation loss, dune widening, or other impacts are identified, restoration and pedestrian-management measures should be considered in conjunction with walkway improvements.

Vegetation Management

Vegetation plays an important role in stabilizing the dune system. The RPC evaluation identified both vegetation loss and invasive plant species at various locations. Management strategies should distinguish between routine vegetation encroachment affecting walkway use, restoration of native dune vegetation, and management of invasive species.

Environmental Permitting

Repairs, reconstruction, accessibility improvements, and dune restoration may be subject to state or other applicable environmental permitting requirements. Potential permitting needs should be identified early in project development so that regulatory requirements can be incorporated into project schedules, designs, and cost estimates.

Capital Prioritization

Not every condition identified through inspection requires a capital project. Routine maintenance should continue to address minor repairs, sand removal, vegetation management, and similar recurring needs where practical. Capital investment should be considered when conditions involve substantial structural rehabilitation, replacement, significant accessibility improvements, dune restoration associated with construction, or other work exceeding the scope of normal maintenance.

This framework is intended to allow the Town to evaluate each beach access location consistently while recognizing that individual walkways have different physical characteristics and needs. The **individual asset register in Section C.4** applies this framework to each of the 18 public access locations and establishes the baseline from which future maintenance and capital priorities can be developed.

C.4 – Individual Beach Access and Walkway Asset Register

The following Asset Register identifies the Town's 18 public beach access walkways from north to south. The register is based upon the individual walkway profiles and field evaluations contained in the 2025 Rockingham Planning Commission study.

The register is intended to establish a concise municipal record of the principal physical characteristics and observed conditions at each location. Conditions described below represent the baseline established by the RPC evaluation and should be updated as repairs, reconstruction, accessibility improvements, dune restoration, or other work is completed.

Because conditions within the beach and dune environment can change rapidly, the observations contained in this register should not substitute for field inspection when maintenance or capital work is being considered.

C.4.1 – Asset Register

Access Location	General Configuration	RPC Baseline / Principal Planning Considerations
Ashland Street	Northern access; wider walkway; boardwalk less than 100 feet; does not cross an established dune	Maintain public access and existing accessibility features; monitor sand accumulation, walking surface, vegetation, and routine maintenance needs.
Tilton Street	Northern access; wider walkway; boardwalk less than 100 feet; does not cross an established dune	Maintain existing accessibility improvements and seasonal access features; monitor sand accumulation and walking surface.
Hooksett Street	Wider northern access; does not cross an established dune	Maintain as an important public access location; monitor structural condition, accessibility, sand accumulation, and vegetation.
Hudson Street	First access southward crossing the established foredune system	Walkway replaced in 2025 following the original RPC field evaluation. Monitor the new structure and surrounding dune; RPC identified this location among those warranting ecological restoration attention.
Nashua Street	Approximately 520-foot dune walkway; among the longest in the system; generally 4 feet wide	Significant asset because of its length and dune crossing. RPC identified Nashua as a strong candidate for accessibility improvements and documented pedestrian use adjacent to deteriorated walkway sections.
Tyngsboro Street	Approximately 500-foot dune walkway; among the longest in the system; generally 4 feet wide	RPC identified Tyngsboro among the locations exhibiting multiple safety-related conditions. Structural condition, slopes, sand accumulation, and accessibility should receive particular attention.
Chelmsford Street	Long foredune crossing; generally 4 feet wide	RPC documented shifting boardwalk foundation and pedestrian impacts adjacent to the walkway. Monitor structural stability and surrounding dune disturbance.

Lowell Street	Foredune crossing; generally 4 feet wide	RPC identified Lowell among the walkways exhibiting multiple safety-related conditions. Structural repairs and accessibility improvements should be evaluated as conditions warrant.
Dracut Street	Foredune crossing; generally 4 feet wide	Continue routine structural inspection, sand management, accessibility evaluation, vegetation management, and dune protection.
Andover Street	Foredune crossing; generally 4 feet wide	RPC identified Andover as a strong candidate for near-term accessibility improvement and ecological restoration. Future improvements should be coordinated with environmental permitting requirements.
Methuen Street	Foredune crossing; generally 4 feet wide	RPC identified Methuen as a strong candidate for accessibility improvement and ecological restoration. Monitor walking surface, sand, vegetation, dune impacts, and pedestrian movement.
Lawrence Street	Foredune crossing; generally 4 feet wide	Walkway replaced in 2025 following the original RPC field evaluation. Monitor the replacement structure and surrounding dune conditions as the system adjusts.
Haverhill Street	Wider dune access; approximately 308-foot boardwalk	Important accessibility location. Continue monitoring seasonal accessibility features, structural condition, sand accumulation, vegetation, and invasive species.
Merrimack Street	Foredune crossing; generally 4 feet wide	RPC identified Merrimack as both a strong accessibility-improvement candidate and a location exhibiting multiple safety-related conditions. It was also identified for ecological restoration attention.
Groveland Street	Approximately 185-foot boardwalk; generally 4 feet wide	RPC identified Groveland as a strong candidate for accessibility improvement. Sand management, extension of accessible passage toward the beach, vegetation, and dune restoration should be evaluated together.
Newbury Street	Approximately 102-foot dune walkway; shortest of the established dune crossings	RPC identified Newbury among the locations warranting ecological restoration attention. Monitor vegetation, pedestrian impacts, structural condition, and dune stability.
Amesbury Street	Southern foredune crossing; generally 4 feet wide	RPC identified Amesbury among the locations warranting ecological restoration attention. Continue structural inspection together with vegetation and pedestrian-management measures.
New Hampshire Street	Southernmost Town-maintained access; foredune crossing; generally 4 feet wide	RPC identified this location among those warranting ecological restoration attention. Continue monitoring structural condition, vegetation, pedestrian impacts, sand accumulation, and dune stability.



Chelmsford Street Beach Access – Existing Conditions

Shifting boardwalk foundation and evidence of pedestrian travel adjacent to the walkway illustrate the relationship between structural condition, public use, and surrounding dune impacts.

Source: Rockingham Planning Commission, Seabrook Dune Walkway Evaluation, 2025.

The system consists of substantially different assets. Ashland, Tilton, and Hooksett do not presently cross established dunes, while the remaining 15 accesses beginning at Hudson Street traverse the foredune system. Boardwalk lengths range from less than 100 feet at the northern accesses to approximately 520 feet at Nashua Street.

C.4.2 – RPC Priority Observations

The RPC evaluation did not establish a formal Town capital ranking for the 18 walkways. It did, however, identify groups of locations where multiple observed conditions suggest that more focused attention may be appropriate.

For **accessibility**, RPC identified **Andover, Groveland, Merrimack, Methuen, and Nashua Streets** as potential candidates for near-term improvements based upon combinations of conditions such as boardwalks terminating before the beach, sand accumulation, encroaching vegetation, slippery slopes, and lack of handrails.

For **pedestrian safety**, RPC identified **Lowell, Merrimack, and Tyngsboro Streets** as locations appearing across multiple categories involving missing, loose or warped boards, unstable or tilted walkways, and slippery slopes.

For **ecological restoration**, RPC identified **Amesbury, Andover, Hudson, Merrimack, Methuen, New Hampshire, and Newbury Streets** as appearing across all three of the study's principal ecological-condition categories: sparse dune vegetation, invasive species, and impacts associated with foot traffic to benches. Potential responses identified by RPC include native planting, invasive-species management, and pathway stabilization.

These observations provide useful guidance for capital planning but should not be interpreted as a fixed Town project sequence. Actual priorities should be established through field inspection, consideration of public safety and accessibility, environmental conditions, permitting requirements, project cost, and available funding.

C.5 – Condition and Capital Priority Classification

The individual walkway evaluations contained in the Rockingham Planning Commission study provide the Town with a baseline for identifying locations where maintenance, accessibility improvements, structural rehabilitation, or environmental restoration may warrant additional attention. The RPC evaluation did not establish a formal municipal capital ranking or implementation schedule. Accordingly, this Capital Improvement Program does not assign fixed construction years to individual beach access locations based solely upon the study findings.

Instead, the Town will use the RPC evaluation, supplemented by current field inspections and completed improvements, to guide future project development and capital prioritization. For planning purposes, beach access needs may generally be classified within the following categories.

Routine Maintenance and Monitoring

This category includes locations where identified needs can generally be addressed through normal maintenance activities or continued observation. Work may include replacement or securing of individual boards, sand removal, vegetation trimming, minor surface repairs, inspection of structural components, and monitoring of dune conditions.

Routine maintenance remains particularly important because relatively minor defects can become larger structural or accessibility problems if left unaddressed.

Accessibility Improvement

This category includes locations where existing conditions present opportunities to improve access for individuals with disabilities or other mobility limitations. Potential improvements may include seasonal beach-access mats, improved transitions, handrails, non-slip surfaces, reduction of excessive slopes, vegetation management, sand removal, or extension of accessible travel farther toward the beach.

The RPC evaluation identified **Andover Street, Groveland Street, Merrimack Street, Methuen Street, and Nashua Street** as potential candidates for near-term accessibility improvements based upon multiple observed conditions.

Identification within this category does not establish that a particular improvement is immediately feasible. Site conditions, dune configuration, environmental permitting, design requirements, cost, and available funding must be evaluated before implementation.

Structural Rehabilitation or Replacement

This category includes locations where deterioration or physical conditions may exceed the scope of routine maintenance and warrant more substantial repair, rehabilitation, or reconstruction.

The RPC evaluation identified **Lowell Street, Merrimack Street, and Tyngsboro Street** as locations appearing across multiple pedestrian-safety categories involving conditions such as missing, loose or warped boards, unstable or tilted walkway sections, and slippery slopes. These findings warrant continued inspection and consideration when establishing future structural priorities.

The Town has already demonstrated the value of this approach through replacement work at **Hudson Street and Lawrence Street in 2025**. Because those improvements occurred after the original 2024 field evaluations, their current conditions should be reflected in future updates to the Asset Register rather than relying upon the pre-replacement conditions documented by RPC.

Dune and Ecological Restoration

This category includes locations where walkway management should be coordinated with restoration or protection of the surrounding dune environment. Potential measures may include native vegetation planting, invasive-species management, stabilization of unauthorized pedestrian paths, restoration of disturbed dune areas, and measures intended to keep pedestrian traffic within designated access corridors.

RPC identified **Amesbury Street, Andover Street, Hudson Street, Merrimack Street, Methuen Street, New Hampshire Street, and Newbury Street** as locations appearing across each of the study's principal ecological-condition categories involving sparse dune vegetation, invasive species, and impacts associated with pedestrian activity.

Where structural or accessibility work is undertaken at these locations, the Town should evaluate whether dune restoration can be incorporated into the same project. Coordinating constructed improvements with ecological restoration may improve the long-term performance of both the walkway and the surrounding dune system.

Major Capital and Permitting Projects

Certain walkway improvements may involve substantial reconstruction, significant accessibility work, changes to the existing footprint, dune disturbance, or other activities requiring engineering, environmental review, and state permitting. These projects should be developed separately through the Capital Improvement Program once sufficient information is available to establish scope, cost, permitting requirements, and an appropriate implementation schedule.

Capital Priority Considerations

When determining the sequence of future beach access investments, the Town should consider the combined significance of several factors rather than relying upon any single condition. These include:

- public safety and structural condition;
- accessibility and public use;
- severity and progression of deterioration;
- dune and environmental impacts;
- storm vulnerability and coastal conditions;
- feasibility and permitting requirements;
- opportunities to coordinate structural and ecological improvements;
- project readiness and available design information;
- grant or other outside funding opportunities; and
- available municipal funding.

Locations appearing in more than one RPC concern category may warrant particular attention during future project development. **Merrimack Street**, for example, was identified in the study's accessibility, pedestrian-safety, and ecological-restoration groupings. This does not establish Merrimack Street as the Town's highest-ranked capital project, but it demonstrates the value of evaluating each location across multiple asset-management criteria rather than considering structural condition alone.

The classification framework established in this section is intended to guide, rather than predetermine, future capital decisions. Specific projects, costs, and implementation years should be incorporated into future Capital Improvement Programs as field conditions are verified and projects become sufficiently developed for reliable capital planning.

C.6 – Accessibility and Mobi-Mat Program

Providing safe and practical public access to Seabrook Beach is an important component of the Town's beach access program. Because the physical characteristics of the 18 access locations vary substantially, accessibility improvements must be evaluated on a site-specific basis. Walkway length, width, slope, sand accumulation, dune configuration, vegetation, transition points, and environmental permitting requirements can all affect the feasibility and design of accessibility improvements.

The Rockingham Planning Commission evaluation considered accessibility conditions throughout the beach access system and identified recurring barriers including boardwalks terminating before the beach, accumulated sand, vegetation encroachment, steep or slippery slopes, uneven surfaces, and the absence of handrails at certain locations. The study identified **Andover Street, Groveland Street, Merrimack Street, Methuen Street, and Nashua Street** as locations warranting particular consideration for near-term accessibility improvements.

Seasonal Mobi-Mat Program

Seasonal beach-access mats provide an important means of extending accessible travel beyond constructed boardwalks and across areas of loose sand where conventional mobility can be difficult.

At the time of the RPC evaluation, seasonal Mobi-Mats were being deployed at **eight public beach access locations** through the efforts of the Seabrook Beach Village District and Seabrook Beach Civic Association. The study recognized the program as an important component of improved beach accessibility while also identifying opportunities for additional improvements at individual access locations.

The Mobi-Mat program represents a particularly useful approach because it can improve access without requiring permanent construction across the entire beach environment. Seasonal installation also allows the system to respond to changing beach and dune conditions.

Because deployment locations and volunteer participation may change from year to year, the Town should maintain a current annual record of:

- locations receiving seasonal Mobi-Mat installation;
- length and condition of mats deployed;
- installation and removal responsibilities;
- maintenance or replacement requirements;
- accessibility conditions between the public street, boardwalk, mat, and beach; and
- locations where additional or extended mat coverage may be beneficial.

Accessibility Improvement Strategy

Accessibility planning should consider the **entire route of travel**, rather than evaluating the constructed boardwalk alone. A walkway may provide an adequate surface while still presenting barriers at the street entrance, transitions, dune slopes, accumulated sand, or the point where the boardwalk terminates and the beach begins.

Potential improvements identified through the RPC evaluation and future Town inspections may include:

- extension or expansion of seasonal beach-access mats;
- improved transitions between surfaces;
- removal of excessive sand accumulation;
- vegetation management where growth narrows the usable walkway;
- installation of handrails where appropriate;
- non-slip walking surfaces;
- correction of uneven or unstable walkway sections;
- modification of slopes where feasible; and
- reconstruction or redesign where existing conditions cannot reasonably accommodate lesser improvements.

Accessibility improvements should be coordinated with dune protection and environmental permitting requirements. In some locations, improving accessibility may require balancing competing physical and environmental constraints. Early coordination with appropriate regulatory agencies should therefore occur when proposed work extends beyond routine maintenance or seasonal installation.

Capital Planning

The Town should continue evaluating accessibility improvements as part of both routine walkway maintenance and the Capital Improvement Program. Lower-cost improvements may be incorporated into annual maintenance activities, while larger projects involving reconstruction, substantial grade changes, extended accessible routes, or environmental mitigation may require separate capital authorization.

Where practical, accessibility improvements should be incorporated when a walkway is otherwise scheduled for substantial rehabilitation or replacement. Coordinating accessibility work with planned reconstruction may reduce overall project costs, simplify permitting, and avoid the need to modify recently completed infrastructure.

The long-term objective is not to impose an identical design upon all 18 public accesses. Rather, the Town should seek to **progressively improve accessibility throughout the beach access system where physically and environmentally practicable**, while maintaining safe public access and protecting the surrounding coastal dune environment.

Groveland Street Beach Access – Seasonal Mobi-Mat

Seasonal Mobi-Mat installation extending accessible travel beyond the constructed walkway and across the beach environment.

Source: Rockingham Planning Commission, Seabrook Dune Walkway Evaluation, 2025.



C.7 – Dune Protection and Environmental Management

The Town's beach access system exists within and adjacent to a dynamic coastal dune environment that provides important protection to Seabrook Beach and surrounding development. Beginning at Hudson Street and continuing south, the majority of the Town's public walkways cross the established foredune system. As a result, management of the beach access infrastructure and management of the surrounding dunes are closely connected and should be considered together.

The Rockingham Planning Commission evaluation documented a range of environmental conditions associated with the walkway system, including vegetation loss, invasive plant species, unauthorized pedestrian paths, widening of disturbed areas adjacent to walkways, and localized impacts associated with pedestrian movement between walkways, benches, and the beach. These conditions demonstrate that the physical design and condition of a walkway can directly influence the surrounding dune environment.

Dune Vegetation

Established vegetation plays an important role in stabilizing coastal dunes by capturing wind-blown sand and helping maintain dune structure. Accordingly, protection of existing native vegetation should be incorporated into routine walkway maintenance and capital project planning.

Where vegetation has been lost or disturbed, restoration may include planting appropriate native dune species, stabilizing disturbed areas, and directing pedestrian traffic away from recovering vegetation. Restoration efforts should be designed with consideration for existing dune conditions and applicable environmental requirements.

The RPC evaluation also documented invasive plant species at several access locations. Where invasive vegetation is identified, management should be coordinated with broader dune restoration efforts so that removal does not unnecessarily destabilize the dune or create additional disturbed areas.

Pedestrian Management

Public walkways serve an environmental function in addition to providing beach access: they concentrate pedestrian movement within designated corridors and reduce the need for people to cross vegetated dune areas.

RPC documented unauthorized pedestrian paths and areas where foot traffic has affected dune vegetation. In some locations, deteriorated walkway conditions, accumulated sand, or access to benches and other features may contribute to pedestrians leaving the designated walkway.

Accordingly, maintaining safe and usable walkways is itself an important dune-protection strategy. Where unauthorized paths have developed, the Town should consider measures such as pathway stabilization or closure, restoration planting, signage, fencing or other appropriate methods for directing pedestrian traffic to the designated public access.

Ecological Restoration Priorities

The RPC evaluation identified **Amesbury Street, Andover Street, Hudson Street, Merrimack Street, Methuen Street, New Hampshire Street, and Newbury Street** as locations appearing across each of the study's principal ecological-condition categories involving sparse dune vegetation, invasive species, and impacts associated with pedestrian activity.

These findings do not establish a formal Town restoration sequence. They do, however, identify locations where environmental conditions should receive particular consideration during future maintenance, accessibility improvements, or walkway reconstruction.

Where practical, the Town should seek opportunities to combine structural improvements with ecological restoration. A walkway rehabilitation project, for example, may provide an

opportunity to restore adjacent vegetation, close unauthorized paths, stabilize disturbed areas, and better define the intended pedestrian corridor.

Coastal Change and Resiliency

The beach and dune system is inherently dynamic. Wind, storms, wave action, sand movement, vegetation changes, and pedestrian activity can alter conditions surrounding a walkway over relatively short periods of time. Conditions documented during one inspection therefore may not remain static throughout the six-year Capital Improvement Program.

Walkway planning should recognize these changing conditions and avoid assuming that the existing physical configuration will always remain appropriate. Significant reconstruction projects should consider existing dune conditions and the potential effects of future coastal change when determining walkway alignment, elevation, structural design, and accessibility improvements.

Environmental Review and Permitting

Work within the beach and dune environment may be subject to environmental review and permitting requirements. Routine maintenance, reconstruction, changes to walkway dimensions or alignment, accessibility improvements, and dune restoration may involve different regulatory requirements depending upon the nature and location of the proposed work.

Potential permitting requirements should therefore be evaluated **early in project development**, rather than after a project has been designed or funded. Early review can help the Town determine whether a proposed improvement is feasible, identify potential mitigation requirements, develop more reliable cost estimates, and establish realistic project schedules.

Where mitigation is required as part of a walkway project, the associated cost should be treated as part of the **total capital cost of providing the improvement**, rather than as an unrelated environmental expense.

Integrated Management Approach

The long-term objective is to manage the public beach walkways and surrounding dunes as an integrated system. Structural maintenance, accessibility, pedestrian management, vegetation, dune restoration, environmental permitting, and coastal resiliency should therefore be considered together when significant work is undertaken.

This approach recognizes that **a well-maintained walkway protects more than the walkway itself**. By providing a safe and clearly defined route to the beach, the public access system can help protect surrounding vegetation, reduce uncontrolled pedestrian impacts, support dune stability, and preserve public access to Seabrook Beach over the long term.



Andover Street Beach Access

Existing walkway and dune-crossing conditions illustrating the relationship between public access infrastructure and the surrounding coastal dune environment.

Source: Rockingham Planning Commission, Seabrook Dune Walkway Evaluation, 2025.

C.8 – Inspection, Maintenance, and Asset Register Updates

The Beach Access and Dune Walkway Asset Register is intended to serve as a **living municipal planning document**. The conditions documented by the Rockingham Planning Commission provide an important baseline, but the Town's beach access infrastructure exists within a dynamic coastal environment where structural conditions, sand accumulation, dune configuration, vegetation, and pedestrian patterns may change from year to year.

Accordingly, continued inspection and periodic updating of the Asset Register are essential to maintaining safe public access, protecting the surrounding dune system, and identifying capital needs before conditions become more serious or costly.

Annual Inspection

The Town should conduct a systematic inspection of each of the 18 public beach access locations at least annually. Inspections should generally occur sufficiently in advance of the principal beach season to allow routine maintenance and safety issues to be addressed before periods of highest public use.

Additional inspections should be conducted when warranted following significant coastal storms, flooding, unusual erosion or sand movement, reported damage, or other events that may materially affect walkway or dune conditions.

Annual inspections should consider, as applicable:

- walkway boards, supports, connections, and structural stability;
- uneven, loose, warped, damaged, or missing components;
- walking surfaces and potential slip or trip hazards;
- sand accumulation and obstruction of accessible routes;
- handrails and other accessibility features;
- transitions between streets, walkways, seasonal mats, and the beach;
- vegetation encroachment;
- invasive plant species;
- unauthorized pedestrian paths and dune disturbance;
- dune erosion, migration, or other significant physical changes;
- condition of benches and related public-access features; and
- conditions requiring engineering, environmental, or regulatory review.

Maintenance Response

Conditions identified through annual inspections should be separated between those that can reasonably be addressed through routine maintenance and those requiring further evaluation or capital planning.

Routine maintenance may include individual board replacement, securing loose components, minor surface repairs, sand removal, vegetation trimming, maintenance of accessibility features, and other work that can be accomplished without substantial reconstruction.

Conditions involving significant structural deterioration, recurring accessibility barriers, substantial dune impacts, major changes in site conditions, or work potentially requiring environmental permitting should be referred for further evaluation and, where appropriate, incorporated into the Capital Improvement Program.

This distinction is important to avoid treating every identified deficiency as a capital project while also ensuring that larger needs are not repeatedly deferred through temporary maintenance.

Asset Register Updates

The Town should update the Asset Register as material changes occur. At a minimum, updates should document:

- completed repairs and reconstruction;
- changes in structural condition;
- accessibility improvements;
- Mobi-Mat deployment and changes in seasonal accessibility;
- dune restoration or vegetation-management work;
- storm or erosion impacts;
- environmental permits or mitigation requirements;
- engineering or design work completed;
- revised project cost estimates; and
- changes in recommended capital priority.
-

Major improvements should be incorporated into the inventory following completion so that future Capital Improvement Programs reflect the **current condition of the asset rather than the condition documented in the original 2025 RPC evaluation**. This is particularly important at locations such as Hudson Street and Lawrence Street, where subsequent replacement work has already changed conditions from those observed during the initial RPC field inspections.

Capital Improvement Program Integration

Information developed through the inspection and updating process should be incorporated into future annual updates of the Capital Improvement Program. Locations requiring substantial rehabilitation, accessibility improvements, reconstruction, or environmental restoration should be advanced into the capital program when project scope and cost can be reasonably established.

The Town should also use the Asset Register to identify opportunities to coordinate projects. Where structural reconstruction, accessibility improvements, dune restoration, or environmental mitigation can reasonably be undertaken as part of a single project, an integrated approach may reduce duplication, improve project outcomes, and provide a more complete long-term solution.

Long-Term Asset Management

The establishment of this Asset Register represents the beginning of a more structured approach to managing Seabrook's public beach access infrastructure. Future updates should build upon the baseline established by the Rockingham Planning Commission while incorporating completed Town projects, changing coastal conditions, accessibility improvements, environmental restoration, and new capital needs.

Through regular inspection, preventative maintenance, accurate condition tracking, and deliberate capital planning, the Town can better protect its investment in public beach infrastructure while preserving safe and reliable access to Seabrook Beach and supporting the long-term health of the coastal dune system.

The Beach Access and Dune Walkway Asset Register should therefore be reviewed and updated as part of each annual Capital Improvement Program cycle, ensuring that the Town's capital planning decisions remain based upon current conditions and documented infrastructure needs.

Appendix D

Capital Project Schedules

D.1 Introduction

The Capital Project Schedules contained in this Appendix present the projects identified during preparation of the FY2027–FY2032 Capital Improvement Program in a format intended to support annual budgeting, financial planning, and long-term capital management. While the narrative chapters of this report describe departmental priorities and planning strategies, the schedules contained in this Appendix identify the specific projects anticipated during the six-year planning period.

The schedules are intended to provide a planning framework rather than a fixed construction or acquisition schedule. Project timing, estimated costs, funding sources, and implementation priorities may change as additional engineering information becomes available, grant opportunities arise, equipment conditions evolve, or financial circumstances change.

Projects included within these schedules have been developed in consultation with department heads and reflect the Town’s best current assessment of anticipated capital needs. Inclusion of a project within this Appendix does not constitute authorization to expend funds. Each project remains subject to future review by the Town Manager, Select Board, Budget Committee, Town Meeting, and any additional approvals required by law.

Whenever practical, projects are organized to support the Town’s broader capital planning objectives by:

- Preserving existing public infrastructure and municipal assets.
- Protecting public health and public safety.
- Maintaining regulatory compliance.
- Supporting reliable municipal operations.
- Coordinating related projects to improve efficiency.
- Distributing major capital expenditures over multiple fiscal years.
- Maintaining long-term financial sustainability.

The schedules that follow should be reviewed annually as part of the Capital Improvement Program update process. As projects are completed, deferred, modified, or newly identified, the schedules should be revised to reflect current conditions and the Town’s evolving capital priorities.

For ease of reference, each project schedule identifies, where applicable:

- Project title and sponsoring department.
- Estimated year of implementation.
- Estimated project cost.
- Proposed funding source.
- Project priority.
- Brief project description and purpose.
- Current project status.

Collectively, these schedules provide the working framework through which the Town will implement the policies and planning objectives described throughout this Capital Improvement Program.

D.2 Town-Wide Capital Project Register

Department	Project Sheets	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Information Technology	IT-1	X	X	X	X	X	-
Police	PD-1 through PD-5	X	X	X	X	X	X
Fire	FD-1 through FD-10	X	X	X	X	X	X
Public Works	PW-1 through PW-6	X	X	X	X	X	X
Water	WTR-1 through WTR-11	X	X	X	X	X	X
Sewer	SWR-1 through SWR-11	X	X	X	X	X	X
Recreation	REC-1 through REC-3	X	X	X	X	X	X

Project Detail

IT-1 — Municipal Server Infrastructure Modernization Program

Item	Description
Department	Information Technology
Planning Period	FY2027-FY 2031
Estimated Cost	FY2027 \$46,000; FY2028 \$38,000; FY2029 \$38,000; FY2030 \$38,000; FY2031 \$38,000
Five-Year Total	\$198,000
Funding Source	General Fund Capital Appropriation
Priority	High
Project Status	Recommended

Purpose

This project modernizes the Town's core information technology infrastructure by migrating critical Microsoft server functions from aging on-premises hardware to Microsoft Azure cloud-hosted infrastructure. The migration will eliminate the need for periodic replacement of physical municipal servers while improving system resiliency, cybersecurity, disaster recovery capabilities, and long-term operational flexibility.

Although the projected five-year lifecycle costs are comparable to replacing and maintaining on-premises servers, the cloud-based solution shifts expenditures from major periodic hardware purchases to predictable annual operating costs while reducing dependence on aging infrastructure and enhancing the reliability of systems supporting municipal operations. The project affects all Town departments by providing a secure, scalable, and professionally managed computing environment.

D.3 Police Department Capital Project Schedule

D.3.1 Department Overview

The Police Department has identified approximately **\$1.14 million** in capital investments during the FY2027–FY2032 Capital Improvement Program. These investments focus on officer safety, lifecycle replacement of critical equipment, technology modernization, and facility improvements. The Department’s capital program reflects a disciplined approach to long-range planning by distributing major expenditures over multiple fiscal years while maintaining operational readiness.

The Department’s capital strategy emphasizes systematic replacement of life safety equipment, continued investment in public safety technology, and preservation of facilities necessary to support professional law enforcement services. Rather than relying upon reactive replacement after equipment failure, the Department has established a planned lifecycle approach that promotes operational reliability, budget stability, and effective stewardship of public resources.

A significant portion of the Department’s capital program consists of scheduled replacement funding for essential police equipment, including portable radios, conducted energy devices (Tasers), mobile data terminals (MDTs), ballistic vests, and other mandatory equipment. These investments are intended to ensure that officers are equipped with reliable, modern equipment that meets operational requirements and evolving professional standards.

The Department also anticipates continued investment in records management systems, integrated camera and digital evidence systems, public safety technology, and facility improvements that enhance operational effectiveness and improve service to the community. These initiatives support the Town’s commitment to maintaining a modern, professional law enforcement agency capable of meeting both current and future public safety needs.

The Town will continue to evaluate a variety of funding sources to support Police Department capital projects, including General Fund appropriations, capital reserve funds, available grant opportunities, and, where legally authorized, the Police Detail Revolving Fund. The use of dedicated funding sources for eligible projects may reduce reliance on property tax revenues while ensuring continued investment in critical public safety infrastructure. Final funding decisions will remain subject to legal review, annual budget deliberations, and all required approvals.

D.3.2 Police Department Project Schedule

Project	Description	Six Year Total
PD-1	Capital Reserve	\$428,725
PD-2	Records Management	\$314,375
PD-3	Integrated Camera Digital Evidence	\$393,123
PD-4	Facility Improvements	\$4,038
Six Year Total		\$1,140,261

PD-1 – Police Equipment Capital Replacement Program

Department

Police Department

CIP Reference

D.3.2 – Police Project Schedule (PD-1)

Planning Period

FY2027–FY2032

Identified Equipment Replacement Schedule

Fiscal Year	Planned Equipment	Estimated Cost
FY2027	Conducted Energy Weapons (Tasers)	\$80,500
FY2028	Portable Radios	\$250,075
FY2029	—	—
FY2030	—	—
FY2031	Mobile Data Terminals (MDTs)	\$53,600
FY2031	Ballistic Vests	\$44,550
FY2032	—	—
Planning Period Total		\$428,725

Firearms replacement is anticipated in 2035 and therefore falls outside the current six-year planning period.

Funding Source

Police Equipment Capital Reserve Fund

General Fund appropriation, as necessary and authorized

Priority

High – Ongoing Public Safety Program

Project Status

Recurring Capital Replacement Program

Purpose

The Police Equipment Capital Replacement Program identifies the anticipated lifecycle replacement of major law enforcement equipment necessary to maintain officer safety, operational readiness, and reliable police services. The program is intended to provide advance notice of significant equipment needs and support development of an appropriate long-term funding strategy

Background

Police equipment is subjected to continuous use in demanding operational environments. Many major equipment categories have established service lives based upon manufacturer recommendations, technological obsolescence, warranty limitations, safety considerations, and operational requirements.

The Town has established a Police Equipment Capital Reserve Fund to assist in planning for these periodic replacement costs. The reserve had an approximate balance of \$79,232 during the 2026 budget process. A proposed \$50,000 appropriation to the reserve was not approved at the 2026 Town Meeting.

The FY2027–FY2032 Capital Improvement Program identifies approximately \$428,725 in currently anticipated major equipment replacement needs. Accordingly, continued evaluation of the reserve's funding level will be necessary as these replacement dates approach.

Project Components

The current planning period includes:

- Replacement of Conducted Energy Weapons (Tasers).
- Replacement of portable radio systems.
- Replacement of Mobile Data Terminals (MDTs).
- Replacement of ballistic body armor.
- Continued evaluation of the Police Equipment Capital Reserve Fund and its ability to support scheduled equipment replacement.

Additional equipment needs will be evaluated annually based upon equipment condition, technological changes, manufacturer support, safety requirements, and operational priorities.

Funding Strategy

The Police Equipment Capital Reserve Fund is intended to provide a mechanism for accumulating resources in advance of significant periodic equipment replacements. Use of a reserve can reduce the need for large single-year appropriations and improve predictability within the Town's annual budget process.

The current CIP does not assume a specific annual appropriation to the reserve. Instead, the identified replacement schedule provides the basis for the Select Board, Budget Committee, and Town Meeting to evaluate appropriate reserve funding during each annual budget cycle.

To the extent reserve resources are insufficient when scheduled replacements become necessary, additional General Fund appropriations or other available funding sources may be required.

Benefits

Continuation of a planned equipment replacement program will:

- Protect officer and public safety through reliable equipment.
- Reduce the risk of emergency replacement expenditures.
- Improve long-term budget predictability.
- Maintain appropriate law enforcement equipment standards.
- Support interoperability with regional, county, and State public safety agencies.
- Preserve operational readiness during emergency and routine police operations.

Implementation

The Chief of Police will review major equipment inventories annually during preparation of the Capital Improvement Program and recommend adjustments to replacement schedules based upon equipment condition, maintenance history, operational requirements, technological developments, and available funding.

Individual equipment purchases and contributions to the Police Equipment Capital Reserve Fund remain subject to the Town's annual budget process, applicable Town Meeting authorization, and procurement requirements.

Long-Term Planning Considerations

Law enforcement technology and equipment requirements will continue to evolve. Future Capital Improvement Program updates should reassess replacement schedules, estimated costs, equipment condition, emerging technologies, and the financial condition of the Police Equipment Capital Reserve Fund.

Maintaining a disciplined long-term replacement strategy will allow the Town to anticipate major equipment expenditures and evaluate appropriate funding well before existing equipment reaches the end of its useful service life.

PD-2 – Records Management System (RMS) Modernization

Department

Police Department

Planning Period

FY2027–FY2032

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$33,387
FY2028	\$48,131
FY2029	\$62,875
FY2030	\$77,619
FY2031	\$92,363
FY2032	Included in Annual Subscription*
Five-Year Capital Total	\$314,375

*Beginning in Year 6, the annual subscription fee increases by 5% per year in accordance with the vendor proposal.

Funding Source

General Fund Capital Appropriation

Priority

High

Project Status

Planned Implementation – FY2027

Purpose

This project provides for the implementation of the IMC Pro Suite Records Management System (RMS), replacing the Police Department's existing records management platform with a modern, cloud-based solution that supports contemporary law enforcement operations, improves operational efficiency, and enhances data security.

Background

The Records Management System is one of the Police Department's most important operational technologies. It serves as the repository for incident reports, arrests, citations, investigations, evidence documentation, and numerous state and federal reporting requirements. As technology continues to evolve, modern law enforcement agencies increasingly rely on integrated software platforms that improve information sharing, streamline administrative functions, and provide secure access to critical information from the field.

The proposed IMC Pro Suite implementation includes initial deployment, software configuration, data migration, user training, and recurring subscription services necessary to maintain a secure and fully supported system throughout the planning period.

Project Components

The project includes:

- IMC Pro Suite implementation
- Software licensing and annual subscription services
- Data migration from the existing system
- User training and implementation support
- Ongoing software maintenance and updates
- Cloud-hosted data management
- Cybersecurity enhancements
- Future software upgrades provided under the subscription agreement

Benefits

Implementation of the new Records Management System will:

- Improve report writing and records management efficiency.
- Enhance officer access to information in the field.
- Improve data security and cybersecurity protections.
- Support compliance with state and federal reporting requirements.
- Improve interoperability with dispatch, mobile technology, and future public safety systems.
- Reduce reliance on aging software and unsupported technology.

Implementation

The project is scheduled to begin in FY2027 with phased implementation over the planning period. Annual subscription costs have been incorporated into the Capital Improvement Program, with projected increases based upon the vendor's pricing schedule. The Chief of Police will continue to evaluate system performance and recommend future enhancements during annual capital planning.

Long-Term Planning Considerations

Maintaining a modern Records Management System is essential to effective law enforcement operations. As policing technology continues to evolve, the Town will evaluate additional integration opportunities with Computer-Aided Dispatch (CAD), digital evidence management, body-worn camera systems, mobile reporting platforms, and future public safety technologies to ensure the Department remains operationally efficient and technologically current.

PD-3 – Integrated Camera and Digital Evidence Program

Department

Police Department

CIP Reference

D.3.2 – Police Project Schedule (PD-3)

Planning Period

FY2027–FY2032

Project Status

Proposed / Under Evaluation

Project Description

The Police Department is evaluating implementation of an integrated public safety camera and digital evidence management platform combining body-worn cameras, cruiser-based camera systems, digital evidence storage and management, and related software and services.

The proposed program would replace the Department's previously separate body-worn camera and cruiser-camera initiatives with a coordinated Axon platform operating under a common ten-year technology lifecycle.

The current proposal includes Axon Body 4 body-worn cameras, nine Axon Fleet 3 cruiser camera systems, centralized digital evidence management and storage, and associated licensing, support, installation, warranty, and technology-refresh services. The integrated platform would allow body-worn and vehicle-based video to operate within a common evidence-management environment.

Project Purpose

The project is intended to modernize the Department's video evidence capabilities while establishing a coordinated long-term replacement cycle for camera hardware and supporting technology.

The proposed system would provide:

- body-worn camera capability for Department personnel;
- nine two-camera Axon Fleet 3 vehicle systems;
- centralized digital evidence management and storage;
- real-time vehicle location, alerts, and livestream capability;
- integrated management of body-worn and cruiser-generated digital evidence;

- scheduled hardware refreshes during the agreement period; and
- warranty, licensing, installation, and ongoing technology support.

The current Axon proposal provides for 34 Body 4 cameras, five multi-bay docking systems, nine Fleet 3 two-camera systems, and associated software and evidence-management services.

Technology Lifecycle

A significant component of the proposed program is the establishment of a planned technology-refresh cycle rather than requiring the Town to separately replace camera hardware as individual systems become obsolete.

Under the current proposal, body-worn camera hardware would be refreshed at scheduled intervals during the ten-year term, with Fleet camera hardware also receiving scheduled refreshes. This structure is intended to maintain current technology while improving predictability of long-term equipment replacement costs.

Implementation Considerations

Implementation remains subject to Departmental review, field evaluation, employee and collective bargaining considerations where applicable, funding authorization, and final Town approval.

The current proposal contemplates a ten-year agreement extending from December 2026 through November 2036. Inclusion of the project within the Capital Improvement Program does not constitute authorization to execute the agreement or appropriate funds.

Estimated Cost

The August 11, 2026 Axon proposal identifies a total ten-year contract value of **\$634,069.90**, compared with a quoted list price of \$778,508.89. The proposal therefore reflects stated savings of \$144,438.99, or 18.55 percent.

Project	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Six Year Total
PD-3 Integrated Camera & Digital Evidence Program	\$31,704	\$63,407	\$69,748	\$76,088	\$76,088	\$76,088	\$393,123

Planning Note: The proposed ten-year agreement extends beyond the FY2027–FY2032 Capital Improvement Program. The full proposed contract value is \$634,069.90. The six-year CIP amount shown above reflects only payments scheduled during FY2027–FY2032. Additional payments occur outside the current planning horizon.

PD-4 – Police Facility Improvements

Department

Police Department

CIP Reference

D.3.2 – Police Project Schedule (PD-4)

Planning Period

FY2027

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$4,038
FY2028	\$0
FY2029	\$0
FY2030	\$0
FY2031	\$0
FY2032	\$0
Project Total	\$4,038

Funding Source

General Fund Capital Appropriation

Priority

Medium

Project Status

Planned Improvement – FY2027

Purpose

This project provides funding for targeted improvements to the Police Department facility that enhance security, protect Town assets, and improve the functionality of the Department's operational environment. While modest in cost, these improvements contribute to the safe and efficient operation of the Police Department and help preserve the Town's investment in its public safety facilities.

Background

The Police Department facility requires periodic capital improvements to maintain a secure and functional workplace for officers, staff, and members of the public. As facilities age, smaller capital projects become necessary to address operational needs, improve site security, and reduce the likelihood of more costly repairs in the future.

The FY2027 Capital Improvement Program includes the installation of additional security fencing to enhance protection of Police Department property and equipment. Future facility improvements, including HVAC system upgrades and other building infrastructure projects, will be evaluated as conditions warrant and incorporated into future Capital Improvement Programs.

Project Components

The FY2027 project includes:

- Installation of additional security fencing.
- Associated site work and installation.

Future facility improvement projects may include building systems, mechanical equipment, and other infrastructure improvements as identified through ongoing facility assessments.

Benefits

Completion of this project will:

- Improve security around Police Department facilities.
- Better protect Town-owned vehicles and equipment.
- Reduce opportunities for unauthorized access.
- Extend the useful life of Town infrastructure.
- Support a safe and secure working environment for Police Department personnel.

Implementation

The Police Chief will coordinate the project with the Town's facilities and procurement staff to ensure improvements are completed in accordance with Town purchasing policies and operational requirements. Future facility needs will continue to be evaluated during annual capital planning.

Long-Term Planning Considerations

Maintaining public safety facilities requires continual assessment of building conditions, site security, and mechanical systems. As the Police Department's operational needs evolve, future Capital Improvement Programs may include additional security enhancements, HVAC modernization, energy-efficiency improvements, and other building infrastructure investments necessary to preserve the facility and support effective law enforcement operations.

E.3.3 Police Department Capital Program Summary

The Police Department's FY2027–FY2032 Capital Improvement Program reflects the Town's commitment to maintaining a modern, professional, and well-equipped law enforcement agency. The six-year program balances investments in officer safety, technology, facilities, and long-term equipment replacement while supporting the Department's mission of protecting the residents and visitors of Seabrook.

Through planned lifecycle replacement, strategic technology investments, and continued evaluation of the Police Equipment Capital Reserve Fund, the Town can better anticipate future equipment requirements, improve budget predictability, and maintain reliable public safety services while responsibly managing future capital obligations. **Where technology investments involve multi-year licensing or service agreements extending beyond the six-year planning period, future contractual obligations will be identified and incorporated into subsequent Capital Improvement Program updates.**

D.4 Fire Department

Department Overview

The Seabrook Fire Department provides fire suppression, emergency medical services, rescue operations, hazardous materials response, fire prevention, public education, and emergency management services to the Town of Seabrook. The Department operates twenty-four hours a day, seven days a week, responding to emergencies involving residents, businesses, and the thousands of visitors who travel through Seabrook each year.

The Department maintains a diverse fleet of fire apparatus, ambulances, command vehicles, and specialized emergency response equipment. In addition to emergency response, the Department is responsible for maintaining fire stations, emergency communications equipment, firefighter protective equipment, and specialized rescue tools necessary to safely and effectively serve the community.

The Fire Department's Capital Improvement Program emphasizes three primary objectives:

- Maintaining a reliable emergency response fleet through scheduled apparatus replacement;
- Preserving critical public safety facilities and infrastructure;
- Investing in specialized equipment and technology that enhance firefighter safety and operational effectiveness.

Because many fire department assets have useful lives extending twenty to thirty years, long-term capital planning is essential. Apparatus and facility projects require significant financial investment and lengthy procurement schedules, making advance planning critical to maintaining uninterrupted emergency services.

The FY2027–FY2032 Capital Improvement Program reflects the Town's commitment to sustaining a modern, well-equipped Fire Department capable of meeting current service demands while preparing for future community needs. Through disciplined capital planning and scheduled asset replacement, Seabrook seeks to protect its investment in public safety infrastructure while ensuring dependable emergency response for years to come.

D.4.1 Fire Department Project Schedule

Project	FY27	FY28	FY29	FY30	FY31	FY32	Total
FD-1 Dispatch	\$150,000	\$0	\$0	\$75,000	\$0	\$0	\$225,000
FD-2 Capital	\$100,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$650,000
FD-3 Engine 2 Replace	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$0	\$1,400,000
FD-4 Tower 1 Replace	\$0	\$0	\$0	\$0	\$600,000	\$600,000	\$1,200,000
FD-5 Amb. 45 Replace	\$0	\$0	\$95,000	\$95,000	\$95,000	\$95,000	\$380,000
FD-6 Chase Vehicle	\$0	\$0	\$0	\$125,000	\$0	\$0	\$125,000
FD-7 EOC Upgrade	\$85,000	\$0	\$0	\$50,000	\$0	\$0	\$135,000
FD-8 Fire Station	\$0	\$100,000	\$0	\$0	\$100,000	\$0	\$200,000
FD-9 Fuel Pump	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
FD-10 Command Vehicle Replace	\$22,000	\$47,000	\$47,000	\$47,000	\$25,000	\$0	\$188,000
Total	\$687,000	\$537,000	\$532,000	\$782,000	\$1,210,000	\$805,000	\$4,553,000

FD-1 – Fire Dispatch Upgrades

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-1)

Planning Period

FY2027–FY2032

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$150,000
FY2028	\$0
FY2029	\$0
FY2030	\$75,000
FY2031	\$0
FY2032	\$0
Planning Period Total	\$225,000

Funding Source

General Fund Capital Appropriation

Priority

High

Project Status

Planned Capital Improvement

Purpose

This project provides for the modernization and enhancement of the Fire Department's emergency dispatch and communications systems. Reliable communications are essential to effective emergency response, ensuring that firefighters, emergency medical personnel, and mutual aid agencies receive accurate information and are deployed quickly and efficiently.

Background

The Fire Department relies on dependable dispatch technology to coordinate emergency operations twenty-four hours a day. Dispatch systems support incident notification, unit status monitoring, communications between responders, and coordination with regional public safety agencies. As communications technology continues to evolve, periodic upgrades are necessary to improve system reliability, interoperability, cybersecurity, and operational capabilities.

The phased investments identified during the FY2027–FY2032 Capital Improvement Program will modernize dispatch infrastructure while supporting future technological enhancements and maintaining compatibility with regional emergency communications systems.

Project Components

The project may include:

- Dispatch hardware replacement.
- Communications infrastructure upgrades.
- Computer and network equipment.
- Software modernization.
- System integration and interoperability improvements.
- Cybersecurity enhancements.
- Installation, testing, and training.

Benefits

Implementation of this project will:

- Improve dispatch reliability and resiliency.
- Enhance firefighter and public safety.
- Improve coordination with mutual aid partners.
- Reduce maintenance costs associated with aging equipment.
- Increase operational efficiency during emergency incidents.
- Support future communications technologies.

Implementation

The Fire Chief will oversee implementation in coordination with the Town's information technology staff, communications vendors, and regional public safety partners. Improvements will be phased to minimize operational disruptions while maintaining uninterrupted emergency communications.

Long-Term Planning Considerations

Emergency communications systems continue to evolve rapidly. Future capital planning will consider advancements in Next Generation 9-1-1 technology, regional interoperability, cybersecurity, mobile communications, and integrated emergency management systems to ensure the Department maintains a modern, reliable, and resilient communications network.

FD-2 – Fire Capital Fund (Turnout Gear & SCBA Replacement Program)

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-2)

Planning Period

FY2027–FY2032

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$100,000
FY2028	\$110,000
FY2029	\$110,000
FY2030	\$110,000
FY2031	\$110,000
FY2032	\$110,000
Planning Period Total	\$650,000

Funding Source

General Fund Capital Appropriation

Priority

High – Life Safety

Project Status

Recurring Capital Replacement Program

Purpose

This project provides annual funding for the replacement of firefighter turnout gear, self-contained breathing apparatus (SCBA), and other critical life safety equipment through the Fire Department Capital Fund. The program ensures that firefighters have safe, reliable, and compliant protective equipment while avoiding large one-time capital expenditures.

Background

Firefighters operate in hazardous environments requiring specialized personal protective equipment that meets nationally recognized safety standards. Turnout gear and SCBA have defined service lives established by applicable standards and manufacturer recommendations. As equipment ages, replacement becomes necessary to maintain firefighter safety, regulatory compliance, and operational readiness.

Rather than replacing large quantities of equipment in a single year, the Town has adopted a planned funding strategy through the Fire Capital Fund. Annual appropriations allow equipment to be replaced on a scheduled basis, extending the useful life of the overall inventory while providing greater budget stability.

Project Components

The program may include replacement of:

- Structural firefighting turnout gear.
- Self-contained breathing apparatus (SCBA).
- SCBA cylinders and related components.
- PASS devices and firefighter accountability equipment.
- Protective equipment required to meet applicable safety standards.
- Other critical firefighter life safety equipment as identified by the Fire Chief.

Benefits

Continuation of this program will:

- Protect firefighter health and safety.
- Maintain compliance with applicable national safety standards.
- Improve emergency response readiness.
- Reduce the likelihood of unexpected emergency purchases.
- Extend the useful life of departmental equipment through planned lifecycle replacement.
- Provide predictable annual capital budgeting.

Implementation

The Fire Chief will annually evaluate the condition, age, and service life of protective equipment and recommend replacement priorities through the Capital Improvement Program. Equipment purchases will follow the Town's procurement policies and applicable public safety specifications.

Long-Term Planning Considerations

Protective equipment standards continue to evolve as new technologies improve firefighter safety and operational performance. Future capital planning will consider changes in national standards, advances in protective equipment, replacement schedules, and inflationary impacts to ensure the Department maintains modern and effective life safety equipment for all personnel.

FD-3 – Engine 2 Replacement

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-3)

Planning Period

FY2027–FY2031

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$280,000
FY2028	\$280,000
FY2029	\$280,000
FY2030	\$280,000
FY2031	\$280,000
FY2032	\$0
Planning Period Total	\$1,400,000

Funding Source

General Fund Capital Appropriation

Priority

High – Emergency Response

Project Status

Planned Capital Replacement

Purpose

This project provides funding for the replacement of Engine 2, one of the Fire Department's primary front-line fire suppression apparatus. The replacement will ensure the continued reliability, safety, and operational capability of the Department's emergency response fleet while maintaining the Town's ability to provide effective fire protection and emergency services.

Background

Fire engines are among the most critical and heavily utilized assets within the Fire Department. They respond to structure fires, motor vehicle accidents, hazardous materials incidents, rescue operations, medical emergencies, and a wide variety of public safety calls. These apparatus operate under demanding conditions and require specialized pumping equipment, water delivery systems, emergency lighting, communications equipment, and numerous life safety features.

Because modern fire apparatus require lengthy manufacturing schedules and represent significant capital investments, replacement planning must begin several years before an apparatus reaches the end of its reliable service life. Incorporating Engine 2 into the Capital Improvement Program allows the Town to prepare financially while ensuring uninterrupted emergency response capability.

Project Components

The replacement project includes:

- Custom fire engine chassis.
- Fire pump and water tank.
- Hose storage and firefighting equipment compartments.
- Emergency warning lights and sirens.
- Mobile and portable radio integration.
- Scene lighting and electrical systems.
- Safety equipment meeting current NFPA standards.
- Equipment mounting, testing, and final acceptance.

Benefits

Replacement of Engine 2 will:

- Improve reliability and reduce maintenance costs.
- Enhance firefighter and public safety.
- Increase operational readiness during emergency incidents.
- Provide modern firefighting and rescue capabilities.
- Improve response efficiency through updated technology and equipment.
- Extend the Department's ability to meet community emergency service demands for decades to come.

Implementation

The Fire Chief will oversee apparatus specification development, competitive procurement, manufacturing oversight, equipment installation, acceptance testing, and final placement into service. Existing apparatus will be evaluated for reassignment, reserve service, trade-in, or disposal in accordance with Town policy.

Long-Term Planning Considerations

Fire apparatus typically remain in service for twenty years or more and require significant long-term financial planning. Future Capital Improvement Programs will continue to evaluate fleet age, maintenance history, operational performance, technological advancements, and NFPA guidance to ensure the Town maintains a dependable and sustainable emergency response fleet.

FD-4 – Tower 1 Replacement

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-4)

Planning Period

FY2031–FY2032

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$0
FY2028	\$0
FY2029	\$0
FY2030	\$0
FY2031	\$600,000
FY2032	\$600,000
Planning Period Total	\$1,200,000

Funding Source

General Fund Capital Appropriation

Priority

High – Emergency Response

Project Status

Planned Capital Replacement

Purpose

This project provides funding for the replacement of Tower 1, the Department's aerial apparatus. Tower 1 is an essential component of Seabrook's emergency response capability, providing elevated access for fire suppression, rescue operations, ventilation, and firefighter safety. Replacement of the apparatus will ensure the Department maintains reliable aerial capabilities while continuing to meet the community's fire protection needs.

Background

Aerial apparatus represent some of the most specialized and expensive emergency response vehicles operated by municipal fire departments. Tower 1 serves a critical role during commercial structure fires, multi-story residential incidents, technical rescue operations, and other emergencies where elevated access is required.

Because aerial apparatus have extended manufacturing schedules and long operational service lives, replacement planning must occur well in advance of the anticipated delivery date. The phased funding included in the FY2027–FY2032 Capital Improvement Program allows the Town to prepare for this significant capital investment while maintaining long-term financial stability.

Project Components

The replacement project includes:

- Custom aerial ladder or tower apparatus.
- Fire pump and water delivery system.
- Aerial device and stabilization systems.
- Emergency lighting and warning equipment.
- Integrated communications equipment.
- Safety systems meeting current NFPA standards.
- Equipment mounting, testing, and acceptance.

Benefits

Replacement of Tower 1 will:

- Maintain dependable aerial firefighting capability.
- Improve firefighter and public safety.
- Reduce maintenance and repair costs associated with aging apparatus.
- Improve operational reliability during major emergency incidents.
- Provide modern safety and communications technology.
- Preserve the Department's ability to respond effectively to complex fire and rescue emergencies.

Implementation

The Fire Chief will oversee apparatus specification development, competitive procurement, manufacturer coordination, inspection, acceptance testing, and final placement into service. Existing apparatus will be evaluated for reserve service, trade-in, or disposal in accordance with Town policy and operational needs.

Long-Term Planning Considerations

Tower apparatus are long-lived capital assets that require strategic planning and substantial financial commitment. Future Capital Improvement Programs will continue to evaluate apparatus age, condition, maintenance history, operational demands, and technological advancements to ensure the Fire Department maintains a safe, reliable, and sustainable aerial response capability while responsibly managing taxpayer resources.

FD-5 – Ambulance 45 Replacement

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-5)

Planning Period

FY2029–FY2032

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$0
FY2028	\$0
FY2029	\$95,000
FY2030	\$95,000
FY2031	\$95,000
FY2032	\$95,000
Planning Period Total	\$380,000

Funding Source

Ambulances Revolving Fund

Priority

High – Emergency Medical Services

Project Status

Planned Capital Replacement

Purpose

This project provides funding for the future replacement of Ambulance 45, ensuring the Fire Department maintains dependable emergency medical response capabilities. Timely ambulance replacement supports reliable patient care, reduces maintenance costs, and ensures the Department can continue providing advanced life support services to residents and visitors.

Background

Emergency medical services represent a significant portion of the Fire Department's annual call volume. Ambulances operate under demanding conditions, responding to medical emergencies around the clock while carrying sophisticated life-saving equipment. As mileage and operating hours accumulate, maintenance costs increase and vehicle reliability declines.

The Town has adopted a planned replacement strategy for its ambulance fleet to maintain dependable emergency medical services while avoiding costly emergency replacements. Replacement funding is provided through the Ambulance Revolving Fund, which is supported primarily through ambulance service revenues. The revolving fund allows the Department to reinvest EMS-generated revenues into ambulance replacements and other ambulance-related capital needs, reducing reliance on General Fund appropriations while maintaining a modern and reliable emergency medical fleet.

Project Components

The replacement project includes:

- Ambulance chassis.
- Custom emergency medical body.
- Advanced life support equipment mounting systems.
- Emergency warning lights and sirens.
- Communications and mobile data equipment.
- Electrical and climate control systems.
- Interior patient care compartment.
- Equipment transfer, testing, and final acceptance.

Benefits

Replacement of Ambulance 45 will:

- Improve reliability and reduce maintenance costs.
- Enhance patient and crew safety.
- Improve operational readiness.
- Reduce vehicle downtime.
- Support continued delivery of advanced life support services.
- Extend the useful life of the Town's emergency medical fleet.
- Supports the Town's policy of reinvesting ambulance service revenues into emergency medical services.

Implementation

The Fire Chief will oversee vehicle specification development, procurement, manufacturer coordination, equipment installation, acceptance testing, and placement into service. Existing apparatus will be evaluated for reserve status, trade-in, or disposal based on operational needs and vehicle condition.

Long-Term Planning Considerations

The Fire Department will continue evaluating ambulance replacement schedules based on vehicle age, mileage, maintenance history, technological advancements, and service demands. Maintaining a planned replacement cycle helps ensure uninterrupted emergency medical services while promoting responsible long-term financial planning. Maintaining the Ambulance Revolving Fund provides a sustainable financial mechanism for replacing ambulances and funding other ambulance-related capital needs while ensuring uninterrupted emergency medical services for the community.

FD-6 – Ambulance Chase Vehicle Replacement

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-6)

Planning Period

FY2030

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$0
FY2028	\$0
FY2029	\$0
FY2030	\$125,000
FY2031	\$0
FY2032	\$0
Planning Period Total	\$125,000

Funding Source

Ambulance Revolving Fund

Priority

Medium

Project Status

Planned Capital Replacement

Purpose

This project provides funding for the replacement of the Department's Ambulance Chase Vehicle. The vehicle supports emergency medical operations by transporting EMS personnel, medical equipment, and supervisory staff to emergency incidents while preserving ambulance availability for patient transport.

Background

The Ambulance Chase Vehicle serves an important role in the Fire Department's emergency medical services operation. It allows EMS personnel to respond rapidly to incidents requiring additional medical resources, supervisory oversight, or specialized equipment without committing a transport ambulance unnecessarily. This improves deployment efficiency and helps ensure ambulances remain available for patient transport throughout the community.

As with all emergency response vehicles, the chase vehicle experiences continuous use and must be replaced periodically to maintain reliability, reduce maintenance costs, and ensure dependable service.

Project Components

The replacement project includes:

- Emergency response vehicle.
- Emergency lighting and warning systems.
- Communications equipment.
- Mobile data technology.
- Medical equipment storage systems.
- Safety equipment.
- Graphics, equipment installation, testing, and final acceptance.

Benefits

Replacement of the Ambulance Chase Vehicle will:

- Improve EMS response flexibility.
- Preserve ambulance availability for patient transport.
- Reduce maintenance costs and vehicle downtime.
- Improve reliability during emergency operations.
- Support supervisory and advanced medical response capabilities.
- Continue the Town's practice of funding ambulance-related capital needs through the Ambulance Revolving Fund.

Implementation

The Fire Chief will oversee specification development, procurement, equipment installation, and placement into service. Existing vehicles will be evaluated for reassignment, trade-in, or disposal based upon condition and operational needs.

Long-Term Planning Considerations

The Department will continue to evaluate the operational effectiveness and replacement cycle of EMS support vehicles as part of its overall fleet management strategy. Funding through the Ambulance Revolving Fund provides a sustainable mechanism for maintaining vehicles that directly support emergency medical services while minimizing the impact on the General Fund.

FD-7 – Emergency Operations Center Upgrades

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-7)

Planning Period

FY2027–FY2030



Fire Department Emergency Operations Center — The EOC provides dedicated space for emergency coordination, training, preparedness activities, and response to major incidents.

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$85,000
FY2028	\$0
FY2029	\$0
FY2030	\$50,000
FY2031	\$0
FY2032	\$0
Planning Period Total	\$135,000

Funding Source

General Fund Capital Appropriation

Priority

High – Emergency Management

Project Status

Planned Capital Improvement

Purpose

This project provides for upgrades to the Town’s Emergency Operations Center (EOC), ensuring that the facility remains capable of supporting emergency management, incident command, and coordinated response during major emergencies, natural disasters, and other large-scale incidents.

Background

The Emergency Operations Center serves as the Town's central location for coordinating emergency response during significant incidents affecting public safety. The facility supports command staff, emergency management personnel, elected officials, and representatives from local, county, state, and federal agencies during emergencies requiring unified command and coordinated decision-making.

As emergency management technology continues to evolve, periodic upgrades to communications systems, information technology, and facility infrastructure are necessary to ensure the EOC remains fully functional and capable of supporting modern emergency operations.

Project Components

The project may include:

- Communications equipment upgrades.
- Computer hardware and networking improvements.
- Audio-visual and display systems.
- Emergency power and electrical improvements.
- Incident management technology.
- Furniture, workstations, and operational equipment.
- Facility improvements supporting emergency operations.

Benefits

Completion of this project will:

- Strengthen the Town's emergency management capabilities.
- Improve coordination during large-scale emergencies.
- Enhance communication between responding agencies.
- Support continuity of government operations.
- Improve situational awareness and decision-making.
- Maintain a reliable emergency coordination facility for the Town.

Implementation

The Fire Chief, serving in the Town's emergency management role, will coordinate implementation with Town administration, information technology staff, and public safety partners. Improvements will be phased to minimize disruption while ensuring continued operational readiness.

Long-Term Planning Considerations

Emergency management requirements continue to evolve in response to advances in communications technology, cybersecurity, and incident management practices. Future capital planning will evaluate additional technology enhancements, facility improvements, and equipment replacements necessary to maintain an effective Emergency Operations Center capable of supporting the Town during emergencies of all types.

FD-8 – Fire Station Capital Improvements

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-8)

Planning Period

FY2028–FY2031

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$0
FY2028	\$100,000
FY2029	\$0
FY2030	\$0
FY2031	\$100,000
FY2032	\$0
Planning Period Total	\$200,000

Funding Source

General Fund Capital Appropriation

Priority

Medium

Project Status

Planned Capital Improvement

Purpose

This project provides funding for planned capital improvements to the Fire Department's station facilities. Maintaining the station protects the Town's investment in its public safety infrastructure while ensuring firefighters have a safe, functional, and efficient facility from which to provide emergency services.

Background

The Fire Station operates continuously and houses emergency apparatus, specialized equipment, administrative offices, and living quarters for on-duty personnel. As with any municipal building, periodic capital improvements are necessary to preserve the facility, maintain building systems, and address changing operational requirements.

Rather than deferring maintenance until significant repairs become necessary, the Town has adopted a proactive approach by identifying anticipated building improvements through the Capital Improvement Program. Planned investments help extend the useful life of the facility while reducing the likelihood of costly emergency repairs.

Project Components

Projects may include:

- Building envelope improvements.
- Interior renovations.
- Flooring, doors, and finishes.
- Mechanical and electrical system upgrades.
- Plumbing improvements.
- Site and drainage improvements.
- Apparatus bay improvements.
- Other facility improvements identified through ongoing building assessments.

Benefits

Completion of these projects will:

- Preserve the Town's investment in the Fire Station.
- Improve the safety and functionality of the facility.
- Reduce long-term maintenance costs.
- Improve energy efficiency where applicable.
- Support reliable emergency operations.
- Extend the useful life of the building and its infrastructure.

Implementation

The Fire Chief will coordinate project planning with the Town Manager, facilities personnel, and qualified contractors. Individual projects will be prioritized based upon operational need, facility condition, and available funding.

Long-Term Planning Considerations

Routine investment in public safety facilities is essential to avoid deferred maintenance and premature deterioration of critical infrastructure. Future Capital Improvement Programs will continue to evaluate building systems, structural components, and operational needs to ensure the Fire Station remains capable of supporting emergency response for many years to come.

FD-9 Fuel Pump Suppression System

Department

Fire Department

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-10)

Planning Period

FY2027

Estimated Cost

Fiscal Year	Estimated Cost
FY2027	\$50,000
FY2028	\$0
FY2029	\$0
FY2030	\$0
FY2031	\$0
FY2032	\$0
Planning Period Total	\$50,000

Funding Source

General Fund Capital Appropriation

Priority

High – Life Safety

Project Status

Planned Capital Improvement

Purpose

This project provides funding for the installation of a fire suppression system to protect the Fire Department's vehicle fueling area. The project will enhance firefighter safety, safeguard critical fueling infrastructure, and reduce the risk of fire involving fuel dispensing operations.

Background

The Fire Department fueling facility supports emergency response vehicles that must remain operational at all times. Fuel dispensing areas inherently present fire hazards due to the storage and transfer of flammable fuels. Installing a properly designed fire suppression system provides an additional level of protection for personnel, emergency vehicles, and critical fueling infrastructure.

The project reflects the Town's commitment to maintaining public safety facilities in accordance with recognized fire protection practices and reducing operational risks associated with essential support infrastructure.

Project Components

The project may include:

- Fire suppression equipment.
- Detection and activation systems.
- Fuel shutoff and safety controls.
- Associated electrical and control work.
- Integration with existing fire alarm systems, where appropriate.
- Testing, inspection, and commissioning.
- Required permitting and code compliance.

Benefits

Completion of this project will:

- Improve firefighter and employee safety.
- Protect emergency response vehicles and fueling infrastructure.
- Reduce the potential for fire-related damage and operational disruption.
- Enhance compliance with applicable fire protection standards and best practices.
- Strengthen the resiliency of the Town's emergency response operations.

Implementation

The Fire Chief will coordinate design, procurement, and installation with qualified fire protection professionals and contractors. Construction will be scheduled to minimize disruptions to fueling operations while maintaining the Department's emergency response readiness.

Long-Term Planning Considerations

Protecting critical support infrastructure is an important component of responsible asset management. As public safety facilities evolve, the Town will continue to evaluate opportunities to improve fire protection systems, enhance operational safety, and reduce risks to essential emergency response infrastructure.

FD-10 Chief and Deputy Chief Vehicle Acquisition and Replacement Program

CIP Reference

D.4.1 – Fire Department Project Schedule (FD-10)

Planning Period

FY2027–FY2031

Estimated Cost

\$188,000

Funding Source

General Fund / Ambulance Revolving Fund

Priority

Medium

Project Status

Planned Fleet Addition and Replacement



Purpose

This project provides for the acquisition of a command vehicle for the Deputy Fire Chief and the planned replacement of the Fire Chief's existing command vehicle. These vehicles support emergency incident response, fire investigations, inspections, emergency management activities, training, and day-to-day administrative operations throughout the Town.

Background

Command staff vehicles are essential operational tools that enable Fire Department leadership to respond directly to emergency incidents, establish command, coordinate mutual aid resources, conduct inspections, attend training, and perform administrative and emergency management responsibilities.

The **Deputy Fire Chief does not currently have an assigned command vehicle**. The FY2027 acquisition would add a dedicated Deputy Chief vehicle to the Fire Department fleet, providing independent response capability and transportation for operational and administrative responsibilities.

The **Fire Chief's existing command vehicle is planned for replacement beginning in FY2028**. Together, the two acquisitions establish an appropriate command-vehicle structure for Fire Department leadership while providing a planned approach to future replacement.

Project Components

The replacement program provides for two command vehicles and associated equipment, including:

- replacement command vehicles;
- emergency lighting and warning equipment;
- mobile radio and communications systems;
- mobile data technology;
- command and incident management equipment; and
- graphics, outfitting, and vehicle commissioning.

Financing and Implementation Schedule

The two vehicles are planned on separate four-year lease schedules with different funding sources.

Fiscal Year	Deputy Chief Vehicle	Fire Chief Vehicle	Annual Total
FY2027	\$22,000	\$0	\$22,000
FY2028	\$22,000	\$25,000	\$47,000
FY2029	\$22,000	\$25,000	\$47,000
FY2030	\$22,000	\$25,000	\$47,000
FY2031	\$0	\$25,000	\$25,000
FY2032	\$0	\$0	\$0
Total	\$88,000	\$100,000	\$188,000

Fire Department Capital Program Summary

The Fire Department Capital Improvement Program reflects the Town's commitment to maintaining a modern, reliable, and resilient public safety organization. Planned investments support emergency response vehicles, firefighter safety equipment, communications systems, emergency management infrastructure, facilities, and command vehicles. Together, these projects promote operational readiness, protect significant municipal assets, and provide a sustainable framework for maintaining the Department's ability to deliver high-quality fire suppression, emergency medical, rescue, and emergency management services to the residents and businesses of Seabrook.

D.5 Public Works Department

Department Overview

The Public Works Department is responsible for constructing, maintaining, and improving much of the Town's essential public infrastructure. The Department maintains the Town's roadway network, drainage systems, sidewalks, municipal rights-of-way, transfer station operations, solid waste collection services, and a diverse fleet of heavy equipment and support vehicles that enable year-round municipal operations.

The Department's responsibilities extend well beyond routine maintenance. Public Works personnel provide snow and ice control during winter storms, maintain roadways and drainage systems throughout the year, support emergency response operations, manage the Town's transfer station and recycling programs, and assist virtually every municipal department with equipment, transportation, and logistical support. These services are fundamental to public safety, environmental stewardship, economic development, and the daily quality of life enjoyed by Seabrook residents and businesses.

Because of the demanding nature of its operations, the Department relies upon specialized heavy equipment, trucks, and support vehicles that experience significant wear throughout their service lives. Planned replacement of these assets is essential to maintaining dependable service, minimizing equipment downtime, controlling maintenance costs, and ensuring operational readiness during both routine activities and emergency situations.

The Capital Improvement Program provides a structured approach to replacing aging equipment, preserving critical infrastructure, and planning for future operational needs. By scheduling capital investments over multiple years, the Town can better manage financial resources while ensuring that Public Works continues to provide safe, reliable, and efficient services to the community.

The projects presented in this chapter reflect the Town's ongoing commitment to responsible asset management, long-term financial planning, and maintaining the infrastructure necessary to support the health, safety, and welfare of the residents and businesses of Seabrook.

D.5.1 Public Works Project Schedule

Project	FY27	FY28	FY29	FY30	FY31	FY32	Total
PW-1 Hwy Fleet	\$550,000	\$445,000	\$440,000	\$0	\$85,000	\$375,000	\$1,895,000
PW-2 T- Station Fleet	\$505,000	\$0	\$350,000	\$350,000	\$0	\$275,000	\$1,480,000
PW-3 Heavy Equip.	\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000
PW-4 Roads	\$620,000	\$620,000	\$640,000	\$660,000	\$680,000	\$700,000	\$3,920,000
PW-5 Drainage	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$210,000
PW-6 Sidewalk	\$0	\$0	\$150,000	\$150,000	\$0	\$0	\$300,000
Total	\$1,710,000	\$1,100,000	\$1,615,000	\$1,395,000	\$800,000	\$1,385,000	\$8,005,000

PW-1 – Highway Fleet and Equipment Replacement Program

Department

Public Works – Highway Division

CIP Reference

D.5.1 – Public Works Project Schedule (PW-1)

Planning Period

FY2027–FY2032

Funding Source

General Fund Capital Appropriations

Priority

High – Essential Fleet and Equipment Replacement

Project Status

Ongoing Capital Replacement Program

Purpose

The Highway Fleet and Equipment Replacement Program provides for the planned replacement of vehicles and heavy equipment used by the Public Works Highway Division. The program establishes a predictable replacement schedule for aging equipment while reducing the operational and financial risks associated with retaining vehicles beyond their useful service lives.

The Highway Division relies upon heavy trucks, light-duty vehicles, and specialized equipment to perform snow and ice control, roadway maintenance, drainage work, material handling, emergency response, and other essential municipal services. Maintaining a reliable fleet is necessary to support year-round Public Works operations.

Existing Conditions

The Highway Division operates a varied fleet of vehicles and equipment with significantly different ages, operating demands, and replacement cycles. Several units scheduled for replacement during the planning period are among the oldest vehicles in active service, including major pieces of equipment that are critical to winter operations and roadway maintenance.

The replacement schedule has been developed to distribute major purchases across the six-year planning period rather than allowing multiple large equipment needs to accumulate in a single fiscal year. Replacement timing should continue to be reviewed annually based upon equipment condition, maintenance history, mileage or operating hours, availability of replacement equipment, and changing operational requirements.

Planned Replacements

Vehicle Equipment	FY	Estimated Cost
Highway Dump Truck #57	2027	\$325,000
Bucket Truck	2027	\$225,000
Highway Dump #58	2028	\$350,000
Highway Pickup Dump Body #50	2028	\$95,000
Highway Pickup #53	2029	\$90,000
Highway Dump #55	2029	\$350,000
Highway Pickup #70	2031	\$85,000
Highway Dump #54	2032	\$375,000
Six Year Total		\$1,895,000

Capital Planning Considerations

The replacement schedule is intended to serve as a planning framework rather than an automatic authorization to replace equipment solely because it reaches a particular year in the Capital Improvement Program. Prior to each acquisition, the Department should evaluate the condition and serviceability of the existing unit and determine whether replacement remains warranted.

Actual acquisition costs will be established through the Town's procurement process and may vary from the planning estimates shown in the CIP due to equipment specifications, market conditions, inflation, availability, and changes in operational requirements.

Where practical, the Town should continue to evaluate opportunities to extend equipment service life, obtain available grant or alternative funding, and maximize trade-in or surplus value when replacement occurs.

FY	Estimated Cost
2027	\$550,000
2028	\$445,000
2029	\$440,000
2030	\$0
2031	\$85,000
2032	\$375,000
Six Year Total	\$1,895,000

PW-2 – Transfer Station Fleet and Equipment Replacement Program

Department

Public Works – Transfer Station / Solid Waste Division

CIP Reference

D.5.1 – Public Works Project Schedule (PW-2)

Planning Period

FY2027–FY2032

Funding Source

General Fund Capital Appropriations

Priority

High – Essential Fleet and Equipment Replacement

Project Status

Ongoing Capital Replacement Program

Purpose

The Transfer Station Fleet and Equipment Replacement Program provides for the planned replacement of vehicles and heavy equipment used in the Town's solid waste and recycling operations. The program establishes a predictable replacement schedule for aging equipment while reducing the operational and financial risks associated with retaining heavily utilized vehicles and equipment beyond their useful service lives.

The Transfer Station relies upon collection vehicles and heavy equipment to support municipal rubbish and recycling collection, material handling, loading, site operations, and other solid waste functions. Maintaining reliable equipment is essential to the continued delivery of these services.

Existing Conditions

The Transfer Station operates a specialized fleet that includes rubbish and recycling trucks, excavation equipment, and material-handling equipment. These assets operate under demanding conditions and represent significant capital investments when replacement becomes necessary.

The replacement schedule has been developed to distribute major purchases across the six-year planning period. Replacement timing should continue to be reviewed annually based upon equipment condition, maintenance and repair history, mileage or operating hours, service requirements, equipment availability, and changes in operational needs.

Planned Replacements

Vehicle Equipment	FY	Estimated Cost
Recycling Truck #75	2027	\$325,000
Transfer Station Excavator	2027	\$180,000
Rubbish Truck #71	2029	\$350,000
Recycling Truck #74	2030	\$350,000
Transfer Station Loader	2032	\$275,000
Six Year Total		\$1,480,000

Capital Planning Considerations

The replacement schedule is intended to serve as a planning framework rather than an automatic authorization to replace equipment solely because it reaches a particular year in the Capital Improvement Program. Prior to each acquisition, the Department should evaluate the condition and serviceability of the existing unit and determine whether replacement remains warranted.

Actual acquisition costs will be established through the Town's procurement process and may vary from the planning estimates shown in the CIP due to equipment specifications, market conditions, inflation, availability, and changes in operational requirements.

Where practical, the Town should continue to evaluate opportunities to extend equipment service life, obtain available grant or alternative funding, and maximize trade-in or surplus value when replacement occurs.

Fiscal Impact

The Transfer Station Fleet and Equipment Replacement Program identifies approximately **\$1.48 million** in anticipated capital expenditures during FY2027–FY2032. Planned expenditures are distributed as follows:

FY	Estimated Cost
2027	\$505,000
2028	\$0
2029	\$350,000
2030	\$350,000
2031	\$0
2032	\$275,000
Six Year Total	\$1,480,000

PW-3 – Public Works Heavy Equipment Replacement Program

Department

Public Works

CIP Reference

D.5.1 – Public Works Project Schedule (PW-3)

Planning Period

FY2030

Estimated Cost

\$200,000

Funding Source

General Fund Capital Appropriation

Priority

High

Project Status

Planned Capital Replacement

Purpose

The Public Works Heavy Equipment Replacement Program provides for the planned replacement of major heavy equipment used to support roadway maintenance, drainage work, excavation, material handling, emergency response, and other Public Works operations.

Planned Replacement

Vehicle Equipment	FY	Estimated Cost
Highway Backhoe #52	2030	\$200,000
Six Year Total		\$200,000

Existing Conditions

The Department currently operates **HWY-52, a 2016 Caterpillar 450F backhoe**, as part of its Highway Division equipment fleet. The backhoe performs a variety of excavation, roadway, drainage, and material-handling functions and represents a significant piece of the Department's heavy equipment inventory.

Replacement is presently scheduled for FY2030 as part of the Town's long-range capital planning process. Replacement timing should be reviewed as FY2030 approaches based upon equipment condition, operating hours, maintenance and repair history, service requirements, and the continued suitability of the existing unit.

Capital Planning Considerations

The FY2030 replacement date is intended as a planning target and does not require replacement solely because the equipment reaches the scheduled year. Prior to acquisition, the Department should evaluate the condition and remaining useful life of the existing backhoe and determine whether replacement remains operationally and financially warranted.

The estimated cost of **\$200,000** is a capital planning estimate. Final specifications and acquisition costs will be established through the Town's procurement process.

Fiscal Impact

The Capital Improvement Program identifies **\$200,000 in FY2030** for replacement of the Highway Division backhoe. No additional expenditures are currently identified under this project during the FY2027–FY2032 planning period.

PW-4 – Annual Roadway Preservation Program

Department

Public Works – Highway Division

CIP Reference

D.5.1 – Public Works Project Schedule (PW-4)

Planning Period

FY2027–FY2032

Estimated Cost

FY	Estimated Cost
2027	\$620,000
2028	\$620,000
2029	\$640,000
2030	\$660,000
2031	\$680,000
2032	\$700,000
Six Year Total	\$3,920,000

Funding Source

Annual Highway Block Grant, Local Transportation Revenue (Town Clerk Motor Vehicle Fee Distribution), and General Fund Capital Appropriations.

Priority

High – Critical Infrastructure

Project Status

Ongoing Annual Capital Program

Purpose

This program provides annual funding for the preservation, rehabilitation, and reconstruction of the Town's roadway network. The objective is to maintain safe and reliable transportation infrastructure while extending pavement life, reducing long-term maintenance costs, and avoiding the significantly higher expense associated with complete roadway reconstruction.

Background

The Town of Seabrook is responsible for maintaining an extensive network of public streets that support residential neighborhoods, commercial development, emergency response, school transportation, and daily travel throughout the community. Pavement is one of the Town's most valuable infrastructure assets, requiring continuous investment to preserve its condition and maximize its useful life.

The Annual Roadway Preservation Program provides a systematic approach to pavement management by identifying roadway segments for resurfacing, rehabilitation, and reconstruction based on condition, traffic volumes, maintenance history, and available funding. Performing timely preservation work extends pavement life and significantly reduces the lifecycle cost of maintaining the Town's transportation network.

Rather than responding only after roadways have substantially deteriorated, the Town has adopted a proactive capital investment strategy that emphasizes planned maintenance and rehabilitation. This approach improves roadway conditions while providing greater predictability in annual capital expenditures.

Funding for the Annual Roadway Preservation Program is derived from a combination of the State of New Hampshire Highway Block Grant, local transportation revenues generated through motor vehicle registration fees distributed by the Town Clerk, and annual General Fund appropriations. Utilizing multiple funding sources allows the Town to leverage available transportation revenues while maintaining a consistent annual investment in roadway infrastructure.

Program Components

Projects completed under this program may include:

- Asphalt pavement resurfacing.
- Roadway reconstruction.
- Base stabilization and pavement rehabilitation.
- Shoulder improvements.
- Drainage improvements associated with roadway work.
- Curb and roadway edge repairs.
- Pavement markings.
- Traffic control during construction.
- Engineering, inspection, and project administration as required.

Benefits

Implementation of the Annual Roadway Preservation Program will:

- Improve roadway safety and ride quality.
- Extend the useful life of the Town's pavement network.
- Reduce long-term maintenance and reconstruction costs.
- Improve emergency vehicle access and response.
- Support economic activity through reliable transportation infrastructure.
- Protect one of the Town's most significant public infrastructure investments.
- Promote predictable long-term capital planning.
- Maximizes the use of available state transportation aid and locally generated transportation revenues in support of the Town's roadway network.

Implementation

Each year, the Public Works Director will evaluate roadway conditions and develop a recommended paving program based on pavement condition, maintenance history, drainage concerns, traffic demands, utility coordination, and available funding. Individual roadway projects will be prioritized to maximize the benefit of available capital resources while minimizing future maintenance obligations.

Long-Term Planning Considerations

Roadway preservation is a continuous responsibility that extends well beyond the six-year Capital Improvement Program. The Town will continue to evaluate pavement conditions using asset management principles and adjust annual funding levels as necessary to maintain an acceptable overall pavement condition index. Sustained annual investment in roadway preservation remains one of the most cost-effective strategies available for protecting municipal infrastructure and reducing future capital liabilities.

PW-5 – Drainage & Stormwater Improvement Program

Department

Public Works – Highway Division

CIP Reference

D.5.1 – Public Works Project Schedule (PW-5)

Planning Period

FY2027–FY2032

Funding Source

General Fund Capital Appropriations, State and Federal Grants (when available), and other eligible funding sources.

Priority

High – Public Safety & Infrastructure Protection

Project Status

Ongoing Capital Improvement Program

Estimated Cost

FY	Estimated Cost
2027	\$35,000
2028	\$35,000
2029	\$35,000
2030	\$35,000
2031	\$35,000
2032	\$35,000
Six Year Total	\$210,000

Funding Source

General Fund Capital Appropriations.

Purpose

The Drainage and Stormwater Improvement Program provides annual funding for the evaluation, rehabilitation, replacement, and expansion of the Town's drainage infrastructure. The program is intended to reduce localized flooding, improve roadway drainage, protect public infrastructure, and increase the resilience of municipal stormwater systems.

Background

Seabrook's drainage infrastructure consists of an extensive network of catch basins, drainage pipes, culverts, outfalls, swales, pump stations, and related stormwater facilities. Many components of this system have been in service for decades and require periodic rehabilitation or replacement to continue functioning effectively.

As development has increased and rainfall events have become more intense, localized flooding and drainage deficiencies have become more evident in certain areas of the community. Addressing these issues requires both routine infrastructure replacement and targeted improvements to increase system capacity where warranted.

Rather than addressing drainage deficiencies solely on an emergency basis, the Town has established an ongoing capital program that prioritizes projects based on infrastructure condition,

flooding history, roadway impacts, environmental considerations, and available funding. This proactive approach reduces emergency repairs while protecting public and private property from avoidable stormwater damage.

Program Components

Projects completed under this program may include:

- Replacement of drainage piping and culverts.
- Catch basin reconstruction and improvements.
- Stormwater pump station rehabilitation.
- Outfall repairs.
- Roadway drainage improvements.
- Flood mitigation projects.
- Engineering and drainage studies.
- Environmental permitting and construction administration.

Benefits

Implementation of the Drainage and Stormwater Improvement Program will:

- Reduce roadway flooding.
- Protect municipal infrastructure.
- Improve public safety during storm events.
- Reduce emergency maintenance costs.
- Improve the longevity of Town roadways.
- Support compliance with environmental and stormwater regulations.
- Increase the resiliency of public infrastructure.

Implementation

Projects will be prioritized annually based upon infrastructure condition assessments, documented drainage concerns, roadway improvement coordination, engineering recommendations, and available funding opportunities.

Long-Term Planning Considerations

Stormwater infrastructure requires continuous investment to accommodate aging systems, evolving regulatory requirements, and changing weather patterns. The Town will continue evaluating drainage performance and integrating stormwater improvements into roadway and utility projects whenever practical to maximize construction efficiency and reduce lifecycle costs.

PW-6 – Sidewalk & Pedestrian Infrastructure Program

Department

Public Works – Highway Division

CIP Reference

D.5.1 – Public Works Project Schedule (PW-6)

Planning Period

FY2027–FY2032

Estimated Cost

\$300,000 – Programmed Projects

Additional Future Project Costs To Be Determined

Funding Source

General Fund Capital Appropriations, Transportation Grants, and Other Available Funding Sources

Priority

Medium-High – Public Safety

Project Status

Planned Capital Improvements / Ongoing Project Development

Purpose

The Sidewalk & Pedestrian Infrastructure Program provides for the construction, replacement, and rehabilitation of sidewalks and related pedestrian infrastructure throughout the Town. The program is intended to improve public safety, accessibility, and pedestrian connectivity between neighborhoods, schools, municipal facilities, parks, commercial areas, and other community destinations.

Background

Pedestrian infrastructure is an important component of Seabrook's transportation network. Safe and accessible sidewalks improve pedestrian mobility, provide access to public facilities and community destinations, and reduce conflicts between pedestrians and motor vehicles.

As development occurs and existing infrastructure ages, the Town periodically identifies opportunities to construct new sidewalks, improve pedestrian accessibility, and replace deteriorated sidewalk sections. Where practical, coordinating sidewalk improvements with roadway, drainage, and other infrastructure projects can reduce costs and minimize disruption to residents and businesses.

The Department of Public Works has identified two specific sidewalk projects for inclusion in the current capital planning period: a new sidewalk from Liberty Lane to the Library and a new sidewalk connecting the Centennial Street/Railroad Avenue area to Liberty Lane. The Department's April 2026 capital recommendations estimated each project at \$150,000.

Planned Improvements

Project	FY	Estimated Cost
Liberty Lane to Library	FY 2029	\$150,000
Centennial & Railroad to Liberty	FY 2030	\$150,000
Planning Period Total		\$300,000

The estimated costs shown above are planning-level estimates and will be refined as project scope, design requirements, site conditions, and construction costs are further developed.

Walton Road Sidewalk

The Planning Board has requested that the Town evaluate construction of a sidewalk along the length of Walton Road. The potential project is currently being evaluated and cost estimates are being developed.

Because the scope and estimated cost of the Walton Road sidewalk have not yet been established, no expenditure for the project is included in the FY2027–FY2032 financial schedule at this time. Identification of the project in the Capital Improvement Program recognizes it as a specific pedestrian infrastructure need under active consideration without committing the Town to a particular construction schedule or funding level.

As project development proceeds, the Town will evaluate potential transportation grants and other outside funding opportunities that could reduce the amount required from local taxation. Once preliminary scope, cost estimates, potential funding sources, and an appropriate implementation schedule are better defined, the Walton Road sidewalk may be incorporated into a future update of the Capital Improvement Program.

Capital Planning Considerations

Sidewalk and pedestrian projects should be evaluated based upon public safety, accessibility, pedestrian demand, connectivity, infrastructure condition, development activity, recommendations of Town boards and departments, and opportunities to coordinate construction with other municipal capital work.

Where practical, sidewalk construction should be coordinated with scheduled roadway preservation, drainage improvements, utility work, and other infrastructure projects. Coordinated construction can reduce overall project costs, avoid unnecessary disturbance of recently completed improvements, and improve the sequencing of municipal capital investments.

The Town should also continue to evaluate state and federal transportation programs and other grant opportunities that may provide financial assistance for eligible pedestrian infrastructure projects.

Fiscal Impact

The Capital Improvement Program currently identifies **\$300,000 in programmed sidewalk improvements during FY2027–FY2032**, consisting of \$150,000 for the Liberty Lane to Library project in FY2029 and \$150,000 for the Centennial/Railroad to Liberty project in FY2030. These projects were included in the Department of Public Works' April 2026 capital recommendations.

FY	Estimated Cost
2027	\$0
2028	\$0
2029	\$150,000
2030	\$150,000
2031	\$0
2032	\$0
Six Year Total	\$300,000

The Walton Road sidewalk is **not included in the \$300,000 planning-period total**. Its fiscal impact will be incorporated into the CIP when sufficient project scope, cost, timing, and potential funding information becomes available.

D.5.2 Future Public Works Capital Needs Beyond the Planning Period

Purpose

The Capital Improvement Program is intended to identify projects that are reasonably anticipated during the current six-year planning period. The Town recognizes, however, that a number of significant Public Works projects extend beyond the current planning horizon or require additional engineering, funding, or policy decisions before they can be incorporated into the active capital program.

Identification of these future needs allows the Town to begin long-term financial planning while recognizing that project scope, scheduling, and estimated costs may change as additional information becomes available.

Long-Term Capital Needs

The following projects have been identified as significant future Public Works priorities but are not presently programmed for construction within the FY2027–FY2032 Capital Improvement Program.

Highway Salt Storage Facility

Construction of an enclosed salt storage facility remains a long-term operational objective. Such a facility would improve environmental protection, reduce material loss, improve winter operations, and enhance compliance with environmental best practices. Project timing will depend upon future operational priorities, site planning, and available funding.

Causeway Road Bridge Rehabilitation or Replacement

Engineering evaluations have identified the Causeway Road Bridge as an infrastructure asset requiring continued monitoring and future capital investment. While inspections and engineering analyses have been completed, the project requires additional coordination with the New Hampshire Department of Transportation regarding eligibility for state and federal bridge funding.

Given the magnitude of the project and the uncertainty surrounding available funding, construction has not been programmed within the current six-year Capital Improvement Program. The Town will continue periodic inspections, monitor bridge conditions, and pursue outside funding opportunities before establishing a construction schedule.

Cemetery Columbarium Expansion

The Town has identified the potential future need for additional columbarium capacity within the municipal cemetery system. While demand is expected to increase over time, existing capacity is presently considered adequate. Future expansion will be evaluated as usage trends warrant and may be incorporated into a future Capital Improvement Program.

Additional Future Needs

The Town recognizes that future Public Works capital needs may also include:

- Expansion or modernization of Public Works operational facilities.
- Additional pedestrian and bicycle infrastructure.
- Climate resilience and flood mitigation projects.
- Technology improvements supporting fleet and infrastructure management.
- New regulatory compliance initiatives.
- Major utility coordination projects associated with roadway reconstruction.

These projects will continue to be evaluated as part of the Town's annual capital planning process.

D.5.3 Public Works Capital Program Summary

The Department of Public Works is responsible for maintaining many of the Town's most valuable and visible public assets, including roads, drainage systems, sidewalks, municipal facilities, fleet vehicles, heavy equipment, and solid waste infrastructure. These assets are essential to public safety, economic vitality, emergency response, and the daily quality of life enjoyed by Seabrook residents and businesses.

The FY2027–FY2032 Capital Improvement Program reflects the Town's commitment to responsible asset management by emphasizing proactive replacement, preventative maintenance, and long-term infrastructure preservation. Rather than deferring investment until facilities or equipment reach the point of failure, the program prioritizes planned improvements that reduce lifecycle costs, improve operational reliability, and protect prior public investments.

The Public Works Capital Program also recognizes that effective infrastructure management extends beyond the current six-year planning horizon. By identifying future capital needs while maintaining flexibility to respond to changing conditions, the Town positions itself to make informed financial decisions and pursue outside funding opportunities whenever possible.

The Town of Seabrook Capital Improvement Program reflects the Town's enduring commitment to preserving public assets, supporting responsible growth, and investing wisely on behalf of both today's residents and future generations.

Closing Thought

“The best time to repair a roof is when the sun is shining.”
— **John F. Kennedy**

D.6 Water Department

The Seabrook Water Department is responsible for providing a continuous supply of safe, reliable drinking water to the Town's residential, commercial, industrial, and municipal customers. The Department operates and maintains groundwater wells, treatment facilities, storage and pumping infrastructure, distribution mains, water meters, supervisory control systems, and a specialized fleet of equipment necessary to support daily operations and emergency response.

Maintaining a public water system requires continuous investment in infrastructure renewal, regulatory compliance, technological modernization, and preventive maintenance. Much of the Town's water infrastructure represents long-term capital assets with useful lives measured in decades. A proactive capital investment strategy helps preserve these assets, reduce emergency repairs, improve system reliability, and protect public health.

The FY2027–FY2032 Capital Improvement Program emphasizes lifecycle replacement of critical infrastructure, modernization of operational technology, continued investment in well production and treatment facilities, replacement of aging vehicles and equipment, and ongoing improvements that enhance the reliability and resiliency of the municipal water system. By investing strategically in its water infrastructure today, the Town positions itself to continue providing high-quality drinking water while minimizing future operational disruptions and capital costs.

D.6.1 Water Department Project Schedule

The Water Department's capital program is designed to preserve and modernize the infrastructure necessary to provide a safe, reliable, and uninterrupted supply of drinking water to the Town of Seabrook. The projects identified during the FY2027–FY2032 Capital Improvement Program reflect a balanced approach to maintaining existing assets, replacing aging infrastructure, improving operational efficiency, and ensuring continued compliance with state and federal drinking water regulations.

The Water Department's capital investments focus on several key areas: preservation of groundwater production facilities, treatment system improvements, modernization of system controls and technology, replacement of aging vehicles and equipment, and continued investment in infrastructure that enhances system reliability and resiliency. These investments are intended to reduce the risk of service interruptions, improve operational efficiency, and extend the useful life of critical municipal assets.

The project schedule on the following pages identifies anticipated capital expenditures over the six-year planning period. While individual project timing may be adjusted to reflect operational priorities, regulatory requirements, or funding availability, the overall program reflects the Town's long-term commitment to responsible asset management and the continued delivery of high-quality drinking water services.

Consistent with the overall philosophy of this Capital Improvement Program, the Water Department emphasizes proactive maintenance and planned replacement of critical infrastructure rather than deferred investment and emergency repairs. This approach protects public health, preserves the Town's investment in its water system, and promotes long-term financial stability through disciplined capital planning.

Project	FY27	FY28	FY29	FY30	FY31	FY32	Total
W-1 Water Supply Infrastructure.	\$65,000	\$65,000	\$745,000	\$65,000	\$665,000	\$65,000	\$1,670,000
W-2 Tech & Metering	\$85,000	\$175,000	\$85,000	\$85,000	\$85,000	\$85,000	\$600,000
W-3 Fleet	\$0	\$95,000	\$0	\$0	\$190,000	\$0	\$285,000
Total	\$150,000	\$335,000	\$830,000	\$150,000	\$940,000	\$150,000	\$2,555,000

W-1 Water Supply & Infrastructure Preservation Program

Purpose

The Water Supply & Infrastructure Preservation Program provides for the long-term maintenance, rehabilitation, and replacement of the critical facilities and equipment necessary to produce and deliver safe, reliable drinking water to the residents, businesses, and institutions served by the Town of Seabrook Water Department. Investments under this program are intended to preserve system reliability, protect public health, maintain regulatory compliance, and ensure the continued operation of essential water infrastructure.

Background

The Town's water system is comprised of groundwater production wells, treatment facilities, pumping stations, storage facilities, emergency power systems, and related infrastructure that operate continuously to provide potable water and adequate fire protection throughout the community. Many of these assets represent significant long-term investments and require periodic rehabilitation or replacement as they reach the end of their useful service lives.

Unlike many municipal assets, water infrastructure is subject to rigorous state and federal drinking water regulations, evolving treatment standards, and increasing expectations for system resiliency. Proactive capital investment reduces the likelihood of service interruptions, emergency repairs, and regulatory non-compliance while extending the useful life of existing facilities.

Program Components

Projects within this program include, but are not limited to:

- Rehabilitation and replacement of groundwater production wells.
- Water treatment equipment improvements and media replacement.
- Emergency generators and standby power systems.
- Well house and treatment facility improvements.
- Water production and distribution infrastructure supporting reliable system operation.
- Engineering evaluations and design associated with major water supply improvements.
- Regulatory compliance upgrades required to meet current and future drinking water standards.

Benefits

The Water Supply & Infrastructure Preservation Program provides significant long-term benefits by:

- Protecting the public health through the continued delivery of safe drinking water.
- Maintaining compliance with state and federal drinking water regulations.
- Improving system reliability and operational resiliency.
- Reducing emergency repair costs through planned infrastructure replacement.
- Extending the useful life of critical water system assets.
- Supporting continued residential, commercial, and industrial development through dependable water service.
- Protecting prior public investments in essential utility infrastructure.

Implementation

Projects are prioritized annually based upon asset condition, operational reliability, regulatory requirements, risk of failure, and the overall needs of the water system. The Department continually evaluates infrastructure performance to ensure that limited capital resources are directed toward the highest priority improvements.

Long-Term Planning

The Town recognizes that water system infrastructure requires continuous investment to remain reliable and compliant with changing regulatory standards. This program reflects Seabrook's commitment to proactive asset management, lifecycle replacement planning, and responsible stewardship of one of the community's most critical public utilities.

W-2 Water System Technology & Metering Program

Purpose

The Water System Technology & Metering Program provides for the continued modernization of the Town's water utility through investments in system monitoring, automation, metering, geographic information systems (GIS), and other technologies that improve operational efficiency, customer service, asset management, and regulatory compliance.

Background

Modern water utilities rely on advanced technology to monitor system performance, manage water production and distribution, maintain accurate customer billing, and respond quickly to operational issues. Investments in automation and digital infrastructure improve the Department's ability to identify system problems, reduce water loss, enhance emergency response capabilities, and make informed decisions regarding maintenance and capital planning.

As water infrastructure becomes increasingly complex, technology has become an essential component of efficient utility management and long-term asset stewardship.

Program Components

Projects within this program may include:

- Supervisory Control and Data Acquisition (SCADA) system improvements and upgrades.
- Water meter replacement and advanced metering technology.
- Geographic Information System (GIS) mapping and asset management enhancements.
- System monitoring equipment and communications infrastructure.
- Data collection, reporting, and regulatory compliance software.
- Cybersecurity improvements related to water utility operations.
- Engineering and technology upgrades that improve operational efficiency.

Benefits

The Water System Technology & Metering Program provides numerous operational benefits by:

- Improving system monitoring and operational control.
- Increasing the accuracy of water usage measurement and customer billing.
- Supporting proactive maintenance through improved asset information.
- Reducing water loss by identifying leaks and system inefficiencies.
- Improving emergency response through real-time system monitoring.
- Enhancing regulatory reporting and recordkeeping.
- Supporting informed capital planning through improved infrastructure data.

Implementation

Technology investments are prioritized based on operational needs, regulatory requirements, system reliability, cybersecurity considerations, and opportunities to improve efficiency and customer service. The Department coordinates these investments with broader capital improvements to maximize long-term value.

Long-Term Planning

The Town recognizes that technology is an integral component of modern utility management. Continued investment in monitoring systems, metering, digital mapping, and operational software will strengthen the Water Department's ability to efficiently manage its infrastructure, improve service reliability, and support informed decision-making for future capital investments.

W-3 Water Fleet Replacement Program

Purpose

The Water Fleet Replacement Program provides for the planned replacement of the Department's vehicles and mobile equipment necessary to operate, maintain, and repair the Town's public water system. Reliable transportation and service vehicles are essential to the Department's ability to respond to emergencies, perform routine maintenance, inspect infrastructure, and support the continuous operation of the municipal water utility.

Background

Water Department vehicles are used daily to inspect and maintain production wells, pump stations, water mains, hydrants, valves, treatment facilities, and other critical infrastructure throughout the Town. These vehicles frequently transport specialized tools, equipment, materials, and personnel needed to perform both scheduled maintenance and emergency repairs.

As vehicles age, maintenance costs increase while reliability decreases. A planned replacement program reduces the likelihood of equipment failures, improves employee safety, lowers long-term operating costs, and ensures that the Department maintains the capability to respond promptly to water system emergencies.

Program Components

Projects within this program include:

- Replacement of light-duty and medium-duty utility service vehicles.
- Purchase of vehicles designed to support water system maintenance and operations.
- Vehicle equipment necessary to support field operations and emergency response.
- Fleet replacements based upon vehicle age, condition, maintenance history, and operational requirements.
-

Benefits

The Water Fleet Replacement Program provides long-term operational benefits by:

- Maintaining reliable vehicles for daily operations and emergency response.
- Reducing maintenance and repair costs associated with aging equipment.
- Improving employee safety and operational reliability.
- Supporting efficient maintenance of the Town's water infrastructure.
- Reducing vehicle downtime and service interruptions.
- Extending the overall effectiveness of the Department's fleet management program.

Implementation

Fleet replacements are evaluated through the Department's asset management process and are prioritized based on vehicle condition, age, maintenance history, mileage, and operational needs. During the FY2027–FY2032 Capital Improvement Program planning period, the Department anticipates replacing **Truck 63 in FY2028**, followed by the replacement of **Trucks 61 and 62 in FY2031**, subject to annual appropriations and continued evaluation of vehicle condition.

Long-Term Planning

The Town is committed to maintaining a dependable fleet capable of supporting the Water Department's mission of providing safe and reliable drinking water. Planned vehicle replacement extends fleet reliability, supports efficient utility operations, and protects the Town's investment in essential public infrastructure through responsible lifecycle asset management.

Future Planning

Solar Energy System Evaluation

The existing solar energy system serving the water treatment facility is approximately 15 years old and is currently offline. Approximately \$17,000 in repairs would be required to return the system to operation. Given the age of the equipment and its history of operational difficulties, Water Department staff have questioned whether further investment in the existing system represents a cost-effective use of utility resources.

Before committing additional funds to repair or replace the existing installation, the Town should evaluate the future of the system, including the economics of repair, remaining useful life, expected energy production, potential replacement or modernization alternatives, and the option of discontinuing the installation.

Future Planning Direction: The Town should complete an operational and financial evaluation before committing additional capital to the existing solar system. Any future investment should be supported by a demonstrated lifecycle cost benefit and a clearly defined expected service life.

D.7 Sewer Department

Department Overview

The Town of Seabrook Sewer Department owns, operates, and maintains the municipal wastewater collection, pumping, and treatment systems that protect public health and the environment. The Department is responsible for collecting and conveying wastewater from residential, commercial, and industrial customers to the Town's wastewater treatment facility, where it is treated in accordance with state and federal environmental regulations before being safely discharged.

The Town's wastewater system consists of an extensive network of gravity sewer mains, manholes, force mains, pump stations, treatment facilities, emergency power systems, specialized equipment, and supporting infrastructure. Together, these assets operate continuously to provide reliable wastewater service while protecting Seabrook/Hampton Harbor and the surrounding coastal environment.

Maintaining this critical infrastructure requires ongoing investment in asset preservation, regulatory compliance, system resiliency, and operational efficiency. As wastewater facilities and equipment age, planned capital improvements become essential to reduce the risk of equipment failures, minimize emergency repairs, extend the useful life of existing assets, and maintain uninterrupted service to the community.

The FY2027–FY2032 Capital Improvement Program reflects the Town's commitment to proactive asset management through phased investments in collection system rehabilitation, pump station modernization, wastewater treatment facility improvements, and fleet and equipment replacement. These investments are intended to preserve existing infrastructure, improve operational reliability, enhance environmental protection, and ensure the wastewater system continues to meet the needs of Seabrook for many years to come.

D.7.1 Sewer Department Project Schedule

The Sewer Department's Capital Improvement Program organizes planned investments into four coordinated program areas that address the Town's most significant wastewater infrastructure needs over the six-year planning period. These projects focus on preserving critical assets, improving system reliability, maintaining regulatory compliance, and modernizing infrastructure through a balanced, long-term investment strategy. The following schedule summarizes the anticipated capital investments for the FY2027–FY2032 planning period.

Project	FY27	FY28	FY29	FY30	FY31	FY32	Total
S-1 Collection System	\$370,000	\$310,000	\$815,000	\$820,000	\$950,000	\$840,000	\$4,105,000
S-2 Pump Stations	\$385,000	\$4,500,000	\$0	\$350,000	\$3,500,000	\$0	\$8,735,000
S-3 Treatment Resilience	\$250,000	\$0	\$1,595,000	\$0	\$0	\$0	\$1,845,000
S-4 Fleet & Equip.	\$0	\$240,000	\$0	\$150,000	\$70,000	\$0	\$460,000
Total	\$1,005,000	\$5,050,000	\$2,410,000	\$1,320,000	\$4,520,000	\$840,000	\$15,145,000

S-1 Collection System Rehabilitation Program

Purpose

The Collection System Rehabilitation Program provides for the systematic maintenance, rehabilitation, and replacement of the Town's wastewater collection infrastructure. The program is intended to preserve the integrity of sewer mains, manholes, and related system components while ensuring the reliable conveyance of wastewater to the Town's pump stations and wastewater treatment facility.

Background

Seabrook's wastewater collection system represents one of the Town's largest public infrastructure investments. Much of the system has been in service for decades and requires ongoing inspection, maintenance, and rehabilitation to ensure continued reliability. As sewer infrastructure ages, deterioration can contribute to inflow and infiltration (I&I), structural deficiencies, increased maintenance costs, and the potential for sanitary sewer overflows.

A proactive rehabilitation program extends the useful life of existing assets, improves system performance, and reduces the need for costly emergency repairs. Planned investments also support compliance with environmental regulations and help maintain the efficiency of downstream pump stations and treatment facilities.

Program Components

Projects within this program may include:

- Rehabilitation and replacement of sanitary sewer mains.
- Manhole rehabilitation and replacement.
- Inflow and infiltration (I&I) investigation and reduction.
- Force main improvements.
- Sewer lining and trenchless rehabilitation projects.
- Engineering studies and condition assessments.
- Collection system repairs identified through routine inspections and asset management.

Benefits

The Collection System Rehabilitation Program provides long-term benefits by:

- Extending the service life of existing sewer infrastructure.
- Reducing inflow and infiltration that increases treatment costs.
- Improving system reliability and operational performance.
- Minimizing emergency repairs and service disruptions.
- Protecting public health and the environment.
- Supporting compliance with state and federal environmental regulations.
- Preserving the Town's investment in wastewater infrastructure.

Implementation

Collection system improvements are prioritized based on infrastructure condition, maintenance history, inspection results, operational performance, environmental risk, and available funding. The Department continually evaluates system performance to identify areas requiring rehabilitation before significant failures occur.

Long-Term Planning

The Town is committed to preserving its wastewater collection system through proactive asset management and planned capital investment. Continued rehabilitation of sewer mains and related infrastructure will improve system reliability, reduce lifecycle costs, and ensure the collection system continues to meet the community's wastewater needs for decades to come.

S-2 Pump Station Improvement Program

Purpose

The Pump Station Improvement Program provides for the phased rehabilitation, modernization, and replacement of the Town's wastewater pumping facilities. These improvements are designed to enhance system reliability, increase operational resiliency, reduce maintenance costs, and ensure the continuous conveyance of wastewater to the Town's treatment facility. Through a long-term, phased implementation strategy, the program protects critical infrastructure while supporting reliable wastewater service for the community.

Background

The Town of Seabrook's wastewater collection system relies on a network of pump stations that transport wastewater from lower elevations and developed service areas to the wastewater treatment facility. These stations operate continuously and represent some of the most critical assets within the municipal sewer system. Failure of a pump station can interrupt wastewater service, increase the risk of sanitary sewer overflows, create environmental concerns, and require costly emergency repairs.

Recognizing the importance of these facilities, the Town commissioned a comprehensive engineering evaluation of its wastewater pump stations. The assessment identified the condition of each facility, evaluated operational reliability, and established a prioritized, long-term implementation strategy for rehabilitation and replacement. The Capital Improvement Program incorporates those recommendations into a phased investment plan that balances operational needs with financial responsibility.

Program Components

Projects within this program may include:

- Rehabilitation and replacement of wastewater pump stations.
- Mechanical and electrical equipment upgrades.
- Pump replacement and control system modernization.
- Emergency power improvements and standby generation.
- Wet well rehabilitation and structural repairs.
- Valve vault, piping, and force main improvements.
- SCADA integration and remote monitoring enhancements.
- Engineering, permitting, and construction administration services.
- Site improvements supporting long-term operational reliability.

Benefits

The Pump Station Improvement Program provides significant long-term benefits by:

- Improving the reliability and resiliency of the wastewater collection system.
- Reducing the likelihood of emergency failures and service interruptions.
- Protecting public health and the environment through dependable wastewater conveyance.
- Improving employee safety and operational efficiency.
- Reducing long-term maintenance and emergency repair costs.
- Extending the useful life of critical wastewater infrastructure.
- Supporting regulatory compliance and environmental stewardship.
- Preserving the Town's investment in essential public utility infrastructure.

Engineering-Based Planning

Major pump station improvements require careful engineering evaluation before construction can begin. Preliminary engineering and design establish project scope, confirm existing conditions, identify permitting requirements, develop reliable cost estimates, and ensure that improvements are appropriately sized to meet both current operational needs and future system demands. By investing in engineering before committing to construction, the Town reduces project risk, improves cost certainty, and positions itself to pursue grant or low-interest financing opportunities as they become available.

Implementation

The Town has adopted a phased implementation strategy that prioritizes improvements based on engineering evaluations, infrastructure condition, operational importance, risk of failure, and available funding. By sequencing engineering, design, and construction activities over multiple fiscal years, the Department can systematically modernize the wastewater pumping system while maintaining uninterrupted service and minimizing financial impacts associated with undertaking multiple large-scale projects simultaneously.

Suggested implementation summary table:

Phase	Planned Improvements
Phase 1	Centennial Pump Station – Engineering and Construction
Phase 2	Route 286 Pump Station Improvements
Phase 3	Route 1A Pump Station Improvements
Phase 4	Ledge Road Pump Station Improvements
Phase 5	Rocks Road and Route 107 Pump Station Improvements

Long-Term Planning

The Pump Station Improvement Program represents one of the Town's most significant long-term infrastructure initiatives. Rather than responding to equipment failures as they occur, Seabrook is implementing a comprehensive asset management strategy that emphasizes planned replacement, engineering-based prioritization, and responsible financial planning. This approach improves system resiliency, reduces lifecycle costs, and ensures the Town's wastewater infrastructure continues to provide dependable service while protecting public health and the coastal environment for future generations.

S-3 Wastewater Treatment & Resiliency Program

Purpose

The Wastewater Treatment & Resiliency Program provides for the rehabilitation, modernization, and replacement of critical infrastructure at the Town's wastewater treatment facility. The program supports the continued treatment of wastewater in compliance with state and federal environmental regulations while improving operational reliability, system resiliency, and the long-term sustainability of the Town's wastewater utility.

Background

The Town's wastewater treatment facility is responsible for treating wastewater collected throughout the municipal sewer system before its safe discharge to the environment. The facility operates continuously and depends upon a complex network of treatment processes, mechanical equipment, electrical systems, instrumentation, control technologies, and emergency power infrastructure.

As treatment equipment and supporting infrastructure age, periodic capital investment is necessary to maintain reliable operations, preserve treatment capacity, improve energy efficiency, and meet evolving environmental regulations. Planned improvements reduce the likelihood of equipment failures, minimize operational disruptions, and extend the useful life of critical treatment assets.

Program Components

Projects within this program may include:

- Wastewater treatment process improvements.
- Industrial pretreatment program infrastructure and equipment.
- SCADA system modernization and operational control upgrades.
- Emergency generators and backup power improvements.
- Electrical, mechanical, and instrumentation upgrades.
- Facility resiliency improvements.
- Engineering, permitting, and regulatory compliance initiatives.
- Capital improvements supporting operational efficiency and environmental protection.

Benefits

The Wastewater Treatment & Resiliency Program provides long-term benefits by:

- Maintaining compliance with state and federal environmental regulations.
- Protecting public health, Seabrook/Hampton Harbor and the surrounding coastal environment through reliable wastewater treatment.
- Improving operational reliability and treatment efficiency.
- Reducing the risk of equipment failures and unplanned service interruptions.
- Extending the useful life of critical treatment infrastructure.
- Improving emergency preparedness and operational resiliency.
- Supporting responsible stewardship of public utility assets.

Implementation

Treatment facility improvements are prioritized based upon regulatory requirements, equipment condition, operational reliability, risk of failure, and lifecycle asset management principles. Projects are coordinated with collection system and pump station improvements to maximize system-wide performance while minimizing operational disruptions.

Long-Term Planning

The Town recognizes that maintaining a modern and reliable wastewater treatment facility requires continuous investment in infrastructure, technology, and resiliency. Through planned capital improvements and proactive asset management, Seabrook will continue to protect public health, preserve environmental quality, and provide dependable wastewater treatment services for future generations.

S-4 Sewer Fleet & Equipment Replacement Program

Purpose

The Sewer Fleet & Equipment Replacement Program provides for the planned replacement of the Department's vehicles and specialized equipment necessary to operate, maintain, inspect, and repair the Town's wastewater collection and treatment systems. Reliable fleet assets and maintenance equipment are essential to the Department's ability to respond to emergencies, perform preventive maintenance, and support the continuous operation of the municipal sewer utility.

Background

The Sewer Department relies on a diverse fleet of service vehicles and specialized maintenance equipment to support daily operations throughout the wastewater collection and treatment system. These assets are used to inspect sewer infrastructure, transport personnel and materials, maintain pump stations, perform emergency repairs, clean sewer mains, and support treatment plant operations.

As fleet assets age, maintenance costs increase while reliability declines. Planned replacement of vehicles and specialized equipment improves operational efficiency, reduces unexpected breakdowns, enhances employee safety, and ensures the Department maintains the capability to respond quickly to both routine maintenance needs and emergency situations.

Program Components

Projects within this program may include:

- Replacement of light-duty and medium-duty utility service vehicles.
- Replacement of specialized maintenance equipment, including portable pumps and sewer maintenance equipment.
- Purchase of vehicles and equipment supporting wastewater collection system maintenance.
- Replacement of mobile equipment based on age, condition, maintenance history, and operational requirements.
- Vehicle and equipment outfitting necessary to support field operations and emergency response.

Benefits

The Sewer Fleet & Equipment Replacement Program provides long-term operational benefits by:

- Maintaining reliable vehicles and specialized equipment for daily operations.
- Improving the Department's ability to respond to wastewater system emergencies.
- Reducing maintenance and repair costs associated with aging fleet assets.
- Improving employee safety and operational efficiency.
- Supporting preventive maintenance of the Town's wastewater infrastructure.
- Reducing equipment downtime and extending the effectiveness of the Department's maintenance program.
- Protecting the Town's investment in critical utility operations.

Implementation

Fleet and equipment replacements are prioritized through the Department's asset management program based on age, condition, maintenance history, operational requirements, and lifecycle cost considerations. During the FY2027–FY2032 Capital Improvement Program planning period, the Department anticipates replacing utility vehicles and specialized maintenance equipment in accordance with the adopted fleet replacement schedule, subject to annual appropriations and ongoing evaluation of equipment condition.

Long-Term Planning

The Town is committed to maintaining a dependable fleet and specialized equipment inventory capable of supporting the Sewer Department's mission of protecting public health and the Seabrook/Hampton Harbor estuary. Planned replacement of vehicles and maintenance equipment supports reliable utility operations, improves emergency response capabilities, and reflects the Town's commitment to responsible lifecycle asset management and long-term stewardship of its wastewater infrastructure.

Future Sewer Capital Needs

While this Capital Improvement Program identifies the Town's highest-priority wastewater infrastructure projects for the FY2027–FY2032 planning period, the Sewer Department recognizes that additional capital investments will be necessary to maintain a safe, reliable, and environmentally responsible wastewater system in the years beyond this plan.

Future capital needs may include continued rehabilitation of the wastewater collection system, additional phases of the Pump Station Improvement Program as identified in the Town's long-term implementation strategy, modernization of wastewater treatment processes, replacement of aging mechanical and electrical equipment, expansion of supervisory control and data acquisition (SCADA) capabilities, and continued replacement of vehicles and specialized maintenance equipment as they reach the end of their useful service lives.

The Town will also continue to evaluate opportunities to improve system resiliency through infrastructure hardening, emergency power enhancements, energy-efficient technologies, and operational improvements that strengthen the long-term reliability of the wastewater system. As environmental regulations evolve, additional investments may be required to address future treatment standards, nutrient management requirements, and other regulatory initiatives affecting municipal wastewater operations.

Continued engineering evaluations, asset condition assessments, and lifecycle planning will guide future capital investment decisions and ensure that limited financial resources are directed toward the Town's highest infrastructure priorities. Through ongoing capital planning and responsible asset management, Seabrook will continue to preserve its wastewater infrastructure while protecting public health, the Seabrook/Hampton Harbor estuary, and the surrounding coastal environment for future generations.

Sewer Department Summary

The Town of Seabrook's wastewater collection, pumping, and treatment systems represent essential public infrastructure that protects public health, preserves the Seabrook/Hampton Harbor estuary, and supports the continued vitality of the community. The FY2027–FY2032 Capital Improvement Program establishes a balanced, long-term strategy for maintaining and modernizing these critical assets through planned investments in collection system rehabilitation, pump station improvements, wastewater treatment facility upgrades, and fleet and equipment replacement.

The projects identified in this chapter reflect the Town's commitment to proactive asset management, engineering-based planning, and responsible financial stewardship. By prioritizing infrastructure improvements based on system condition, operational needs, and long-term lifecycle considerations, Seabrook is reducing the risk of emergency failures while preserving the reliability and efficiency of its wastewater utility.

Through continued investment in critical infrastructure, the Town will enhance operational resiliency, maintain compliance with evolving environmental regulations, and protect one of the region's most valuable natural resources. This Capital Improvement Program provides a framework for responsible decision-making that will ensure the Sewer Department continues to provide dependable wastewater services while safeguarding public health and the Seabrook/Hampton Harbor estuary for future generations.

Utility Infrastructure

"Protecting Public Health, Supporting Economic Growth, and Preserving Our Coastal Environment"

D.8 Recreation Department

Department Overview

The Seabrook Recreation Department enhances the quality of life for residents of all ages by providing recreational programs, community events, athletic opportunities, and public facilities that promote health, wellness, and community engagement. Through the operation and maintenance of the Recreation Center, parks, recreational amenities, and supporting equipment, the Department provides year-round opportunities that contribute to the social, physical, and cultural vitality of the community.

The Department's facilities and equipment support a diverse range of programs serving children, families, adults, and seniors. Maintaining these public assets requires ongoing investment to preserve existing infrastructure, improve recreational opportunities, replace aging equipment, and ensure that facilities remain safe, functional, and accessible for all users.

The FY2027–FY2032 Capital Improvement Program reflects the Town's commitment to maintaining and enhancing its recreational facilities through planned investments in building improvements, outdoor recreational amenities, and supporting fleet and transportation assets. These projects will preserve existing facilities, improve operational efficiency, and support the continued delivery of high-quality recreational programs for Seabrook residents.

D.8.1 Recreation Department Project Schedule

The Recreation Department's Capital Improvement Program organizes planned investments into three coordinated program areas that preserve existing facilities, enhance outdoor recreational opportunities, and maintain the vehicles and equipment necessary to support departmental operations. Together, these projects represent a balanced approach to maintaining recreational assets while improving the programs and services that contribute to Seabrook's exceptional quality of life.

Project	FY27	FY28	FY29	FY30	FY31	FY32	Total
R-1 Facilities	\$7,820	\$0	\$20,000	\$0	\$0	\$0	\$27,820
R-2 Outdoor Rec.	\$0	\$0	\$0	\$0	\$30,000	\$0	\$30,000
R-3 Fleet	\$0	\$10,500	\$10,500	\$10,500	\$10,500	\$45,500	\$87,500
Total	\$7,820	\$10,500	\$30,500	\$10,500	\$40,500	\$45,500	\$145,320

R-1 – Recreation Center Equipment and Facility Improvements

Planning Period: FY2027–FY2029

Estimated Cost: \$27,820

Funding Source: General Fund Capital Appropriation

Priority: Priority 2

Project Status: Planned Capital Improvements

Fiscal Year	Project	Cost
FY2027	Stage Curtain and Mechanical System Replacement	\$7,820
FY2029	Fitness Equipment Modernization	\$20,000
Total		\$27,820

FY2027 – Stage Curtain and Mechanical System Replacement

Estimated Cost

\$7,820

Purpose

This project provides for replacement of the Recreation Center’s existing stage curtain and mechanical draw system. The project will restore reliable operation of the stage curtain, address deterioration of the existing fabric and mechanical components, and maintain the stage as a functional space for recreation programs, community meetings, performances, and other public activities.

Background

The existing stage curtain has been in place for approximately 15 years, while the motor and supporting mechanical hardware are more than 30 years old. The curtain has developed multiple rips, tears, stains, and other deterioration and no longer closes properly. Staff have undertaken temporary repairs to address some of the most visible damage, but those repairs do not address the underlying condition of the curtain or its operating system.

The existing mechanical draw system is outdated and has reached a point where full replacement is recommended. Replacement of both the curtain and mechanical system will provide a more reliable long-term solution than continued temporary repairs.

The stage is used throughout the year for Recreation Department programming and community activities. The curtain provides privacy for certain fitness activities and supports community

meetings, presentations, performances, talent shows, pageants, and other events held at the Recreation Center

Project Components

The project includes:

- replacement of two stage curtain panels;
- replacement of the existing mechanical draw curtain system; and
- associated hardware and installation necessary to provide a complete and operational system.

The current estimated cost consists of \$2,600 for two replacement curtain panels and \$5,220 for the replacement draw curtain machine, for a total estimated project cost of **\$7,820**.

Benefits

Completion of the project will:

- restore reliable operation of the stage curtain;
- eliminate deteriorated and damaged curtain components;
- replace an outdated mechanical operating system;
- improve the functionality and appearance of the stage area; and
- support continued use of the facility for recreation programs, meetings, performances, and community events.

Implementation

The Recreation Department will finalize specifications and obtain current pricing prior to procurement. Replacement work will be coordinated to minimize disruption to scheduled Recreation Center programs and activities.

Project Status

Planned Implementation – FY2027R-2 Parks & Outdoor Recreation Improvements Program

FY2029 – Fitness Equipment Modernization

Estimated Cost

\$20,000

Purpose

This project provides for the phased replacement and modernization of selected equipment within the Recreation Center fitness room. The project is intended to replace worn or outdated equipment, improve safety and user experience, and introduce selected equipment responsive to changing community fitness needs.

Background

The Recreation Center fitness room is a highly utilized community facility serving a broad range of users, particularly adults and seniors, with increasing use by teenagers.

Several pieces of existing fitness equipment are showing signs of age and heavy use. Existing conditions include worn benches and machines with damaged, torn, or temporarily repaired upholstery. The Recreation Department has identified a need to begin systematically replacing selected equipment while maintaining equipment that remains safe and serviceable.

The proposed project is not intended as a complete renovation or replacement of the fitness facility. Instead, the Department proposes a phased approach that will address priority equipment needs while allowing additional improvements to be evaluated through future Capital Improvement Program updates.

Project Components

The project may include:

- replacement of selected worn or outdated fitness equipment;
- replacement of benches or machines with deteriorated upholstery;
- acquisition of equipment reflecting current fitness trends and user demand;
- potential additions such as a stair climber, kettlebells, and an abductor/adductor machine; and
- related equipment and installation costs.

Final equipment selections will be based upon existing equipment condition, facility utilization, user needs, available space, and pricing at the time of procurement.

Benefits

Completion of the project will:

- improve the condition and safety of fitness equipment;
- enhance the overall user experience;
- replace equipment that is worn or approaching the end of its useful service life;
- provide a more modern and versatile range of fitness options;
- respond to changing patterns of community use; and
- establish a phased approach to future fitness-room investment.

Implementation

Prior to procurement, the Recreation Department will evaluate the condition and utilization of existing equipment and establish a final equipment package within the available **\$20,000 FY2029 capital allocation**. Equipment that remains safe and serviceable will continue in use where appropriate, allowing available funding to be directed toward the highest-priority replacement and modernization needs.

Project Status

Planned Implementation – FY2029

R-2 – Parks & Outdoor Recreation Improvements Program

Purpose

The Parks & Outdoor Recreation Improvements Program provides for the planned development, enhancement, and preservation of Seabrook's outdoor recreational facilities and public gathering spaces. The program supports investments that expand recreational opportunities, improve public amenities, and create attractive, functional spaces that encourage community engagement and healthy outdoor activity.

Background

Outdoor recreational facilities contribute significantly to the quality of life enjoyed by Seabrook residents and visitors. Parks, open spaces, athletic areas, and public gathering places provide opportunities for recreation, social interaction, community events, and passive enjoyment throughout the year.

The FY2027–FY2032 Capital Improvement Program includes the construction of a **20-foot by 30-foot pavilion** at the Community Center. The pavilion will provide a permanent outdoor gathering space capable of supporting recreational programs, summer activities, community events, educational programs, and family functions while offering protection from the elements. As demand for outdoor recreation continues to grow, the Town recognizes the importance of investing in facilities that enhance both programming flexibility and the overall user experience.

Program Components

Projects within this program may include:

- Park improvements and site enhancements.
- Pavilions and outdoor gathering spaces.
- Athletic and recreational amenities.
- Picnic and seating areas.
- Walking paths and site accessibility improvements.
- Landscaping and site beautification.
- Outdoor lighting and supporting infrastructure.
- Other improvements that expand recreational opportunities and public use.

Benefits

The Parks & Outdoor Recreation Improvements Program provides long-term benefits by:

- Expanding recreational opportunities for residents of all ages.
- Creating flexible outdoor spaces for community events and public gatherings.
- Supporting healthy lifestyles through increased outdoor activity.
- Improving accessibility and comfort for park users.
- Enhancing the appearance and functionality of public recreational facilities.
- Increasing the value and enjoyment of Town-owned recreational properties.
- Strengthening community pride and engagement.

Implementation

Outdoor recreation improvements are prioritized based on community needs, facility conditions, recreational demand, and available funding. Projects are coordinated with existing recreational programming and designed to complement the Community Center and surrounding recreational facilities while maximizing public benefit.

Long-Term Planning

The Town recognizes that outdoor recreational facilities are an important component of a vibrant community. Continued investment through the Capital Improvement Program will expand recreational opportunities, improve public gathering spaces, and ensure that Seabrook's parks and outdoor amenities continue to meet the evolving needs of residents for many years to come.

R-3 Recreation Fleet & Transportation Program

Purpose

The Recreation Fleet & Transportation Program provides for the planned replacement and maintenance of vehicles and transportation assets that support the Recreation Department's programs, facility operations, and community services. The program ensures that reliable transportation and operational vehicles remain available to safely support recreational activities, special events, facility maintenance, and community programs.

Background

The Recreation Department relies upon transportation and operational vehicles to support recreational programming and facility operations. During the FY2027–FY2032 planning period, the Department has identified two distinct fleet needs: replacement of the existing Recreation Bus and acquisition of a Recreation Department work truck.

The Department's existing 2007 Chevrolet 14-passenger bus provides transportation for youth programs, senior activities, educational trips, community outings, and other Recreation Department programming. As the vehicle has aged, maintenance requirements have increased and reliability has declined. The Department has also identified deterioration within the passenger compartment, including a damaged seat that has been removed from service. Replacement is therefore planned to maintain safe and dependable passenger transportation.

The proposed Recreation Department work truck represents an expansion of the Department's fleet rather than replacement of an existing vehicle. The truck is intended to support maintenance and operational needs associated with the Community Center, parks, athletic facilities, recreational amenities, and departmental programming.

Program Components

Projects within this program may include:

- Replacement of the existing 2007 Recreation Bus
- Purchase of a Recreation Department work truck.
- Vehicle safety and operational upgrades.
- Specialized equipment necessary to support recreational programming and facility maintenance.

Benefits

The Recreation Fleet & Transportation Program provides long-term benefits by:

- Supporting safe and dependable transportation for recreation participants.
- Maintaining reliable vehicles for Community Center and park operations.
- Reducing maintenance costs through planned vehicle replacement.
- Improving operational efficiency and service delivery.
- Enhancing the Department's ability to provide recreational programs, community events, and facility maintenance.
- Protecting the Town's investment in departmental fleet assets.

Implementation

Fleet investments will be evaluated based upon operational need, vehicle condition, mileage, maintenance history, reliability, anticipated service life, and available funding. Replacement of the Recreation Bus is planned through a multi-year financing arrangement, while acquisition of the proposed work truck will be evaluated based upon departmental operational needs and available funding. All vehicle acquisitions will be coordinated with the Town's overall fleet management strategy and procurement requirements.

Long-Term Planning

Reliable transportation and operational vehicles are essential to the Recreation Department's ability to serve the community. Through planned fleet replacement and responsible asset management, the Town will continue to provide safe, dependable transportation and operational support for recreation programs while maximizing the value and longevity of its fleet investments.

Future Recreation Capital Needs

The Town recognizes that recreational facilities and community spaces must continue to evolve to meet the changing needs and interests of Seabrook residents. While the FY2027–FY2032 Capital Improvement Program addresses several immediate priorities, additional recreational improvements may be considered as future needs are identified, facility conditions change, and funding becomes available.

Potential future capital initiatives include continued improvements to the Community Center, including a renovation of the lobby area to improve visitor circulation, accessibility, customer service, and the overall functionality of the facility. Additional opportunities may include enhancements to parks and recreational amenities, improvements to athletic facilities, expanded outdoor gathering spaces, playground improvements, accessibility upgrades, and investments that support new or expanded recreational programming.

As community needs evolve, the Recreation Department will continue to evaluate facility conditions, recreational trends, public input, and operational requirements to identify projects that provide lasting value to the community. Future capital investments will be prioritized through the Town's annual Capital Improvement Program process to ensure that recreational assets continue to support a high quality of life while remaining financially sustainable.

Recreation Department Summary

The Recreation Department plays a vital role in enhancing the quality of life for Seabrook residents by providing safe, accessible, and well-maintained facilities that support recreation, wellness, community engagement, and civic participation. Through thoughtful planning and responsible capital investment, the Town will continue to preserve and improve the Community Center, expand outdoor recreational opportunities, and maintain the vehicles and equipment necessary to support year-round programs and services.

The FY2027–FY2032 Capital Improvement Program reflects a balanced approach to maintaining existing assets while making strategic investments that benefit residents of all ages. Planned improvements to the Community Center, construction of a new outdoor pavilion, and continued investment in transportation and operational equipment will strengthen the Recreation Department's ability to deliver high-quality programs and respond to the evolving recreational needs of the community.

Beyond recreation, the Community Center serves as an important civic asset and the Town's sole polling location, underscoring its significance as a gathering place for both community life and public participation. Continued investment in this facility ensures that it remains safe, functional, and welcoming while supporting its dual role as both a recreational destination and an essential public facility.

By investing in its recreational infrastructure today, the Town is creating opportunities for healthier lifestyles, stronger community connections, and enhanced public spaces that will benefit current residents and future generations. The Recreation Department's capital program reflects Seabrook's commitment to maintaining exceptional public facilities while strengthening the sense of community that defines the Town.

Appendix E – Wastewater Collection System Pump Station Capital Planning

The Town of Seabrook's wastewater collection system relies upon a network of sewer pump stations to convey wastewater from areas that cannot be served by gravity flow directly to the wastewater treatment system. These facilities are critical components of the Town's sewer infrastructure and must remain operational continuously to protect public health, property, and the environment.

Many of the Town's pump stations represent significant long-term infrastructure obligations. Mechanical equipment, electrical systems, controls, emergency power systems, structures, and related components require periodic rehabilitation or replacement as facilities age. Failure of a critical pump station can also require emergency pumping, temporary bypass operations, and expedited repairs at substantially greater operational risk and potentially greater cost than planned improvements.

Asset Management Approach

The Town's capital planning strategy is intended to move pump-station investment from a primarily reactive approach toward a **planned, prioritized replacement program**.

Rather than treating each station independently as problems arise, the Town has begun evaluating the system based upon:

- facility condition and age;
- operational reliability;
- consequences of equipment or station failure;
- availability and practicality of temporary pumping;
- anticipated rehabilitation or replacement requirements;
- engineering and permitting needs; and
- the ability to sequence projects within the financial capacity of the Sewer Enterprise Fund.

This approach allows the Town to direct resources first toward facilities presenting the greatest operational risk while continuing to monitor stations where temporary measures can reasonably maintain service.

E.1 – Pump Station Priority Classification

For capital planning purposes, the Town has organized its current pump-station needs into priority tiers.

Tier 1 represents the highest-priority facilities and currently includes the **Centennial, Route 286, and Route 1A pump stations**. These stations form the initial focus of the Town’s long-term rehabilitation and replacement strategy.

Tier 2 currently includes the **Rocks Road, Route 107, and Ledge Road pump stations**. These facilities remain important capital needs but can generally be addressed after the Tier 1 stations based upon current operating conditions and the availability of temporary pumping alternatives.

Other pump stations will continue to be monitored and incorporated into future capital planning as conditions warrant.

Planned Project Sequencing

Major pump-station projects require more than the physical replacement of equipment. Engineering evaluation, design, permitting, bidding, construction, startup, and maintenance of wastewater service during construction must all be coordinated.

Accordingly, the Town’s planning framework anticipates **separating design and construction into appropriate fiscal years** where practical. This approach provides sufficient time to develop complete project scopes and cost estimates before committing construction funds and allows the Sewer Enterprise Fund to better anticipate future financial requirements.

The priority classifications contained in this appendix are intended as a capital planning tool rather than a fixed construction mandate. Actual project timing may be adjusted based upon changing facility conditions, engineering findings, emergencies, regulatory requirements, available funding, and other operational considerations.

E.2 – Pump Station Inventory and Condition Priorities

The Town’s wastewater collection system includes multiple pump stations serving areas where wastewater must be mechanically conveyed through the collection system. Because the operational consequences of a station failure vary by location, capacity, condition, and the availability of temporary pumping alternatives, not all stations require capital investment on the same schedule.

For capital planning purposes, the Town has organized the stations currently identified for rehabilitation or replacement into priority tiers. The classifications reflect current operational

assessments and are intended to establish a rational sequence for engineering and capital investment.

Current Pump Station Priority Inventory

Pump Station	Priority Classification	Capital Planning Status
Centennial	Tier 1	High-priority rehabilitation/replacement
Route 286	Tier 1	High-priority rehabilitation/replacement
Route 1A	Tier 1	High-priority rehabilitation/replacement
Rocks Road	Tier 2	Planned future rehabilitation/replacement
Route 107	Tier 2	Planned future rehabilitation/replacement
Ledge Road	Tier 2	Planned future rehabilitation/replacement

Tier 1 – Highest Priority

The **Centennial, Route 286, and Route 1A pump stations** constitute the first tier of the Town’s current capital planning program. These facilities have been identified as the stations requiring the greatest near-term capital attention.

Tier 1 designation does not necessarily mean that all three stations will be designed or constructed simultaneously. The Town intends to sequence the projects based upon engineering readiness, facility condition, operational requirements, available funding, and the ability of the Sewer Enterprise Fund to absorb the associated costs.

Tier 2 – Subsequent Priority

The **Rocks Road, Route 107, and Ledge Road pump stations** constitute the second tier of the current program. These stations remain recognized infrastructure needs but presently provide greater flexibility in the timing of major capital improvements.

An important consideration in this classification is the ability to maintain operations through temporary or rental pumping equipment if necessary. This provides the Town with additional flexibility to concentrate near-term capital resources on the Tier 1 facilities while continuing to maintain and monitor Tier 2 stations.

Ongoing Evaluation

The priority inventory is intended to function as a **living asset-management tool**. Pump-station conditions and operational risks can change, and the Town will continue evaluating the system as part of its annual capital planning process.

A station may be advanced or deferred based upon equipment condition, reliability, emergency repairs, engineering findings, regulatory requirements, changes in system demand, or other operational considerations. The priority framework therefore establishes the Town's current planning direction without limiting its ability to respond to changing wastewater system needs.

E.3 – Tier 1 Priority Pump Stations

The **Centennial, Route 286, and Route 1A pump stations** comprise the first tier of the Town's wastewater collection system capital program. These facilities have been identified for the highest level of near-term attention based upon current operational assessments and the consequences associated with station failure.

The Town's objective is not to undertake all three projects simultaneously. Instead, the Tier 1 designation establishes the stations that should receive priority for engineering, design, and subsequent construction as funding and operational conditions permit.

Centennial Pump Station

The Centennial Pump Station is identified as a **Tier 1 priority** and is included among the collection-system facilities requiring near-term capital investment.

Planning for the station should include an evaluation of the existing mechanical, electrical, controls, structural, and emergency operating systems necessary to determine the appropriate scope of rehabilitation or replacement.

Because continued wastewater conveyance must be maintained throughout any major project, engineering and construction planning should also address temporary pumping or bypass requirements and the sequencing necessary to maintain uninterrupted service.

Route 286 Pump Station

The Route 286 Pump Station is also classified as a **Tier 1 priority**.

As with Centennial, the capital planning process should begin with engineering sufficient to establish the condition of the existing facility, define the required improvements, develop reliable construction cost estimates, and identify permitting or operational requirements.

The project should be advanced through design and construction in a manner that minimizes disruption to the wastewater collection system and provides for continued station operation during construction.

Route 1A Pump Station

The Route 1A Pump Station completes the Town's current **Tier 1 priority group**.

Future engineering should evaluate the station as a complete operating facility rather than focusing exclusively on individual pumps or components. This includes consideration of mechanical equipment, electrical and control systems, structural condition, emergency operations, access, and other improvements necessary to provide reliable long-term service.

As with the other Tier 1 stations, final project scope and construction timing should be based upon engineering findings, operating conditions, project readiness, and available Sewer Enterprise funding.

Tier 1 Implementation Strategy

The three Tier 1 stations represent a **program of improvements rather than a single capital project**. Separating engineering and construction phases allows the Town to better define project scope and cost before committing construction funding and provides flexibility to sequence major expenditures within the Sewer Enterprise Fund.

The Town may adjust the order of the Tier 1 projects if changing conditions warrant. A significant equipment failure, deterioration identified during engineering, regulatory requirement, or other operational concern could justify advancing one station ahead of another.

The Tier 1 designation therefore establishes the Town's current capital priority while preserving the flexibility necessary to operate and manage a critical wastewater collection system.

E.4 – Tier 2 and Longer-Term Pump Stations

The **Rocks Road, Route 107, and Ledge Road pump stations** comprise the second tier of the Town's current wastewater collection system capital program. These facilities remain identified for future rehabilitation or replacement but presently rank behind the Centennial, Route 286, and Route 1A stations in the Town's capital planning sequence.

The Tier 2 classification recognizes that capital investment will ultimately be required while allowing the Town to concentrate near-term engineering and financial resources on the Tier 1 facilities.

Rocks Road Pump Station

The Rocks Road Pump Station is classified as a **Tier 2 priority**.

The station will continue to be operated, maintained, and monitored while the Town advances its higher-priority collection-system projects. Future engineering should evaluate the facility and establish the appropriate scope, cost, and timing of rehabilitation or replacement.

Route 107 Pump Station

The Route 107 Pump Station is classified as a **Tier 2 priority** and remains part of the Town's longer-term collection-system capital strategy.

Continued monitoring and maintenance will inform the timing of future engineering and capital improvements. The station may be advanced within the program if changing equipment condition, operating experience, or other system considerations warrant earlier investment.

Ledge Road Pump Station

The Ledge Road Pump Station is also classified as a **Tier 2 priority**.

As with the other Tier 2 facilities, the Town anticipates continued operation and maintenance while higher-priority projects are advanced. Future engineering will establish the appropriate rehabilitation or replacement strategy and provide the detailed scope and cost information necessary for capital programming.

Temporary Pumping and Operational Flexibility

A significant consideration in sequencing Tier 2 projects is the Town's ability to use **temporary or rental pumping equipment** to maintain operations at these and lower-priority facilities when circumstances permit.

This operational flexibility does not eliminate the need for eventual capital investment. It does, however, provide the Town with an additional means of managing equipment problems while directing major capital resources toward stations where failure would present greater operational challenges.

Temporary pumping should therefore be viewed as a **contingency and system-management tool rather than a substitute for planned rehabilitation or replacement**.

Longer-Term System Planning

Pump stations outside the current Tier 1 and Tier 2 priority groups remain part of the Town's wastewater collection system asset base and will continue to require routine maintenance, inspection, and eventual capital evaluation.

The current priority structure should be reviewed periodically as additional condition information becomes available and as projects are completed. As Tier 1 stations are addressed, Tier 2 facilities can advance within the capital program and additional stations can be incorporated into future planning cycles based upon condition and operational need.

This rolling approach is intended to establish a sustainable **long-term pump station renewal program**, rather than allowing the Town to return to a cycle in which major collection-system investments occur primarily in response to equipment failure.

E.5 – Six-Year Implementation and Funding Strategy

The Town’s wastewater collection system capital strategy is intended to provide a manageable framework for advancing pump station improvements during the **FY2027–FY2032 Capital Improvement Program planning period**.

Because major pump station projects require engineering, permitting, procurement, construction, startup, and coordination of temporary wastewater conveyance, the Town does not anticipate undertaking all identified station improvements simultaneously. Instead, projects will be advanced in phases based upon priority, project readiness, operational need, and available Sewer Enterprise Fund resources.

Design and Construction Sequencing

Where practical, the Town anticipates separating major pump station projects into **design and construction phases**.

The design phase provides an opportunity to:

- evaluate existing station conditions and equipment;
- determine whether rehabilitation or full replacement is appropriate;
- identify permitting and regulatory requirements;
- develop temporary pumping and bypass requirements;
- prepare construction plans and specifications; and
- establish a more reliable construction cost before requesting full project funding.

Construction can then be programmed for a subsequent fiscal year once the project scope, permitting requirements, and estimated cost are better defined.

This sequencing is particularly important for wastewater infrastructure because existing service must generally remain operational while improvements are undertaken.

Six-Year Planning Approach

During FY2027–FY2032, the Town’s primary collection-system capital focus will be the **Tier 1 Centennial, Route 286, and Route 1A pump stations**.

The current planning approach anticipates advancing these projects sequentially rather than attempting simultaneous replacement. Actual design and construction years will remain subject to engineering readiness, facility conditions, funding availability, and annual review through the Capital Improvement Program.

The **Tier 2 Rocks Road, Route 107, and Ledge Road pump stations** remain part of the Town’s longer-term capital program. During the current six-year period, these stations will continue to be maintained and monitored and may advance into engineering or construction as Tier 1 projects are completed or if changing conditions warrant a revision to the priority sequence.

Funding Strategy

Pump station improvements are obligations of the **Sewer Enterprise Fund**. Funding strategies may include a combination of current enterprise revenues, available reserves, borrowing, State Revolving Fund assistance, and other state or federal infrastructure programs for which individual projects may qualify.

The Town will continue evaluating opportunities for **Clean Water State Revolving Fund (CWSRF)** financing. Because the availability and amount of principal forgiveness or other subsidized assistance can vary significantly from year to year, the Capital Improvement Program should not assume such assistance until an award has been received.

This approach allows the Town to pursue favorable financing opportunities without making the viability of necessary collection-system improvements dependent upon receiving competitive grant or principal-forgiveness funding.

Coordination with Existing Sewer Debt

Future pump station financing must also be considered in conjunction with the Sewer Enterprise Fund’s existing debt obligations.

As detailed in **Appendix C**, existing Sewer Enterprise debt service associated with the Wastewater Treatment Plant project remains a significant long-term commitment. Scheduled debt service declines gradually during the FY2027–FY2032 period as interest expense decreases, but the underlying obligation extends beyond the current CIP planning horizon.

Accordingly, the timing and financing of pump station projects should be coordinated with existing debt service, operating requirements, system revenues, reserve levels, and future rate considerations.

Annual Review

The six-year implementation strategy is intended to establish direction rather than create a fixed construction schedule. Pump station priorities should be reviewed annually as part of the Capital Improvement Program.

Engineering findings, equipment failures, regulatory requirements, construction costs, financing opportunities, or changing system conditions may justify adjustments to project timing or priority.

Through this rolling planning process, the Town can maintain a continuous program of wastewater collection system renewal while balancing infrastructure needs with the financial capacity of the Sewer Enterprise Fund.

CONCLUDING CHAPTER

Financial Capacity & Capital Financing Strategy

1. Introduction

Capital planning and financial planning are inseparable. Identifying infrastructure needs is only the first step in responsible municipal management; equally important is developing a financing strategy that preserves the Town's long-term financial health while providing the resources necessary to maintain and improve public facilities, infrastructure, equipment, and services.

The Town of Seabrook has adopted a disciplined approach to capital financing that emphasizes long-range planning, fiscal responsibility, and flexibility. Rather than relying upon any single funding source, the Town evaluates each capital project individually and seeks to match the most appropriate financing method to the useful life, purpose, cost, and urgency of the investment.

This approach enables the Town to maintain essential public assets while protecting taxpayers, preserving financial stability, and ensuring that future governing bodies retain the flexibility necessary to address changing community needs.

2. Financial Capacity

The Town enters this Capital Improvement Program from a position of financial strength. Years of prudent financial management have resulted in a healthy General Fund balance, conservative levels of tax-supported debt, and the availability of several funding mechanisms that can be used to support future capital investment.

Unlike municipalities that must rely primarily upon property taxes or long-term borrowing to finance capital improvements, Seabrook benefits from a diversified financial structure that provides multiple options for funding capital investments. This flexibility allows the Town to evaluate projects individually and select financing methods that appropriately balance financial responsibility, taxpayer impact, operational need, and the useful life of the asset.

The Town's financial capacity provides an important opportunity—not simply to undertake capital projects, but to do so in a manner that protects long-term fiscal stability.

3. General Fund Financial Position

As of the preparation of this Capital Improvement Program, the Town's unassigned General Fund balance is approximately **\$8.58 million**, substantially above the Town's adopted minimum fund balance policy of **\$5.5 million**.

Maintaining a healthy fund balance serves several important public purposes. It provides protection against unexpected financial events, supports favorable borrowing conditions, maintains operational flexibility, and allows the Town to respond to emergencies or unforeseen capital needs without disrupting municipal services.

The Town does not view fund balance as a recurring source of operating revenue. Rather, amounts available above the established policy level may be considered, when appropriate, for strategic one-time capital investments that provide long-term public benefit.

Use of fund balance for capital purposes should continue to be evaluated carefully in the context of the Town's overall financial position, anticipated operating requirements, future capital needs, and the importance of maintaining adequate reserves.

4. Conservative Debt Management

One of Seabrook's significant financial strengths is its conservative use of General Fund debt.

The Town maintains a relatively low level of tax-supported municipal debt, while the majority of outstanding bonded indebtedness is associated with the Water and Sewer enterprise funds. Debt service associated with those enterprise obligations is supported through utility revenues and user fees rather than the General Fund property tax.

This conservative debt position provides Seabrook with significant financial flexibility.

Rather than borrowing out of necessity, the Town retains the ability to utilize long-term financing strategically for major public investments when circumstances warrant. Preserving borrowing capacity allows future governing bodies to respond to significant infrastructure needs, major facility improvements, public safety investments, and other long-lived capital requirements without placing undue pressure on a single operating budget or fiscal year.

Maintaining low debt is not an objective in itself. Rather, borrowing capacity represents an important financial resource that should be preserved and utilized thoughtfully when long-term financing represents the most appropriate and equitable method of paying for a capital investment.

5. Capital Financing Tools

The Town has several financing methods available to support implementation of the Capital Improvement Program. No single financing method is appropriate for every project, and the Town should continue to evaluate the nature, useful life, cost, timing, and public benefit of each investment when determining how it should be funded.

Pay-As-You-Go Financing

Whenever practical, smaller capital purchases and equipment with shorter useful lives should be financed through current revenues, capital appropriations, available reserves, or other one-time funding sources. This approach minimizes interest costs and preserves borrowing capacity for larger and longer-lived projects.

Capital Reserve Funds

Capital reserve funds provide a disciplined mechanism for accumulating resources over time for anticipated capital expenditures. Annual appropriations to reserve funds can reduce future borrowing requirements, moderate fluctuations in annual capital spending, and promote predictable long-term financial planning.

Capital reserve funds may be particularly useful for recurring equipment replacement programs and other capital needs for which the Town can reasonably anticipate future expenditures.

One-Time Revenues

Seabrook benefits from several non-property-tax revenue sources that may be appropriate for one-time capital investments. These include revenues generated through municipal billboard agreements, annual charitable gaming contributions from The Brook, and other available non-recurring or special revenue sources.

Consistent with sound financial management practices, one-time revenues should be matched with one-time expenditures whenever practical and should not be relied upon to support recurring operating costs.

Enterprise Funds

Water and Sewer capital improvements are financed separately through enterprise operations, user fees, enterprise reserves, and, where appropriate, long-term borrowing or State Revolving Fund financing.

This structure appropriately assigns the costs of utility infrastructure to the users who directly benefit from those services while minimizing impacts upon the General Fund.

The Town should continue to coordinate enterprise capital planning with long-term rate planning, debt-service requirements, regulatory obligations, infrastructure condition, and available state and federal assistance.

Grants and Outside Funding

The Town should continue to actively pursue state and federal grant opportunities whenever practical. External funding can allow Seabrook to accelerate capital investment, undertake projects that might otherwise be delayed, and reduce the financial burden placed upon local taxpayers and ratepayers.

The availability of grant funding should be considered when establishing project timing, but the Town should also carefully evaluate local matching requirements, ongoing maintenance obligations, and other conditions associated with grant-funded projects.

Strategic Debt Financing

Long-term borrowing remains an appropriate financing tool for major capital assets that provide benefits over many years.

Projects such as municipal buildings, significant infrastructure improvements, major public safety apparatus, and other long-lived assets may be appropriate candidates for debt financing when their useful lives substantially exceed the financing period.

Matching debt service to the expected useful life of an asset promotes intergenerational equity by allowing future users to participate in financing assets from which they will benefit. The Town's conservative existing debt position provides capacity to employ this financing tool strategically when circumstances warrant.

6. Capital Financing Principles

The Town's capital financing decisions should continue to be guided by the following principles:

- Preserve long-term financial flexibility.
- Maintain a strong General Fund balance.
- Match financing methods to the useful life of the asset.
- Utilize one-time revenues primarily for one-time capital investments.
- Pursue grants and outside funding whenever feasible.
- Diversify funding sources to reduce reliance upon property taxes.
- Preserve General Fund borrowing capacity for significant long-life public investments.
- Coordinate enterprise capital investment with long-term utility financial planning.
- Evaluate capital reserve funding where predictable future replacement needs justify advance funding.
- Balance current community needs with long-term financial sustainability.

These principles are intended to guide future policy decisions rather than prescribe a particular financing method for individual projects. Final funding decisions remain subject to the annual budget process, applicable statutory requirements, voter authorization where required, and the financial circumstances existing at the time a project moves forward.

7. Financial Outlook

The Capital Improvement Program identifies the Town's anticipated capital needs over the next six fiscal years. It represents a planning framework rather than a commitment to undertake every project according to the schedule presented.

Capital priorities will continue to evolve as infrastructure conditions change, project scopes and cost estimates are refined, new needs emerge, outside funding opportunities become available, and the Town's financial circumstances change. Inclusion of a project within the CIP does not constitute an appropriation or authorization to expend funds.

Instead, the Capital Improvement Program provides the Select Board, Budget Committee, Town Manager, departments, and ultimately the voters with a long-range framework for evaluating competing priorities, understanding future financial requirements, and making informed decisions regarding the timing and financing of major public investments.

The six-year planning process also allows the Town to look beyond individual annual budgets. Major capital investments can be sequenced to moderate financial impacts, replacement programs can be planned before equipment reaches the end of its useful life, grant opportunities can be pursued in advance, and borrowing can be considered strategically rather than reactively.

Seabrook's strong financial position, conservative debt profile, diversified revenue sources, and disciplined approach to capital planning place the Town in a strong position to continue investing in critical public infrastructure while maintaining long-term fiscal stability.

The challenge over the coming years will not simply be determining whether the Town has the financial capacity to undertake capital improvements. It will be determining **which investments should be made, when they should be undertaken, and which financing tools provide the greatest long-term value to the community.**

The Capital Improvement Program provides the framework for making those decisions deliberately, transparently, and responsibly.