

# **Town of Milford, New Hampshire**

## ***2022-2027 Capital Improvements Plan***

**Adopted on \_\_\_/\_\_\_/21**



Prepared By:  
Town of Milford Planning Board  
Capital Improvements Plan Citizens Advisory Committee  
Office of Community Development

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## Executive Summary

The Citizens Advisory Committee is pleased to present our 2021 Capital Improvements Plan (CIP) for the fiscal years 2022-2027. The CIP is a framework for understanding and evaluating town and school district projects with significant capital outlays. The CIP includes more than 30 projects, each with a total cost exceeding \$75,000 and a projected useful life of at least five years. The Committee identified and then prioritized a total of eight projects with an estimated tax impact of approximately \$551,000 for consideration in 2022.

We recommend the following eight projects be considered for 2022 funding, six of which will require warrant articles:

Priority	Department	Project	Estimated Cost (excluding interest or lease payments)	Tax Impact 2022
1	Wadleigh Memorial Library	Library HVAC & Electrical Upgrades	\$1,320,000 less \$325,000 from library trust funds; bonded for 15 years	\$0
2	Community Development	Osgood/Armory/Mason/Melendy Roads – Sidewalk and Pedestrian/Bicycle Improvements	\$755,000 commitment in 2022 with \$604,000 reimbursed by NHDOT 2022-2024	\$151,000
3	Water Utilities	Wastewater Treatment Facility (WWTF) Nutrient and Metals Upgrade Planning, Design, Bidding, Proj. Mgmt.	\$510,000 paid with ARPA funds; no local tax impact or warrant article	\$0
4	Fire Department	Replace Rescue 1	\$735,000 as a seven-year lease/purchase	\$0
5	Water Utilities	Water Main Improvements Phase II - Linden Street, Riverview Street, Olive Street, Laurel Street; Upgrade 4" line with 8" line	\$370,000 paid by ratepayers	\$0
6	Public Works	Town Hall HVAC replacement	\$647,000 paid with a 15-year bond	\$0
7	Community Development	Raze Former Permattech Building at 127 Elm St.	\$400,000 commitment in 2022	\$400,000
8	Administration	Town Communication Upgrades on Crown Castle Wireless Service Facility and Purchase of mobile and portable devices	\$594,466 less Funded \$329,830 by the ARPA funds and \$264,635 from the Town's Fund Balance	\$0

The CIP Committee also recommends the Board of Selectmen develop a policy regarding capital investments in the Town's water and wastewater treatment plants. The Water Commissioners anticipate a \$6.5 million upgrade required by the US Environmental Protection Agency within the next couple of years. The Board must act now to develop a policy that determines what capital investment costs are borne by the ratepayers or by a combination of ratepayers and taxpayers who do not receive either town water or town sewer services. Further, suppose the policy is that the ratepayers bear all costs. In that case, the Board and Water Commissioners must decide whether to establish a separate water and sewer district for approval at a future Town Meeting, so ratepayers are the only ones voting whether to approve capital expenditures.

Lastly, the School District did not provide a member of our Committee. As significant as the Town's pending capital expenditures are, the school district's future capital costs may be on a par with the Town's, resulting in a substantial amount of money raised by taxation. Unfortunately, there is no clear understanding of how much the School District will require to repair, enhance, or replace portions of its physical infrastructure. The School District recently conducted a facility survey/feasibility study to make plans for capital improvements. However, the results will not be available until later this year at the earliest.

A tremendous amount of time and effort went into developing this report. The CIP committee is grateful to the department heads and their support personnel for preparing the project proposals. We are especially thankful for Lincoln Daley's efforts to compile the information, provide the data and background information, and have numerous conversations with his peers over the past months. Let's not overlook the amount of time and energy he put into supporting the Committee and individual members.

We trust the Planning Board and Board of Selectmen will accept this report and favorably act upon our recommendations.

## Chapter 1. Introduction, Definition, Purpose, and Process

### A. Introduction and Definition

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

The CIP contains the capital improvement projects reviewed by the CIP Citizens Advisory Committee based on its analysis of project requests submitted and presented by Town department heads, the Water and Sewer Commission, the Wadleigh Library Board of Trustees, and the Milford School District. For the 2022-2027 CIP, project requests (both new and recurring) were submitted by the following:

- |                              |                                    |
|------------------------------|------------------------------------|
| Administration               | Recreation                         |
| Ambulance Department         | School District                    |
| Fire Department              | Wadleigh Library Board of Trustees |
| Community Development Office | Water & Sewer Utilities            |
| Public Works Department      |                                    |

No project requests were submitted this round by the following:

- |                         |                        |
|-------------------------|------------------------|
| Assessing               | Information Technology |
| Community Media         | Police Department      |
| Conservation Commission | Town Administration    |
| Finance                 |                        |

### B. Purpose of the Capital Improvements Plan

The CIP attempts to link, within a rational framework, the provision of needed facilities, products, or services with the spending necessary to attain such items. The CIP must address the goals and intent of the Milford Master Plan and department priorities with fiscal realities. A well-supported and thoughtfully prepared CIP should provide the following benefits to the community (as noted in “The Planning Board in New Hampshire, A Handbook for Local Officials,” November 2019, Office of Strategic Initiatives, Chapter II):

- ❖ **Preserving public health, safety, and welfare.** Providing the essential services which ensure citizen health and safety is a fundamental responsibility of local government. Programs of regular facility maintenance, upgrades and expansion of government services to meet minimum federal, state, and local standards are essential to any community. The cumulative effect of deferring major maintenance expenditures and necessary improvement of essential services is often an expensive series of stopgap measures that fail to address comprehensive long-term goals.
- ❖ **Anticipating the demands of growth.** When related to the master plan, the capital improvements programming process works to anticipate investments in community facilities needed to serve or shape the Town's growth and development pattern. The portions of selected capital improvement expenditures necessitated by growth may be eligible for funding by impact fees as authorized in RSA 674:21.
- ❖ **Improving communication and coordination.** Communication among the Planning Board, municipal departments, administrative officials, the Budget Advisory Committee, the Board of Selectmen, and citizens can result in cost savings and avoiding duplication of facilities and expenditures.
- ❖ **Avoid undue tax increases.** Capital improvements programming is a means of avoiding the surprise of expensive projects generating significant property tax increases. While cost impacts cannot always be precisely determined in advance, the CIP fosters discussion of the distribution of the tax burden of new capital expenditures over time. A significant benefit of fiscal stability and sound community facility planning may be an improved bond rating.
- ❖ **Developing a fair distribution of capital costs.** The capital improvements programming process allows for a public discussion of the preferred means of distributing capital costs over time and among users of the facilities to be financed.
- ❖ **Building a foundation for growth management and impact fees.** The development and formal adoption of a capital improvements program is a statutory prerequisite to enacting growth management and impact fee ordinances. A properly constructed CIP is an integral part of a land-use regulatory process that implements either ordinance type.
- ❖ **Identifying "scattered and premature" development.** New Hampshire statutes allow planning boards to adopt subdivision regulations against scattered or premature subdivisions of land. The capital improvements program is one measure used by a Planning Board to judge whether a development is scattered or premature based on an absence of essential public services and infrastructure.
- ❖ **Supporting economic development.** Communities exhibiting sound fiscal health and quality services and facilities are attractive to business and industry. New business investment and reinvestment may be influenced by improvements that enhance the quality of life for residents and labor. Private decision-making for investment is based not only on the availability of utilities but also on the quality of community schools, public safety facilities, recreation opportunities, and cultural amenities such as libraries.

## C. Capital Improvements Planning Process

As specified in NH RSA 674:5, the Milford Planning Board directs the capital improvements planning process based upon the Town's adopted master plan goals and recommendations. The CIP process begins in the late spring of each year with the Community Development Office's distribution of project request forms. The Planning Board at that time also appoints a seven regular member committee representing several areas of Town operation and the general citizenry. Members serving on the 2022 - 2027 CIP Advisory Committee were:

- Peter Basiliere - Planning Board Representative
- Elaine Cohen - Planning Board Representative
- Chris Costantino - Conservation Commission / Conservation Commission Coordinator
- Lincoln Daley - Community Development Director – Town Staff
- Kathryn Parenti - Library Trustee
- Peggy Seward - Budget Advisory Committee Representative
- Michael Thornton - Board of Adjustment / Budget Advisory Committee Representative

The Committee met regularly starting August 2021 to complete a final draft of the CIP for public review later in the year. During this time, the CIP Advisory Committee met with department heads and representatives of the boards and commissions that submit project requests. This report is a "snapshot" or moment in time in identifying the Town's capital needs. The CIP is not a static planning tool as it is evaluated annually and adjusted according to Town's goals and financial considerations.

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

The role of the CIP Advisory Committee is to recommend the placement or non-placement of projects in the six-year CIP. The objective is to create a funding profile that minimizes yearly fluctuations of the tax burden on the citizens of Milford. A secondary aim of the CIP Advisory Committee is to reduce the fluctuations and reduce the citizens' overall tax burden, which in 2020 stood at \$25.35 per \$1,000 property valuation. It is important to note that individual CIP Advisory Committee members may or may not support a specific project(s). Thus, the CIP becomes a vital tool to be utilized by the Board of Selectmen, Budget Advisory Committee, department heads, and citizens to evaluate spending on capital projects both in the short and long term.

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

- Step 1:** The Community Development Department transmits project request forms to all applicable department heads, commissions, trustees and the Milford School District SAU office. Projects are referenced by either a new or previously given project number to facilitate easier identification and review of projects. Each project should have a Statement of Need in addition to the Description. The Statement of Need enables the CIP Advisory Committee to understand why the project is required to continue or increase Town services and the impact of delaying or not accomplishing the project. When applicable, project requests are cross-referenced to where they are included in the Milford Master Plan.
- Step 2:** The CIP Advisory Committee reviews project requests and schedules a meeting with the respective department if needed to discuss each project.
- Step 3:** The CIP Advisory Committee studies projects individually and through group discussions. Evaluation includes the review of the level of urgency, need for realization, the estimated cost of each project, probable operating and maintenance costs, potential revenues, and existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. Pursuant to the State RSA 674:6, each project was ranked in 2022 and 2023 by project urgency and then classified using twelve (12) evaluative categories/criteria. For years 2024 – 2027, projects were evaluated individually based on the criteria and then placed within the appropriate year without prioritization.
- Step 4:** Using the requestor's recommendation as a starting point, the CIP Advisory Committee discusses and develops a consensus on the recommendation for the year in which the project should be placed on the Town Warrant. A project that is included in the CIP does not mean the project will be implemented. Implementation is subject to additional factors. For projects requiring bonding or a lease agreement, the tax impact is noted the year after the warrant article is presumed to pass when the tax rate impact occurs.
- Step 5:** The CIP Advisory Committee considers the projects recommended for placement on the next year's Town warrant and prioritizes those particular projects to provide recommendations on urgency and need. This prioritization gives the Board of Selectmen, Budget Advisory Committee, and the public the input required from the CIP Advisory Committee when those bodies deliberate during the subsequent development of the following year's budget and warrant articles.

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

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



## Chapter 2. 2022 – 2027 Project Requests: Project Descriptions and CIP Advisory Committee Recommendations

### A. Introduction

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

For this CIP cycle, twenty-nine (29) projects were included for funding consideration between 2022 and 2027. In addition, seven (7) projects were identified as "on the horizon." A brief description of each project and the CIP Advisory Committee's recommendation follows.

#### **Placeholder and On the Horizon Projects**

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

#### **CIP and Capital Reserve Funds**

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

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

## **B. Town Projects by Year**

Eight (8) projects are proposed for funding in 2022. These projects are listed below by order of urgency and project classification as determined by the CIP Advisory Committee. The Committee's recommendations and placement of projects within 2022 and years within this CIP cycle are meant to assist the Board of Selectmen and the Budget Advisory Committee in their deliberations during the budget and warrant article preparation process. The list below represents a prioritization of projects within years 2022 and 2023 and establishes the basis for determining the placement of projects within the six-year cycle pursuant to the purposes of the CIP. The final decision to prioritize projects within a specific year and include projects within the Town budget falls to the Board of Selectmen and Budget Advisory Committee.

The CIP Advisory Committee modified and expanded its evaluation process to include criteria reflective of projects that enhance or improve the public and social welfare of the community. The purpose was to evaluate projects more broadly and consider projects that may provide a public benefit but do not include or contain or enhance public safety. As stated previously, pursuant to the State RSA 674:6, each project was first ranked by urgency and then classified using twelve evaluative categories/criteria. The evaluation process included the review of the need for realization, the estimated cost of each project, probable operating and maintenance costs, potential revenues, and existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The CIP Advisory Committee prioritized the projects in 2022-2023 by the highest average evaluation/classification score. For years 2024 – 2027, projects were evaluated individually and then placed within the appropriate year.

### **Water and Wastewater Utility CIP Projects**

The CIP Advisory Committee suggests that the warrant articles for the Water Department be included in the 2022 warrant. At the time of this report, the Water Utilities Department and the Water & Sewer Commissioners anticipate completing the pilot study in 2021. The financial costs for projects in 2023 – 2027 represent estimations and will not be calculated until 2022.

The municipal water and wastewater project upgrades scheduled over the next six (6) years will require substantial capital investment in compliance with the Wastewater Treatment Facility's federal permit renewal to remove nutrients and metals from the treated wastewater discharged to the Souhegan River. These improvements are currently primarily born by the ratepayers receiving services. The Committee recognizes that a municipal water and wastewater system provides a community benefit and is an economic driver for expanded residential, commercial, and industrial growth. As a community benefit and asset, the Town will need to consider broadening the financial burden anticipated within this CIP cycle to include ratepayers and residents for the continued management and maintenance of the municipal systems. The Committee requests that the Board of Selectmen and the Board of Water and Sewer Commissioners consider potential cost allocation alternatives that equitably share the costs across the community.

**Milford School District CIP Projects**

School District CIP Projects are included in the Town’s CIP to present a comprehensive overview of all potential large capital expenditures facing the Town within the six-year capital improvements funding cycle. The School District recently completed a master plan and feasibility study to identify facility renovations, improvements, and estimated costs. If realized, these renovations and improvements represent a significant capital cost to the Town over the next ten (10) years. The Board of Selectmen, School Board, and their respective departments will work collaboratively to project and time major expenses to avoid dramatic jumps in the property tax rate. The CIP Advisory Committee reviews School District project requests with this in mind. However, it is noted that the School District is governed by a separate funding structure than the Town.

**2022 PROJECTS****2022 Wadleigh Memorial Library (LIBR20-02) – Library HVAC & Electrical Upgrades – \$1,320,000 (10 Year Bond, \$995,000 with \$325,000 Funded by the Library Trustees Trust Fund))**

*Department Request:* 2022 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

This Library Trustees seek to complete identified/prioritized facility maintenance and repairs over five years. This project's focus will be to repair and replace the outdated heating, ventilation, and air conditioning (HVAC) and electrical systems in the facility. This project request results from many years of planning, study, analysis, and review of options to ensure the continued Wadleigh Memorial Library operations and effectuate the Library Trustee’s long-term Strategic Plan. Of the estimated \$1,320,000 cost for the project, \$325,000 will be funded through the Library Trustees Trust Fund.

**2022 Community Development (CD11-02) – Osgood/Armory/Mason/Melendy Roads – Pedestrian and Bicycle Improvements - \$755,000 (Cash, \$151,000 Town portion with \$604,000 Reimbursed by NHDOT 2022-2024)**

*Department Request:* 2022 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

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

An application was submitted in 2019 for the project to the NHDOT Congestion Mitigation and Air Quality (CMAQ) Program. This reimbursement program provides an 80% federal funding/20% local matching funds opportunity. The project was selected and has been awarded a federal grant. As presented to the CIP Advisory Committee, the project has a total estimated cost of \$755,000. The Town's 20% share equates to \$151,000.

**2022 Water Utilities (WTR20-01) Wastewater Treatment Facility (WWTF) Nutrient and Metals Upgrade Planning, Design, Bidding, Project Management - \$510,000 (Funded by the American Recovery Plan Act of 2021 funds, \$0 impact)**

*Department Request:* 2022 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

This project request is in direct response to the Wastewater Treatment Facility (WWTF) Environmental Protection Agency (EPA) National Pollution Discharge Elimination System (NPDES) operation permit renewal requiring facility improvements to meet more stringent treatment requirements and limits on metals and nutrient removal from the treated wastewater that is discharged to the Souhegan River. The existing WWTF treatment technologies from the original design are not able to meet the new limits. The WWTF Comprehensive Facilities Plan identified this project to address the aging equipment. The project seeks to provide needed planning, design bid and project management plan to implement the WWTF improvements scheduled for 2022 and future years. The project will be funded through the American Recovery Plan Act of 2021 appropriated by the Board of Selectmen.

**2022 Fire Department (FIRE14-01) – Replace Rescue 1 - \$735,000 (7 Year Lease/Purchase)**

*Department Request:* 2022 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

This project request replaces Rescue 1, the Fire Department's heavy rescue unit, which carries the "Jaws of Life" and other technical rescue equipment used regularly. The current vehicle is a 1989 GMC Commercial Chassis with a custom body. It responds to all motor vehicle accidents, hazardous materials incidents, and water and technical rescues. In 2022, Rescue 1 will be 33 years old.

**2022 Water Utilities (WTR19-05) – Water Main Improvements, Phase II - \$370,000 (Funded by Water & Sewer Rate Payers, \$0 Impact)**

*Department Request:* 2022 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

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

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

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

**2022 Public Works (DPWH18-01) – Town Hall HVAC Replacement - \$674,000 (15 Year Bond)**

*Department Request:* 2022 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

This project request is to replace the Town Hall HVAC system and related equipment. Work includes replacement of HVAC chiller, new controls, heat recovery, and new fan coil units. The existing system is 32 years old and does not heat/cool effectively or efficiently. The new system would address existing issues and provide significant energy savings. The total estimated cost for the project is approximately \$1,099,000. In 2019, residents voted to appropriate \$450,000 for the project. \$25,000 of the appropriated amount was then used in 2019 to hire an engineering company to design an HVAC solution. The remaining \$425,000 will be applied to the project.

**2022 Community Development (CD22-01) – Raze and Remove 127 Elm Street Building – \$400,000 (Cash)**

*Department Request:* 2024 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

The project request is to raze and remove the existing commercial/industrial building on the Town-owned property located at 127 Elm Street. The 2021 needs assessment and feasibility study currently underway will determine the Town's spatial, program, and recreational needs, cost and funding options for a future community/recreation center facility to be constructed on the 127 Elm Street property and Keyes Memorial Park. Given the estimated cost for a new community center building, several identified smaller more phases could be advanced to address the increased demand for recreational services, improve the utilization of the park and access/traffic circulation, and better position the Town should a community center be desired in the future. As recommended in the 2016 Keyes Memorial Park Advisory Committee Report and within the preliminary findings of the 2021 Feasibility Report, these short-term improvements/phases mainly depend upon removing the existing 127 Elm Street structure as the first initial step.

**2022 Administration (ADM22-01) – Emergency Communication Upgrades and Equipment – \$594,466. (Funded \$329,832 by the American Recovery Plan Act of 2021 funds and \$264,635 from the Town's Fund Balance, \$0 impact)**

*Department Request:* New Project

*CIP Advisory Committee Recommendation:* 2022 Funding

The project request is to upgrade the Town's emergency communications equipment located on the existing Crown Castle wireless telecommunications facility and purchase mobile and portable devices. The project will improve the functionality of the Town's emergency series communication system by reducing the number of "dead spots" within the Town and drastically improving the ability of emergency services personnel to communicate with each other and respond to incidents/emergency situations.

**2022 School District (SCH22-01) – Facility Upgrades and Renovations - \$2,000,000 (20 Year Bond)**

*Department Request:* 2022 Funding

*CIP Advisory Committee Recommendation:* 2022 Funding

The School District completed a master plan and feasibility study in 2020 to identify facility renovations, improvements, and estimated costs. Since that time, the School District formed a School Facility Committee and whose members are currently reviewing the recommendations and projected cost estimates. This information will then be used to develop a comprehensive 10-year phasing plan. It is anticipated that the Facility Committee, School Board, and School District will be in a position to provide a detailed summary and schedule of improvements and renovations later this year in preparation for March 2022.

The project seeks to implement the initial phase of improvements and renovations cited in the feasibility study involving paving and building/facility renovations. The amount presented is based on initial discussions with Superintendent's office and is subject to change as more information becomes available and specific decisions are made.

**2023 PROJECTS**

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**2023 Wadleigh Memorial Library (LIBR21-01) – Library Plumbing & Fire Protection Project \$750,000 (15 Year Bond)**

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding

This project repairs and replaces the existing dated plumbing system within the library facility and installs a fire suppression/sprinkler system. The project is based on extensive analysis by the Library Expansion Task Force, Library Trustees, and consulting engineers/architects to identify repairs needed to the current facility, examining internal renovation options for the existing building and exploring alternate sites/locations for the library.

**2023 Ambulance (AMB14-01) – Ambulance Purchase - \$253,465 (5 Year Lease)**

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding

This project request is to replace the 2013-A (3A) ambulance as a front-line ambulance in 2023 with a new ambulance. The department has a fleet of three ambulances and has operated two of the ambulances in front-line capacity for 10-years, followed by 5-years in a backup role as a 'spare' ambulance. This request will continue the five (5) year ambulance replacement program, thereby eliminating purchasing two ambulances at one time. The total cost of the new ambulance is \$359,150. Approximately \$105,685 of the total project will be funded through the Ambulance Capital Reserve Fund.

The 3A and 2020 (20A) ambulances are operated in a rotation pattern designed to spread mileage between the two ambulances on a 2:1 basis. The objective is to keep both ambulances in front-line service for ten years. It is envisioned this rotation pattern will prolong the life of one ambulance – 20A, such that it would remain as the second-due ambulance for five years, with the 2023 ambulance being second-due and the 3A ambulance rotated to a backup role. This rotation would be continued going forward such that a five-year replacement cycle would be maintained.

In 90-months of operation, the 3A ambulance has traveled 196,826 miles, up 22,372 miles from June 2020; the 20A ambulance has traveled 12,708 miles since going into second-due status in December 2020; and the 3B ambulance has traveled 136,882 miles, up 12,032 miles from June 2020 (the 3B ambulance was moved to the backup role in December 2020). Based on current call volume and miles traveled, in an additional two years (2023) the 3A ambulance will travel an extra 65,608 miles for a total of 262,434 miles in the next 30-months before replacement if supported and approved. The 20A ambulance will travel an additional 63,540 miles for a total of 76,248 miles in three years.

**2023 Water Utility Department (WTR19-06) - Pennichuck Interconnection Improvements - \$TBD (Funded by Water Rate Payers, \$0 Impact)**

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding

The project is for the engineering design and infrastructure improvements required to increase the amount/volume of water from the Pennichuck Water System into Milford. The proposal follows the recommendations stated in the 2018 Water System 10-Year Master Plan.

**2023 Water Utilities (WTR21-08) - WWTF Nutrient and Metals Upgrade - \$6,500,000 (Funded by Water & Sewer Rate Payers)**

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding

The EPA reissued the WWTF operating permit that is more stringent. The metals and nutrient removal limits from the treated wastewater discharged to the Souhegan River are much lower than the previous NPDES Permit. The existing WWTF treatment technologies from the original design are not able to meet the new limits. An upgrade to the WWTF is needed to meet these new limits. Following the WWTF Nutrient and Metals Upgrade Planning and Preliminary Design, this project will be for engineering, implementation, and construction beginning in 2023.

**2023 Water Utilities (WTR19-04) - Gravity Thickener Renovation - \$423,000 (Funded by Water & Sewer Rate Payers)**

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding



This project will be for improvements to the sludge gravity thickener equipment. The original equipment clarifying mechanisms are not operating and need replacement. The discharge of the liquid above the settled sludge (supernate) empties into the aeration basins, upsetting the treatment processes.

**2023 Water Utilities (WTR21-04) - Primary Clarifier Mechanism Upgrade - \$539,000 (Funded by Water & Sewer Rate Payers)**

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

The EPA issued a renewal to the WWTF operating permit that includes more stringent limits on metals and nutrient removal from the treated wastewater discharged to the Souhegan River. The existing WWTF treatment technologies from the original design are not able to meet the new limits. The WWTF Comprehensive Facilities Plan identified this project to address the aging equipment. Recent equipment failures have made it necessary to move this project into 2023. This project will replace the Primary Clarifier mechanism due to age and condition to ensure treatment operations continue.

**2023 Fire Department (FIRE15-01) – Replace Engine 2 - \$700,000 (7 Year Lease/Purchase)**

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

This project request will replace the 2006 Pierce Enforcer Engine 2, which will reach the end of its 15-year life cycle in 2021. The department proposes to replace the vehicle with another of the same capabilities with a minimum of 1000 gallons of water and meet the current requirements of the National Fire Protection Association's Standard for Fire Apparatus.

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

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

This project request is for continued annual funding of the comprehensive 10-Year Town-Wide Bridge Repair and Upgrade Program developed from the May 2014 Hoyle, Tanner Associates, Inc. study that identified needed rehabilitation for 18 Town bridges. The

Bridge Replacement Capital Reserve Fund was established in 2014 to provide funds for testing, engineering, maintenance, and construction necessary for bridge projects.

**2023 Water Utilities (WTR21-06) - Brookview Water Pump Station Improvements - \$250,000 (Funded by the Water/Wastewater Capital Reserve Fund)**

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



The project will improve the Brookview Water Pump Station to boost water system pressure in the Brookview Drive and Brookview Court neighborhoods. The original equipment is nearing the end of its expected life and will need replacement. The renovation should include moving the equipment to an above-ground structure for longer equipment life and safer access for maintenance needs.

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

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding

This project request is for an eight cubic yard 36,000 gross vehicle weight dump truck with plow and sander assembly. This equipment will replace a 2005 Sterling truck that will be 17 years old at the time of replacement. Its primary purpose will be to maintain Town roadways, particularly for winter maintenance and snow removal.

**2023 Public Works – (DPWH21-01) Maintenance and Replace Town Hall Roof - \$674,000 (15 Year Bond)**

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding

The project will be for the repair and replacement of the sloped portions of the Town Hall roof. Based on the most recent evaluation, the Town Hall roof is nearing its anticipated useful life within 2-3 years and requires replacement.

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

*Department Request:* 2023 Funding

*CIP Advisory Committee Recommendation:* 2023 Funding

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

## 2024 PROJECTS

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**2024 Community Development (CD10-03) – Nashua Street Sidewalk Improvements - \$880,000 (\$176,000 Town Portion)**

*Department Request:* 2024 Funding

*CIP Advisory Committee Recommendation:* 2024 Funding

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

It is anticipated that an application will be submitted during the next funding cycle for the project to the NHDOT Congestion Mitigation and Air Quality (CMAQ) Program or Transportation Enhancement Program. These reimbursement programs provide an 80% federal funding/20% local matching funds opportunity. As presented to the CIP Advisory Committee, the project has a total estimated cost of \$880,000. The Town's 20% share equates to \$176,000.

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

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

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

In 2019, the project was placed on the NHDOT Ten Year Transportation Improvement Plan (2021-2030). The purpose of the Ten-Year Plan is to develop and implement a plan allowing New Hampshire to participate in federally supported transportation improvement projects fully and outline projects and programs funded with State transportation dollars. The project is fully funded through the NHDOT and slated for preliminary engineering in 2024 and construction in 2025, with a projected cost of \$947,383.

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

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

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

**2024 Wadleigh Library - (LIBR21-02) – Library Addition and Site Improvements - \$3,000,000 (20 Year Bond, 500,000 Library Trust Fund)**

*Department Request:* 2024 Funding

*CIP Advisory Committee Recommendation: 2024 Funding*

The project request is to construct a 3,000 square foot addition to the Wadleigh Library, reconfigure the existing parking area, add additional accessible parking spaces and new site lighting. This project request is the result of many years of planning, study, analysis, review of options, receipt of community input, land acquisition, and consensus-building to develop a plan that the Wadleigh Library Board of Trustees feels meets the current needs of the community and anticipated evolution of library services into the future based on the Library's Strategic Plan. Approximately \$500,000 of the total projected amount will be funded through the Library Trust Fund.

**2024 Water Utilities (WTR21-03) - WWTF Capped Sludge Landfill Remediation - \$1,000,000 (Funded by the Water/Wastewater Capital Reserve Fund)**

*Department Request: 2024 Funding*

*CIP Advisory Committee Recommendation: 2024 Funding*

The 2019 first quarter (Q1) analysis of the Wastewater Treatment Facility Capped Landfill monitoring well samples detected PFAS and PFOA compounds. The project is for developing and implementing an Assessment and Correction Action Plan for the Wastewater Treatment Facility (WWTF) Landfill Remediation in compliance with state and federal regulations. NHDES Waste Management Division has instructed the WWTF to provide an Assessment Plan to likely be followed by a Corrective Action Plan that could include remediation actions for removal or containment of detected compounds.

**2025 PROJECTS**

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

*Department Request: 2025 Funding*

*CIP Advisory Committee Recommendation: 2025 Funding*

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

**2025 Fire Department (FIRE18-01) – Replace Engine 3 (2006 Piece) - \$735,000 (7 Year Lease/Purchase)**

*Department Request: 2025 Funding*

*CIP Advisory Committee Recommendation: 2025 Funding*

This project request will replace the 2006 Pierce Enforcer Engine 2, which will reach the end of its 15-year life cycle in 2022. The department proposes to replace the vehicle with another of the same capabilities.

**2025 Water Utilities (WTR21-02) – Granite Street Main Replacement - \$375,000 (Funded by the Water/Wastewater Capital Reserve Fund)**

*Department Request:* 2025 Funding

*CIP Advisory Committee Recommendation:* 2025 Funding

The project replaces existing asbestos-cement (AC) pipe with Ductile Iron/HDPE under Granite Street. The existing line has reached its useful lifespan and experienced breaks in the recent past. Given the line's proximity to Milford's water storage, failure of the line can drain that tank quickly, causing operational issues within the system.

## 2026 PROJECTS

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

*Department Request:* 2026 Funding

*CIP Advisory Committee Recommendation:* 2026 Funding

This project request is to enter into a five-year lease agreement for a new Caterpillar (or similar) wheel bucket loader. This equipment will replace a 2002 Caterpillar bucket loader that will be twenty-four (24) years old at the time of replacement in 2026. Its primary purpose will be to maintain Town roadways, particularly for winter maintenance and snow removal. The request is consistent with the Public Works Department's vehicle replacement program.

## 2027 PROJECTS

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**2027 Fire Department (FIRE20-01) – Replace Engine 1 (2006 Piece) - \$755,000 (7 Year Lease/Purchase)**

*Department Request:* 2027 Funding

*CIP Advisory Committee Recommendation:* 2027 Funding

This project request will replace Engine 1, the 1993 Pierce Manufacturing Custom Fire Engine vehicle, with the same capabilities. In 2026, Engine 1 will be thirty-three (33) years old at the end of its useful life cycle. The request is consistent with the Fire Department's vehicle/equipment replacement program.

### **C. Major Town Project Placeholders**

The CIP Committee included one capital improvement project as a 'placeholder' and thus, not included as a project planned for the six-year CIP period of 2022 through 2027. However, this project is identified so that prioritization, planning, and funding can be considered in several years.

No projects were listed under this section.

### **D. Major Town Projects on the Horizon**

The CIP Committee included seven (7) capital improvements projects considered 'on the horizon' and thus not included as projects planned for the six-year CIP period of 2022 through 2027. However, these projects are identified so that prioritization, planning, and funding can be considered in several years. These projects are as described below.

#### **Administration - Milford Dispatch Equipment and Emergency Services Communications Infrastructure - \$2,400,000**

At the time of this report, the Town had issued a Request for Proposal to replace its legacy conventional very high frequency (VHF) analog radio system with a Project 25 (P25) radio system. This project request is for the anticipated upgrades and/or replacement of Town emergency dispatch equipment and infrastructure. This project encapsulates the Town's considerable efforts to replace dated technology and equipment to improve and enhance communications among Police, Fire, Ambulance, and Public Works Departments within the community. The Milford Police Department, in conjunction with Town officials and various departments, will facilitate a strategic implementation plan and cost estimates for the dispatch equipment and infrastructure.

#### **Community Development (CD18-01) – Souhegan River Pedestrian Bridge and Trail Project**

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

#### **Fire Department – West End Fire Station**

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

**Fire Department (Fire19-02) - Replace Ladder Truck 1**

This project has been included in previous CIP reports and seeks to replace the existing 2015 HME Spectra Ladder Truck with a similar vehicle with the same capabilities and functionality in 2034. The proposed replacement of this vehicle is part of the department's established vehicle replacement program.

**Fire Department (Fire19-01) – Replace Engine 4**

This project is to replace Engine 4 and Engine Tanker with another of the same capabilities in 2028. In 2028, Engine 4 will be 16 years old. The proposed replacement of this vehicle is part of the department's established vehicle replacement program.

**Public Works – Highway – Bridges Out Years**

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

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

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

**Public Works – Recreation – 127 Elm Street/Keyes Memorial Park Improvements and Community Center**

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

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

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

Since the initial studies and reports on future uses that could be accommodated on the Brox Property, dating from the late 1990s, governing bodies and citizens groups have envisioned the development of new recreational facilities on the community lands. In 2005, the Town commissioned the development of the Brox Community Lands Conceptual Master Plan, a conceptual master land use that designated acreages to accommodate Town facility requirements for the next 20-25 years. In 2014, this Plan was updated by an ad-hoc CIP Advisory Committee and adopted for planning purposes by the Planning Board and other groups. Approximately 25-30 acres are designated for future recreational development based on the 2014 update.

In March 2016, the Town approved a Warrant Article 23 authorizing the Board of Selectmen to reclaim, sell the material, and restore approximately 43 acres of the Brox Community Lands. The project reclamation and restoration project were projected to be completed in about five years. However, the completion of the project has been delayed due to abutter challenges to the project and the New Hampshire Department of Environmental Services (NHDES) Alteration of Terrain (AOT) Permit. Field needs will continue to be evaluated by stakeholders.

### Chapter 3. Priority Project Listing and Recommendations for 2022 Town Warrant and Budget Consideration

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

The recommendations and placement of projects within 2022 are meant to assist the Board of Selectmen and the Budget Advisory Committee in their deliberations during the budget and warrant article preparation process. The projects have been arranged by their highest score using the established two-step prioritization and classification process for 2022 and 2023. The order in which the projects are listed represents a recommendation for prioritizing projects within a specific year and establishes the basis for determining the placement of a project within the 2022 – 2027 CIP cycle pursuant to the purposes of the CIP. The prioritization of projects within a specific year and the decision to include projects within the Town budget or warrant articles falls to the Board of Selectmen.

**The Advisory Committee recommends all the following projects be considered for 2022 funding, ranked by their cumulative average evaluation criteria score:**

Priority	Department	Project	Estimated Cost (excluding interest or lease payments)
1	Wadleigh Memorial Library	Library HVAC & Electrical Upgrades	\$1,320,000 less \$325,000 from library trust funds; bonded for 15 years
2	Community Development	Osgood/Armory/Mason/Melendy Roads – Sidewalk and Pedestrian/Bicycle Improvements	\$755,000 commitment in 2022 with \$604,000 reimbursed by NHDOT 2022-2024
3	Water Utilities	Wastewater Treatment Facility (WWTF) Nutrient and Metals Upgrade Planning, Design, Bidding, Proj. Mgmt.	\$510,000 paid with ARPA funds; no local tax impact or warrant article
4	Fire Department	Replace Rescue 1	\$735,000 as a seven-year lease/purchase
5	Water Utilities	Water Main Improvements Phase II - Linden Street, Riverview Street, Olive Street, Laurel	\$370,000 paid by ratepayers



		Street; Upgrade 4" line with 8" line	
6	Public Works	Town Hall HVAC replacement	\$647,000 paid with a 15-year bond
7	Community Development	Raze Former Permattach Building at 127 Elm St.	\$400,000 commitment in 2022
8	Administration	Town Communication Upgrades on Crown Castle Wireless Service Facility and Purchase of Mobile and Portable Devices	\$594,466 less Funded \$329,83 by the ARPA funds and \$264,635 from the Town's Fund Balance

## Chapter 4. Listing of Projects Significantly Restructured, Removed From, or Fully Funded That Were Included in the 2021 - 2026 Capital Improvements Plan

The following listings explain significant differences between the 2021-2026 and the 2022-2027 Capital Improvements Plans to provide an accurate year-to-year record of project changes and implementation.

The following projects were approved as warrant articles in 2021:

1. Public Works–Highway (DPWH19-02)	Loader, 2-3 CY Bucket	\$147,000 (5 Yr. Lease/Purchase)	Warrant Article 16
2. Public Work – Highway (DPWH13-03)	Snowplow Unit	\$180,000 (5 Yr. Lease/Purchase)	Warrant Article 12
3. Water Utilities (WTR17-01)	Wastewater Treatment Facility	\$1,459,000 (Funded Through Rates)	Warrant Article 4
	Replace Secondary Clarifier		

The following project (s) were not included as warrant articles or not approved in 2021:

1. Administration (ADMIN17-01)	Milford Emergency Services Comm. Infrastructure	\$2,400,000 (20 Yr. Bond)	Warrant Article 3
2. Community Development (CD10-03)	Nashua Street Sidewalk Improvements	\$871,924 (Cash)	Warrant Article 24
3. Community Development (CD11-02)	Osgood/Armory/Mason/Melendy Road & Sidewalk Ped./Bicycle Improvements	\$797,872 (Cash)	Warrant Article 25
4. Fire Department (Fire14-01)	Replace Rescue 1	\$700,000 (7 Yr. Lease/Pur.)	Warrant Article 10
5. Public Works – Highway (DPWH19-01)	Reconstruction of Roads	\$400,000 (Cash)	Warrant Article 9
6. Wadleigh Memorial Library (LIBR20-01)	Library Capital Reserve Fund	\$50,000 (Capital Reserve)	Warrant Article 11
7. Wadleigh Memorial Library (LIBR20-02)	Library Maintenance and Repairs	\$995,000 (20 Year Bond)	Warrant Article 5

The following project (s) were included in the 2021– 2026 CIP but removed for the 2022 – 2027 CIP

1. Administration (ADMIN17-01)	Milford Emergency Services Comm. Infrastructure	\$2,400,000 (20 Yr. Bond)
2. Library (LIBR20-01)	Library Capital Reserve Fund	\$150,000 (Cash)
3. Waste Water (WTR15-06)	Waste Sludge Holding Tank Upgrade	\$1,112,000 (20 Yr. Bond)
4. Waste Water (WTR15-08)	WWTF Effluent Filtration	\$4,495,000 (20 Yr. Bond)

**Chapter 5.**

**Chapter 6. CIP Estimated Tax Impact Table and Plan Recommendations**

On the next two pages, the CIP Estimated Tax Impact Table presents the recommended schedule for project requests reviewed by the CIP Advisory Committee for 2022-2027. The CIP Advisory Committee intends to prioritize projects for funding, looking at all projects submitted. Based upon CIP Advisory Committee’s information and subsequent discussions, projects were placed to address the most urgent Town capital project needs. Projects for subsequent years were placed to try to minimize fluctuations in the overall debt service.

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

<b><u>PROJECT COST</u></b>	<b><u>FUNDING MECHANISM</u></b>
Over \$1,000,000	20-year bond
\$600,000 - \$1,000,000	15-year bond
\$250,000 - \$600,000	10-year bond
\$75,000 - \$250,000	Cash – warrant article or budget
<b><u>VEHICLE/EQUIPMENT COST</u></b>	
Over \$250,000	7-year lease/lease-purchase
\$100,000 - \$250,000	5-year lease/lease-purchase
\$75,000 - \$100,000	3-year lease/lease/purchase

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

Capital Improvement Plan - Citizens Advisory Committee 2022-2027 Estimated Tax Impact Table

Project Number	Department	Project Name	Bond, Cash, or Lease	Pay Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Purchase Price Less Offsetting Funds	Annual Project Costs To Taxpayers					
									2022	2023	2024	2025	2026	2027
LIBR20-02	Library	Library HVAC & Electrical Upgrades	Bond	10	2022	2022	1,320,000	995,000	0	106,963	106,963	106,963	106,963	106,963
CD11-02	Comm. Dev.	Osgood/Armory/Melendy Sidewalk Pedestrian Improvements	Cash	1	2022	2022	755,000	151,000	151,000	0	0	0	0	0
WTR20-01	Water	WWTF Nutrient and Metals Upgrade Planning and Preliminary Design	Cash	1	2022	2022	510,000	0	0	0	0	0	0	0
FIRE14-01	Fire	Rescue 1/Pumper Replacement	Lease	7	2022	2022	735,000	735,000	0	120,205	120,205	120,205	120,205	120,205
WTR19-05	Water	Water Main Improvements Phase II - Linden Street, Riverview Street, Olive Street, Laurel Street replace 4" with 8"□	Cash	1	2022	2022	370,000	0	0	0	0	0	0	0
DPWH18-01	DPW-Hwy	Town Hall HVAC Replacement	Bond	15	2022	2022	674,000	674,000	0	49,988	49,988	49,988	49,988	49,988
CD22-01	Comm. Dev.	Removal of 127 Elm Street Building	Cash	1	2024	2022	400,000	400,000	400,000	0	0	0	0	0
ADMIN21-01	Administration	Emergency Communication Upgrades and Equipment	Cash	1	2022	2022	594,466	0	0	0	0	0	0	0
LIBR21-01	Library	Library Plumbing & Fire Protection Project	Bond	15	2023	2023	750,000	750,000	0	0	55,625	55,625	55,625	55,625
AMB14-01	Ambulance	Replace 2013(3A) Ambulance	Lease	5	2023	2023	359,150	253,465	0	0	56,138	56,138	56,138	56,138
WTR19-06	Water	Pennechuck Interconnection Improvements	Cash	1	2023	2023	TBD	TBD	0	TBD	0	0	0	0
WTR21-08	Water	WWTF Nutrient and Metals Upgrade (EPA Permit)	Bond	20	2023	2023	6,500,000	6,500,000	0	0	0	0	0	0
WTR19-04	Water	Gravity Thickener Renovation	Bond	10	2023	2023	423,000	423,000	0	0	0	0	0	0
WTR21-04	Water	Primary Clarifier Mechanism Upgrade	Bond	10	2023	2023	539,000	539,000	0	0	0	0	0	0
Fire15-01	Fire	Replace Engine 2	Lease	7	2023	2023	735,000	735,000	0	0	120,205	120,205	120,205	120,205
DPWH14-02	DPW-Hwy	Bridge Replacement Capital Reserve Fund	Cash	1	2023	2023	75,000	75,000	0	75,000	0	0	0	0
WTR21-06	Water	Brookview Water Pump Station Improvements	Cash	1	2023	2023	250,000	250,000	0	0	0	0	0	0
DPWH19-03	DPW-Hwy	Truck, 36K GVW, 8 CY, w/Plow, Sander, Wet System	Lease	5	2023	2023	210,000	210,000	0	0	46,511	46,511	46,511	46,511
DPWH21-01	DPW-Hwy	Maintain and Replace Town Hall Roof	Bond	15	2023	2023	674,000	674,000	0	0	49,988	49,988	49,988	49,988
CD10-03	Comm. Dev.	Community Development - Nashua Street Sidewalk	Cash	1	2024	2024	880,000	176,000	0	0	176,000	0	0	0
DPWH16-01	DPW-Hwy	Swing Bridge Replacement	Other	0	2024	2024	947,383	0	0	0	0	0	0	0
LIBR01-01	Library	Library Addition and Site Improvements	Bond	20	2024	2024	2,500,000	2,500,000	0	0	0	143,750	143,750	143,750
WTR21-03	Wastewater	WWTF Capped Sludge Landfill Remediation	Bond	15	2024	2024	1,000,000	1,000,000	0	0	0	0	0	0
DPWH19-01	DPW-Hwy	Truck, 36K GVW (Replace 2008 International D/S/P/W)	Lease	5	2025	2025	220,000	220,000	0	0	0	0	48,726	0
FIRE18-01	Fire	Replace Engine 3	Lease	7	2025	2025	735,000	735,000	0	0	0	0	120,205	120,205
WTR21-01	Water	Granite Street Main Replacement	Cash	1	2025	2025	375,000	375,000	0	0	0	0	0	0
DPWH12-02)	DPW-Hwy	Caterpillar (or similar) Wheel Bucket Loader	Lease	5	2026	2026	185,000	185,000	0	0	0	0	40,974	40,974
FIRE20-01	Fire	Engine 1 Replacement	Lease	7	2027	2027	755,000	755,000	0	0	0	0	0	0
ADMIN17-01	Administration	Emergency Services Communications Dispatch/Infrastructure	Bond	20	On the Horizon	TBD	Unknown	Unknown	0	0	0	0	0	0
CD18-01	Comm. Dev.	Souhegan River Pedestrian Bridge	Cash	1	On the Horizon	TBD	800,000	800,000	0	0	0	0	0	0
DPWH-(TBD)	DPW-Hwy	Bridges (out Years)	Bond	Unknown	On the Horizon	TBD	7,000,000	Unknown	0	0	0	0	0	0
DWPR-(TBD)	DPW-Rec	127 Elm Street/Keyes Park	Bond	Unknown	On the Horizon	TBD	Unknown	Unknown	0	0	0	0	0	0
DPWSW-(TBD)	DPW-SW	Solid Waste Mgmt Improvements	Bond	Unknown	On the Horizon	TBD	Unknown	Unknown	0	0	0	0	0	0
Fire19-01	Fire	Replace Engine 4	Lease	7	On the Horizon	TBD	Unknown	Unknown	0	0	0	0	0	0
Fire19-012	Fire	Replace Ladder Truck	Lease	7	On the Horizon	TBD	Unknown	Unknown	0	0	0	0	0	0
Fire-(TBD)	Fire	West End Fire Station	Bond	Unknown	On the Horizon	TBD	Unknown	Unknown	0	0	0	0	0	0
<b>New Projects (Town)</b>									<b>\$551,000</b>	<b>\$352,156</b>	<b>\$781,623</b>	<b>\$749,373</b>	<b>\$959,279</b>	<b>\$910,553</b>
<b>Existing Projects (Town)</b>									<b>\$1,159,760</b>	<b>\$1,133,016</b>	<b>\$1,039,583</b>	<b>\$733,711</b>	<b>\$653,176</b>	<b>\$962,227</b>
<b>Sub-Total (Town)</b>									<b>\$1,710,760</b>	<b>\$1,485,173</b>	<b>\$1,821,207</b>	<b>\$1,483,085</b>	<b>\$1,612,455</b>	<b>\$1,872,780</b>
SCH22-01	School	School Facility Improvements and Renovations	Bond	20	2022	2022	\$2,000,000	\$2,000,000	0	115,000	115,000	115,000	115,000	115,000
SCH20-04	School	Jacques School Boiler Replacement	Cash	1	2024	2024	\$250,000	\$250,000	0	0	250,000	\$0	0	0
SCH20-01	School	Bales School Boiler Replacement	Cash	1	2025	2025	\$250,000	\$250,000	0	0	0	\$250,000	0	0
<b>New Projects (School)</b>									<b>\$0</b>	<b>\$115,000</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$115,000</b>	<b>\$115,000</b>
<b>Existing Projects (School)</b>									<b>\$708,266</b>	<b>\$673,421</b>	<b>\$643,576</b>	<b>\$477,476</b>	<b>\$465,821</b>	<b>\$435,766</b>
<b>Sub-Total (School)</b>									<b>\$708,266</b>	<b>\$788,421</b>	<b>\$1,008,576</b>	<b>\$842,476</b>	<b>\$580,821</b>	<b>\$550,766</b>
<b>Total New Project Costs</b>									<b>\$551,000</b>	<b>\$467,156</b>	<b>\$1,146,623</b>	<b>\$1,114,373</b>	<b>\$1,074,279</b>	<b>\$1,025,553</b>
<b>Total Existing Project Costs</b>									<b>\$1,868,026</b>	<b>\$1,806,438</b>	<b>\$1,683,160</b>	<b>\$1,211,188</b>	<b>\$1,118,997</b>	<b>\$1,397,994</b>
<b>Totals</b>									<b>\$2,419,026</b>	<b>\$2,273,594</b>	<b>\$2,829,783</b>	<b>\$2,325,561</b>	<b>\$2,193,276</b>	<b>\$2,423,546</b>
Interest rate used for bond calculations:			1.00%											

**Capital Improvement Plan - Citizens Advisory Committee 2022-2027 Estimated Tax Impact Table**

		2021	2022	2023	2024	2025	2026	2027
Town Debt Service	New Projects (town)	\$ 483,959	\$ 551,000	\$ 352,156	\$ 781,623	\$ 749,373	\$ 959,279	\$ 910,553
	Existing Projects (town)	\$ 1,190,627	\$ 1,159,760	\$ 1,133,016	\$ 1,039,583	\$ 733,711	\$ 653,176	\$ 962,227
	Total (town)	\$ 1,674,587	\$ 1,710,760	\$ 1,485,173	\$ 1,821,207	\$ 1,483,085	\$ 1,612,455	\$ 1,872,780
Tax per \$1,000 Assessed Value	New Projects (town)	\$ 0.30	\$ 0.34	\$ 0.22	\$ 0.49	\$ 0.47	\$ 0.60	\$ 0.57
	Existing Projects (town)	\$ 0.74	\$ 0.72	\$ 0.71	\$ 0.65	\$ 0.46	\$ 0.41	\$ 0.60
	Total (town)	\$ 1.04	\$ 1.06	\$ 0.93	\$ 1.14	\$ 0.93	\$ 1.01	\$ 1.17
School Debt Service	New Projects (school)	\$ 500,000	\$ -	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000
	Existing Projects (school)	\$ 708,266	\$ 708,266	\$ 673,421	\$ 643,576	\$ 477,476	\$ 465,821	\$ 435,766
	Total (school)	\$ 1,208,266	\$ 708,266	\$ 788,421	\$ 758,576	\$ 592,476	\$ 580,821	\$ 550,766
Tax per \$1,000 Assessed Value	New Projects (school)	\$ 0.31	\$ -	\$ 0.07	\$ 0.07	\$ -	\$ 0.07	\$ 0.07
	Existing Projects (school)	\$ 0.44	\$ 0.44	\$ 0.42	\$ 0.40	\$ 0.30	\$ 0.29	\$ 0.27
	Total (school)	\$ 0.75	\$ 0.44	\$ 0.49	\$ 0.47	\$ 0.30	\$ 0.36	\$ 0.34
Total Debt Service	New Projects	\$ 983,959	\$ 551,000	\$ 467,156	\$ 896,623	\$ 864,373	\$ 1,074,279	\$ 1,025,553
	Existing Projects	\$ 1,898,894	\$ 1,868,026	\$ 1,806,438	\$ 1,683,160	\$ 1,211,188	\$ 1,118,997	\$ 1,397,994
	Total	\$ 2,882,853	\$ 2,419,026	\$ 2,273,594	\$ 2,579,783	\$ 2,075,561	\$ 2,193,276	\$ 2,423,546
Tax per \$1,000 Assessed Value	New Projects	\$ 0.61	\$ 0.34	\$ 0.29	\$ 0.56	\$ 0.47	\$ 0.67	\$ 0.64
	Existing Projects	\$ 1.18	\$ 1.16	\$ 1.13	\$ 1.05	\$ 0.76	\$ 0.70	\$ 0.87
	Total	\$ 1.79	\$ 1.50	\$ 1.42	\$ 1.61	\$ 1.23	\$ 1.37	\$ 1.51
Tax Rate Calculation, \$ per \$1,000 assessed Value						2020 Tax Rates:	Town	\$ 5.78
Assumption:							School	\$ 16.57
\$16,002 of spending equals \$0.01 on the tax rate.							State School	\$ 1.93
							County	\$ 1.09
							Total	\$ 25.37

## Chapter 7. Open Borrowings Table

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

Description	Original Amount Borrowed	Term	Year Started	Final Payment Year	Average Annual Principal Payment (No Interest)	Remaining Principal Balance	Remaining Interest Balance	Remaining Building Aid (Schools)	Net Remaining Payments Due
<b>Town Projects</b>									
Dump Truck 2020 International	\$177,993	5 Year Lease	2019	2023	35,599	71,197	2,702	0	73,899
Sidewalk Plow	\$154,700	5 Year Lease	2019	2023	30,940	61,880	2,348	0	64,228
Ambulance 2020	\$220,685	5 Year Lease	2021	2025	44,137	177,560	6,933	0	184,494
Police Station	\$2,925,260	20 Year Bond	2004	2024	146,263	450,000	39,900	0	489,900
Mileslip Road Land Purchase	\$2,300,000	20 Year Bond	2005	2025	115,000	380,000	33,600	0	413,600
Clean Water SRF Load - Stormwater Video	\$216,000	5 Year Bond	2020	2024	43,200	87,996	3,543	0	91,539
HVAC-Town Hall	\$450,000	10 Year Bond	2020	2029	45,000	360,000	34,841	0	394,841
Road Improvements	\$2,000,000	10 Year Bond	2019	2028	200,000	1,344,000	111,972	0	1,455,972
Ambulance Building	\$2,214,000	20 Year Bond	2013	2033	110,700	1,307,750	248,246	0	1,555,996
Fire Station Expansion	\$3,864,300	20 Year Bond	2019	2038	193,215	3,159,065	726,811	0	3,885,876
<b>Town Projects Total</b>	<b>\$14,522,938</b>				<b>\$964,054</b>	<b>\$7,399,449</b>	<b>\$1,210,897</b>		<b>\$8,610,345</b>
<b>Water and Sewer Projects</b>									
Dram Cup Hill Tank Rehab	\$192,710	10 Year Bond	2015	2025	19,271	80,733	3,327	0	84,060
Holland Water Tank	\$1,600,000	20 Year Bond	2005	2025	80,000	320,000	33,600	0	353,600
Union Street Water Main	\$132,809	10 Year Bond	2015	2026	13,281	59,764	3,822	0	63,586
Sanitary Sewer Rehab	\$270,000	10 Year Bond	2015	2026	27,000	121,500	7,773	0	129,273
Curtis Well	\$295,000	10 Year Bond	2015	2026	29,500	132,750	8,492	0	141,242
Outfall Diffuser	\$337,395	20 Year Bond	2006	2026	16,870	75,000	6,579	0	81,579
Elm Street Phase 1 Water Main	\$758,486	20 Year Bond	2006	2026	37,924	175,000	15,593	0	190,593
West Elm Street Water Main	\$792,000	10 Year Bond	2015	2026	79,200	356,400	22,799	0	379,199
Generator	\$338,895	10 Year Bond	2019	2028	33,890	227,740	18,973	0	246,713
Sludge Dewatering Unit	\$502,635	10 Year Bond	2020	2029	50,264	402,110	50,666	0	452,776
Water Mains	\$983,705	20 Year Bond	2020	2039	49,185	885,335	273,348	0	1,158,683
Septage Facility	\$594,138	20 Year Bond	2013	2032	29,707	333,058	54,354	0	387,412
UV Treatment Equipment	\$924,367	20 Year Bond	2019	2038	151,133	755,664	173,858	0	929,522
<b>Water and Sewer Projects Total</b>	<b>\$7,722,140</b>				<b>\$617,224</b>	<b>\$3,925,054</b>	<b>\$673,183</b>		<b>\$4,598,237</b>
<b>School District Projects</b>									
VOIP, HS Fire Alarm, MS Roof/Flooring	\$1,404,300	10 Year Bond	2013	2024	140,430	420,000	33,705	0	453,705
Middle & High School Renovations	\$3,000,000	10 Year Bond	2017	2027	300,000	1,785,000	318,623	0	2,103,623
HS Renovations/Bales Roof/Track	\$4,393,500	20 Year Bond	2008	2028	219,675	1,535,000	205,557	(477,983)	1,262,574
<b>School District Projects Total</b>	<b>\$8,797,800</b>				<b>\$660,105</b>	<b>\$3,740,000</b>	<b>\$557,884</b>	<b>(\$477,983)</b>	<b>\$3,819,902</b>
<b>Grand Total for All</b>	<b>\$31,042,878</b>				<b>\$2,241,383</b>	<b>\$15,064,503</b>	<b>\$2,441,964</b>	<b>(\$477,983)</b>	<b>\$17,028,484</b>

Notes: Info is as of fiscal year end: Town and Water/Sewer - December 31, 2020; School District - June 30, 2021.