

TOWN OF MILFORD

TOWN ADMINISTRATION



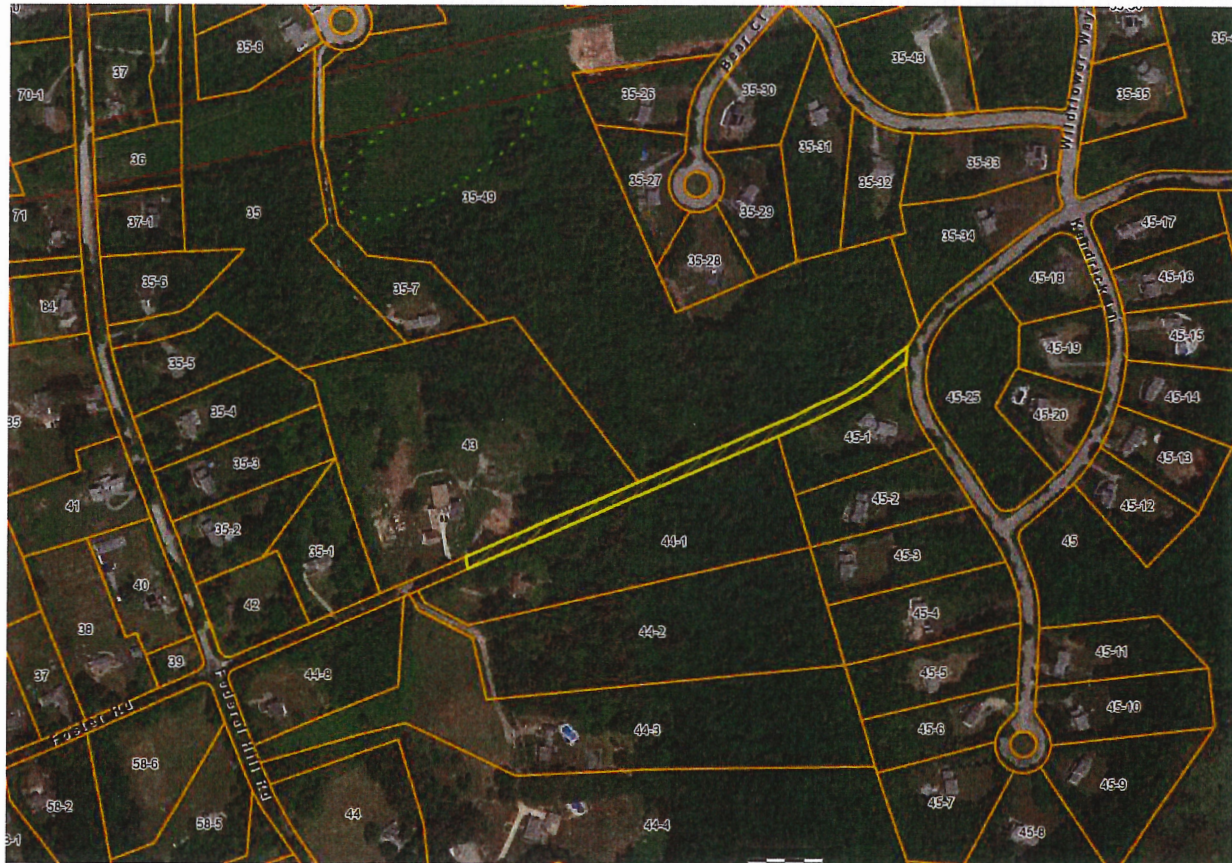
Date: December 7, 2023

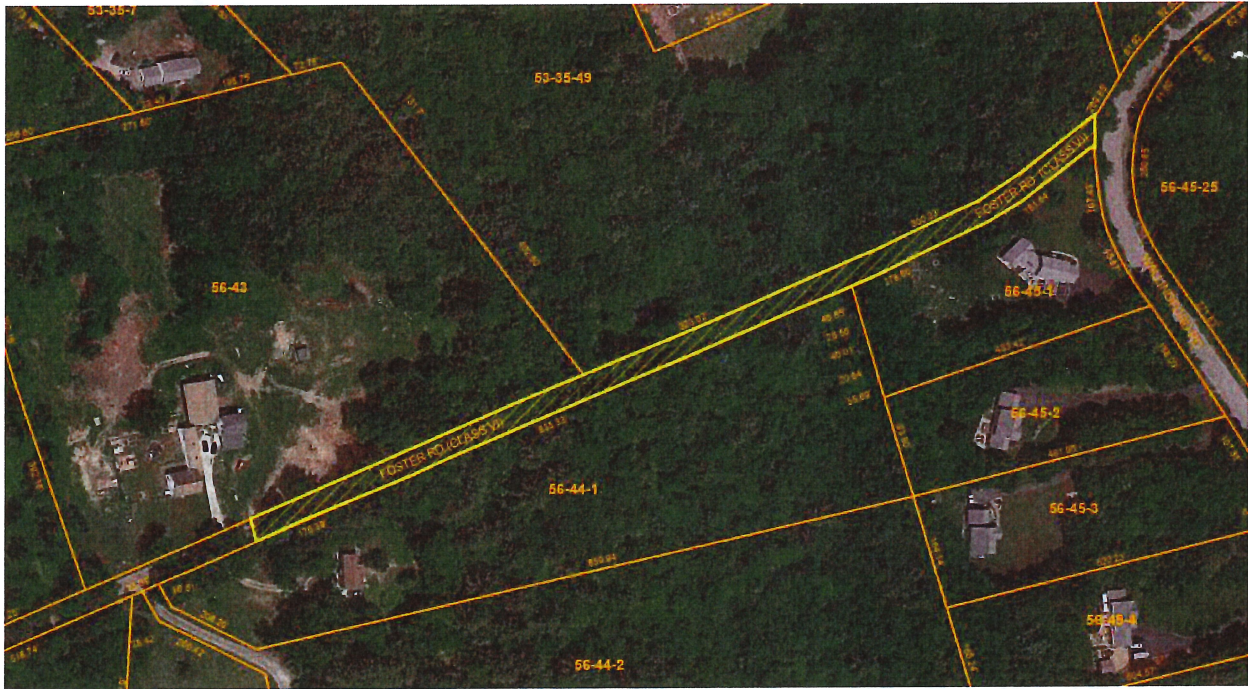
To: Board of Selectmen

From: Lincoln Daley, Town Administrator

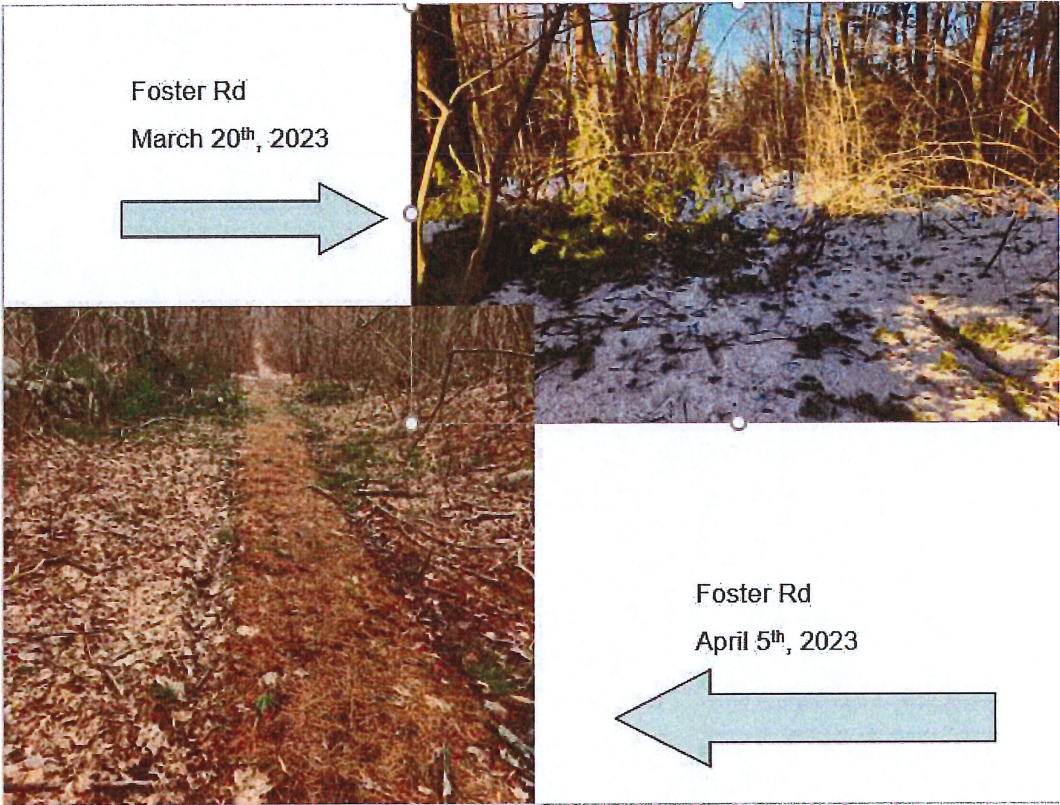
Re: Foster Road – Improvements to Class VI Portion
Joe Vallier – Request to Create a Snowmobile Connection

Joe Vallier is before the Board to discuss the potential creation of a snowmobile trail connection through the Class VI portion of Foster Road between Federal Hill Road and Wallingford Road. See aerials below depicting the Class VI section of Foster Road. It is envisioned that this portion of Foster Road could be part of a larger trail network connecting contiguous public and private properties. This will require improvements and continued maintenance to the Class VI portion of Foster Road (removal of trees, brush, general maintenance). Any improvements to Class VI roadway requires approval by the Board of Selectmen as the governing authority.





Past unauthorized improvements have been made to the Class VI portion of Foster Road earlier this year and prior years. This includes the recent removal of a fallen tree across the right of way. See attached photographs provided by an abutter to Foster Road.





Town Hall – 1 Union Square – Milford, NH 03055-4240 – (603) 249-0600 – FAX (603) 673-2273
TDD Access: Relay NH 1-800-735-2964
website: www.milford.nh.gov

As of the Board's deliberations and prior to rendering a decision, it is recommended that the Board members fully understand the extent and limits of the proposed project and improvements (both immediate and continued maintenance) and the potential impacts to abutters to the Class VI portion of Foster Road. It is recommended that the Board direct staff to reach out to the abutters to receive stakeholder input and continue the discussion to the December 26th meeting.

TOWN OF MILFORD

Office of Community Development
Planning • Zoning • Building Safety • Code Enforcement • Health
Economic Development • Active Projects



May 24, 2021

RE: Unapproved Improvements to Class VI Portion of Foster Road

Dear Property Owner,

This letter being sent as a courtesy reminder that no work can be completed or improvements made to the unmaintained portion of Foster Road (Class VI roadway) between the intersection of Foster Road/Federal Hill Road and the intersection of Foster Road/Wallingford Road (as shown below in red) without Town approval.

We have received reports of trees and underlying brush being removed within the unmaintained section of Foster Road by abutting property owners to provide access for motorized vehicles and pedestrians. We asking property owners to be cognizant of the Town right of way and cease any/all activities unless approved by the Board of Selectmen. Should the activities continue, the Town will be forced to take additional actions to resolve this matter.

Please contact me with any questions by email (ldaley@milford.nh.gov) or phone at (603) 249-0620.

Thank you for your attention to this matter.

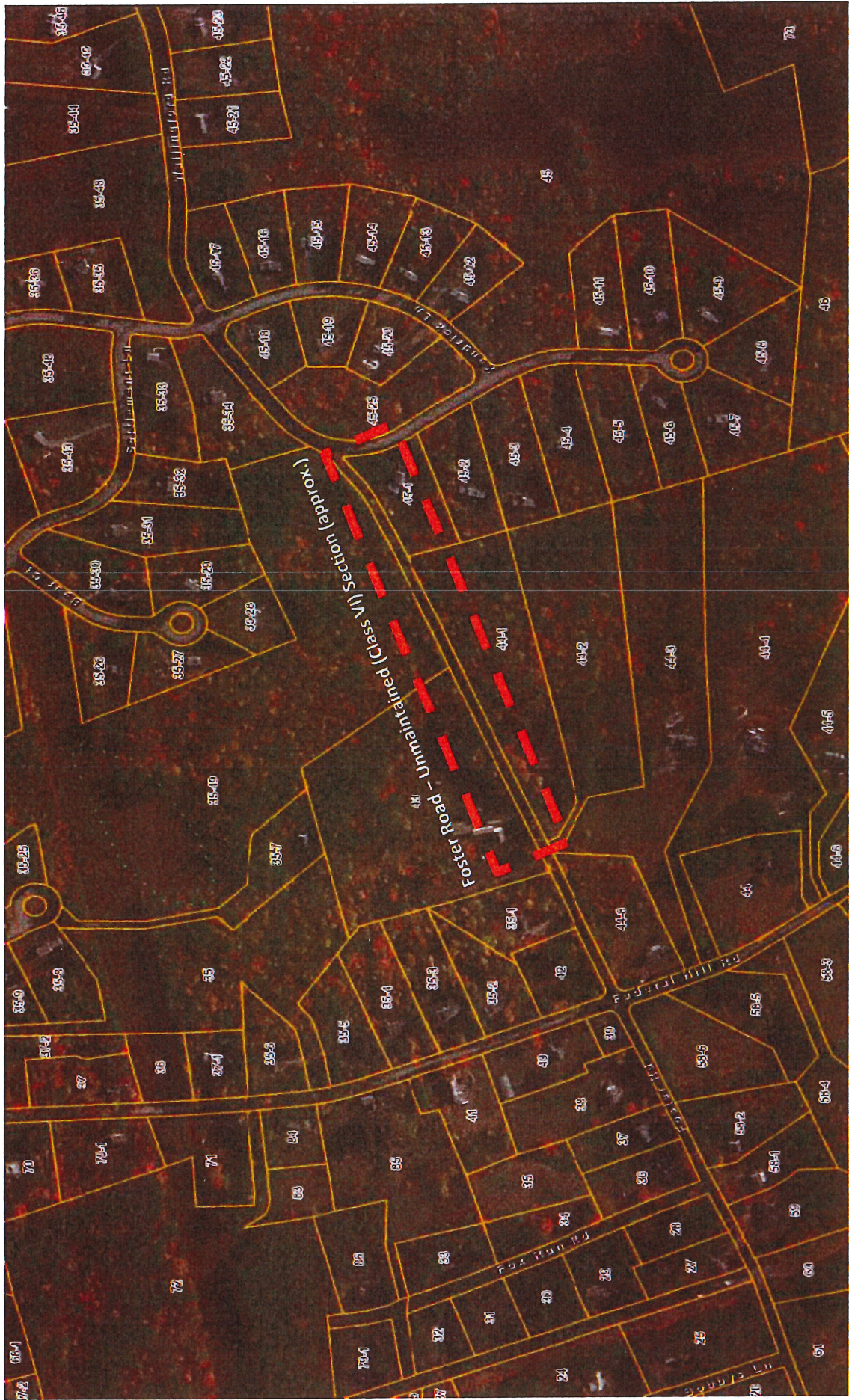
Sincerely,

A handwritten signature in cursive script, which appears to read "Lincoln Daley", is written over a horizontal line.

Lincoln Daley
Community Development Director

CC: Board of Selectmen
John Shannon, Town Administrator
Mike Viola, Police Chief
Rick Riendeau, Public Works Director

Aerial Photograph/ Tax Map
Foster Road



TOWN OF MILFORD

TOWN ADMINISTRATION



Date: December 18, 2023

RE: Board of Selectmen Meeting
December 27, 2023, 5:30 pm, Milford Town Hall
Foster Road – Snowmobile Trail Discussion

Dear Property Owner,

This letter being sent to all abutters as a courtesy reminder that the Board of Selectmen will conduct a public meeting on December 27, 2023 to discuss the request to use a portion of Foster Road between the intersection of Foster Road/Federal Hill Road and the intersection of Foster Road/Wallingford Road (see reverse side shown in red) for a snowmobile trail. This would also require permission from the Board Of Selectmen to improve/maintain the Class VI portion of Foster Road.

The meeting will be held at the Town Hall, Board of Selectmen Meeting Room beginning at 5:30 pm.

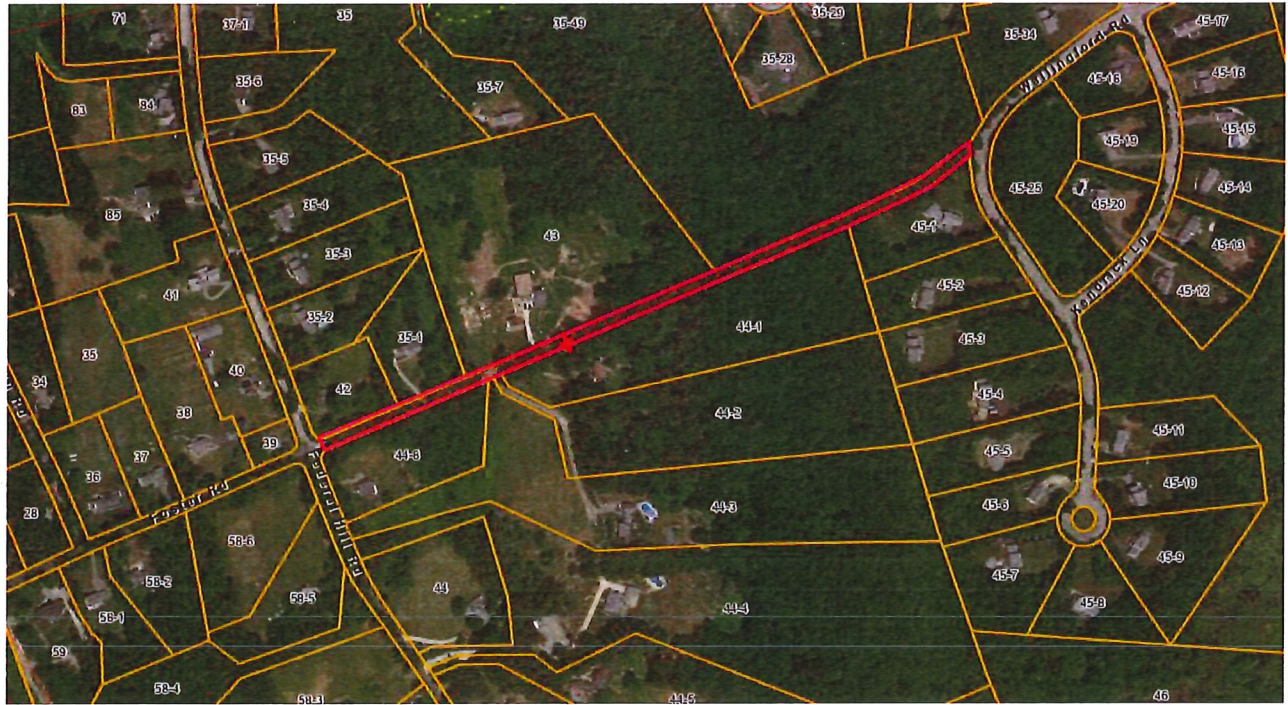
Please contact me with any questions by email (ldaley@milford.nh.gov) or phone at (603) 249-0602.

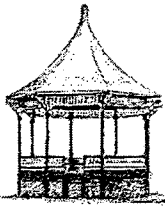
Sincerely,

A handwritten signature in cursive script that reads "Lincoln Daley".

Lincoln Daley
Town Administrator

Aerial Photograph – Foster Road





TOWN OF MILFORD, NH
OFFICE OF COMMUNITY DEVELOPMENT

1 UNION SQUARE, MILFORD, NH 03055

TEL: (603)249-0620

WEB: WWW.MILFORD.NH.GOV

STAFF MEMORANDUM

Date: December 20, 2023

To: Board of Selectmen

From: Terrence Dolan, Community Development Director & Acting Town Planner

A handwritten signature in black ink, appearing to read 'TSD'.

Subject: Milford Master Plan Update Bid Award - Resilience Planning and Design, LLC

At their December 19, 2023 meeting, the Planning Board voted by majority to recommend that the Board of Selectmen award the contract to Resilience Planning & Design to prepare and update the Town's comprehensive Master Plan. The recommendation follows two separate rounds of Requests for Proposals (RFP), with the most current round generating one bid response. Resilience Planning & Design is being recommended based on their complete response to the RFP and extensive experience in completing similar master plan projects for other communities in NH. The contract will not to exceed \$100,000. (Attached please find a copy of the company's RFP response.)

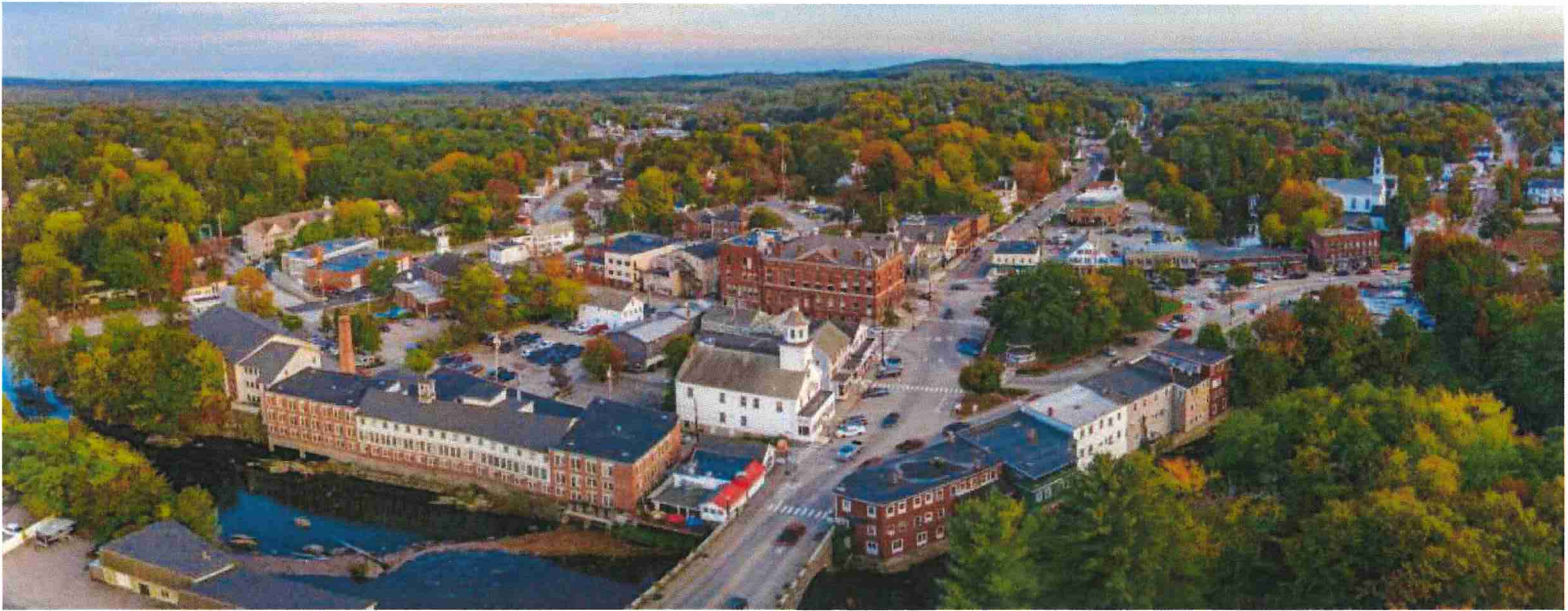
On September 12, 2022, the Board of Selectmen appropriated \$100,000 of the federal American Rescue Plan Act (ARPA) funding awarded to the Town to complete a new Master Plan. The funds will need to be expended by mid-2026. The project is anticipated to be completed within 18 – 20 months. It is recognized that with the involvement of staff, Planning Board Members, and the Master Plan Advisory Committee, the final scope and costs of the contract will need to be further discussed and adjusted accordingly.

Recommendation:

Staff recommends that the Board vote to award the contract to Resilience Planning & Design, LLC to complete a new Master Plan for Milford. This contract shall not to exceed \$100,000. Further, the Board should authorize the Town Administrator and Community Development Director to finalize the contract scope and fee and then execution by the Town Administrator on behalf of the Board.

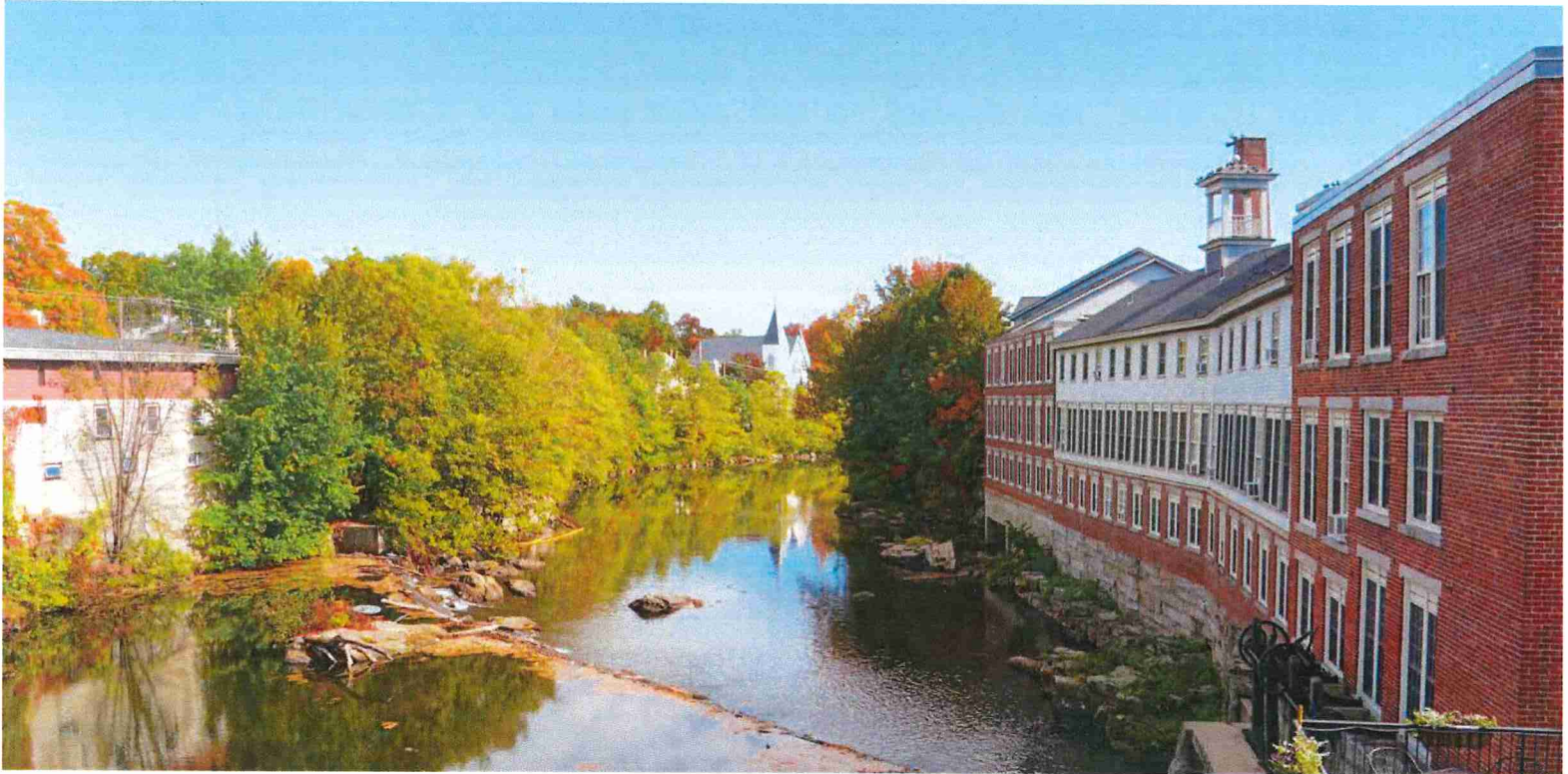
Proposal for Comprehensive Master Plan Update

Town of Milford, NH



November 3rd, 2023





CONTENTS

LETTER OF INTEREST.....	2
FIRM PROFILE.....	3
OUR TEAM.....	4
PROPOSAL NARRATIVE.....	6
PROPOSED SCOPE OF SERVICES.....	7
PROPOSED PROJECT SCHEDULE.....	10
RELEVANT PROJECTS AND REFERENCES.....	11
CONSULTING SERVICE RATE STRUCTURE.....	15
PROPOSED BUDGET	16
RESUMES.....	17

Terrence Dolan
Director of Community Development
Town of Milford, New Hampshire
1 Union Square
Milford, NH 03055

November 3, 2023

Re: Proposal for Comprehensive Master Plan Update

Dear Mr. Dolan,

We are pleased to submit this proposal for master planning services for your consideration. Resilience Planning and Design was formed in 2014 to serve communities like Milford that are thoughtfully planning for their future. We are a four-person team based in Plymouth, New Hampshire that brings extensive experience in community planning, innovative and effective public outreach, and the skills and expertise required to reach your project goals for this Comprehensive Master Plan project.

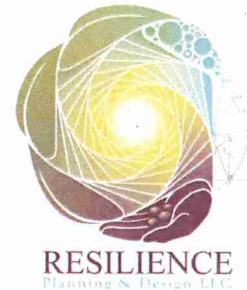
Our experience includes the completion of master planning projects in a variety of communities from small towns like Amherst and Littleton, NH, to lakeside communities like Newbury and Wolfeboro, NH, to seacoast communities like Dover and Hampton, NH. We are currently completing master plans in Atkinson and Pelham, New Hampshire, and outside of New Hampshire, we are working with the communities of Bar Harbor, ME; Jericho, VT; and Williamstown, MA. For this project, Liz Kelly and I will share the role of project manager and our contact information is provided below. Crystal Kidd will be the project planner working with us for the duration of this initiative, and Zak Brohinsky will provide GIS support to our team behind the scenes. Team member introductions and resumes have been included in the proposal that follows. We feel our combined skills and experience will best serve the Town of Milford as you work to involve residents and property owners in determining the roadmap that will guide future land use activity toward your shared community vision. This is exactly what we have advocated for and accomplished in other communities.

We are excited to work with the Town of Milford to build on the public engagement conducted in 2022 and 2023 and deliver an informed theme-based master plan. We are not aware of any potential conflicts of interests related to this project or our proposed work with the Town of Milford, or with our other clients. If any are identified, please bring them to our attention and we are happy to address and resolve them with you in an open and collaborative process. We are confident that the Town of Milford can accomplish the project objectives outlined in the RFP on the schedule suggested and for the budget available. The enclosed proposal will further detail who we are, our experience, and how we would assist you with the creation of an engaging, actionable, and user-friendly thematic Master Plan. Thank you for the opportunity to offer our services, and I hope we are able to meet with you to discuss this project further.

Sincerely,



Steve Whitman, EdD, AICP
Founder and Principal
Resilience Planning & Design LLC
1 Bridge St, Suite 301 Plymouth NH 03264
P: 603-381-1798
E: steve@resilienceplanning.net
W: www.resilienceplanning.net



FIRM PROFILE



RESILIENCE PLANNING & DESIGN LLC provides collaborative planning, design, and education services. Our primary office is located in Plymouth, NH and we work throughout the northeast. Currently, we have three full-time planners and a GIS analyst on staff. Beyond this core team we collaborate with other professionals on a project basis to ensure we can deliver the specific skills needed for each initiative. Our firm has extensive experience working on a range of planning projects in communities of all sizes, but one of our specialties is leading master planning initiatives.

Given the spectrum of issues addressed in a master plan we have become extremely proficient

in land use, housing, transportation, natural resources and hazards, community facilities, the local economy, and other topics that are essential to master plan development. We are also very experienced with designing creative and diverse community outreach and engagement campaigns, graphics, and document creation. As a team, we have been working to make planning documents and information more accessible and engaging to the public and municipal boards. We also have the ability to create the concise language and graphics needed to clearly communicate Milford's vision for the future, and the implementation program needed to reach that vision.

OUR TEAM

STEVEN WHITMAN, EDD, AICP

PRINCIPAL PLANNER & PROJECT MANAGER

Steve Whitman is professional planner and educator who has been working in the public, non-profit, and private sectors for over twenty-five years. Steve will serve as a project manager and will ensure the project meets the scope and deliverables identified. Steve established Resilience Planning & Design to assist municipalities, agencies, and non-profit organizations with planning initiatives and implementation efforts that reinforce their visions and future land use plans. His work includes strategic open space planning, comprehensive planning projects, housing assessments, and regional and watershed scale natural resource planning. Steve is also a published researcher on the value of holistic natural resource protection and regenerative design at the municipal scale. His work has been published in Planning magazine. Steve is also a municipal board member in Plymouth, NH and an active board member for Mill City Park in Franklin, NH.



ELIZABETH KELLY

PLANNER & DESIGNER

Liz Kelly is a professional planner and designer who holds a M.S. in Ecological Design and Planning and has completed a variety of comprehensive planning projects for municipalities focused on dynamic visioning, place-based analysis, collaborative land use planning, creative plan development, and designing equitable outreach and engagement processes. Liz is passionate about helping communities realize their goals and envision solutions to complex local issues. Most recently, Liz has been the point of contact for updating the Berlin, NH and Hampton, NH Master Plans. She is formerly a municipal and regional planner, is a certified permaculture design teacher, and is highly skilled in group facilitation, graphic design, project management, and strategic planning.



ZAK BROHINSKY

GIS ANALYST

Zak Brohinsky is a skilled GIS analyst and has significant experience in GIS analysis and data management. Zak understands complex environmental and social interactions and has the capacity to convey spatial information effectively to a broad audience. With a background in applied land conservation, Zak has worked with federal and state agencies, private entities, and non-profit organizations. In addition to performing GIS analyses for Resilience Planning & Design, Zak provides mapping and land analysis support to a land trust and develops natural disaster risk assessments for local, state and international clients. He is certified in FEMA's flood hazard training having successfully completed the Hazus-MH for Flood course. Zak is also a GIS instructor at the university level and is the current Board President of the Plymouth Area Renewable Energy Initiative.



CRYSTAL KIDD
PLANNER

Crystal Kidd is a professional planner with a degree in Environmental Policy. As the newest team member, Crystal brings her municipal planning experience to our firm, and completes existing conditions research in the initial stages of a project. She also brings her organizational skills to the development and management of the outreach and engagement aspects of projects completed by Resilience Planning & Design. Her professional area of interest is in developing plans, resources, and regulatory tools that help regions and municipalities protect their natural resources, while improving their resilience and livability for all. Recently, Crystal completed a certificate in Invasive Plant Species Management. She is also a member of the American Planning Association.



PROPOSAL NARRATIVE

Updating a master plan can be approached in many different ways. However, we have found that having a set schedule of regular meetings and frequent communication with community representatives works best. We have also found it is best to complete some mapping and data analysis early on in the process to inform the investigation of each of the topics traditionally addressed in a plan. Together, this ensures that all the existing information on the community is identified and evaluated early on. The resulting existing conditions analysis will be instrumental to continued outreach and engagement efforts; and will provide a foundation of knowledge during the writing of the final plan.

Some of our team's prior experience facilitating and completing master plans include a series of projects in New Hampshire: Amherst (adopted), Atkinson (underway), Auburn (adopted), Berlin (adopted), Dover (adopted), Hampton (adopted), Hebron (adopted), Littleton (adopted), Newbury (adopted), Plaistow (adopted), Pelham (underway), Rye (underway), and Wolfeboro (adopted). Outside of New Hampshire we are currently wrapping up three comprehensive plans including: Bar Harbor, ME; Jericho, VT; and Williamstown, MA.

As an extension of your town staff, our team will guide Milford through this process while ensuring that the Town complies with both the state statutory requirements and industry best management practices. This will include a multi-faceted outreach, engagement, and education process that builds on your efforts from 2022

and 2023, and features opportunities to engage the public in this update process through a combination of in person and virtual opportunities that create excitement for community involvement in the adoption and implementation of this Plan. This process is an important opportunity to continue to foster a greater sense of community and generate participant buy-in. The result of this process will be a visually engaging master plan that creatively and clearly communicates the implementation actions needed to reach Milford's shared vision. This thematic document will be concise and user-friendly as both a digital and print document.

Our team has extensive experience with all the topic areas and elements of contemporary master plans. This includes traditional elements (land use, housing, transportation, etc.) as well as emerging areas of investigation (climate adaptation, energy, and other sustainability and community resilience areas). We are happy to share additional examples of our design and material production that feature our skillful creation of print and digital documents, and engagement materials. We are fortunate to have a talented graphic designer on staff and we create most of these products using InDesign.

Lastly, we are proud to say that our firm has a reputation for completing projects on schedule and within the allocated budget. To ensure this is the case, we really value the time spent with the client at the start of the project to fine tune the scope of work, draft an outreach plan, and refine a project timeline together.



PROPOSED SCOPE OF SERVICES

To generate such a Comprehensive Master Plan, we have found it is best to have four distinct tasks that embody all of the tasks identified in the RFP and a few more. Below are the major tasks that we suggest this work be organized under. We would welcome the opportunity to work with the Town of Milford to refine this scope of work for the project if selected.

TASK 1: PROJECT MANAGEMENT AND MEETINGS

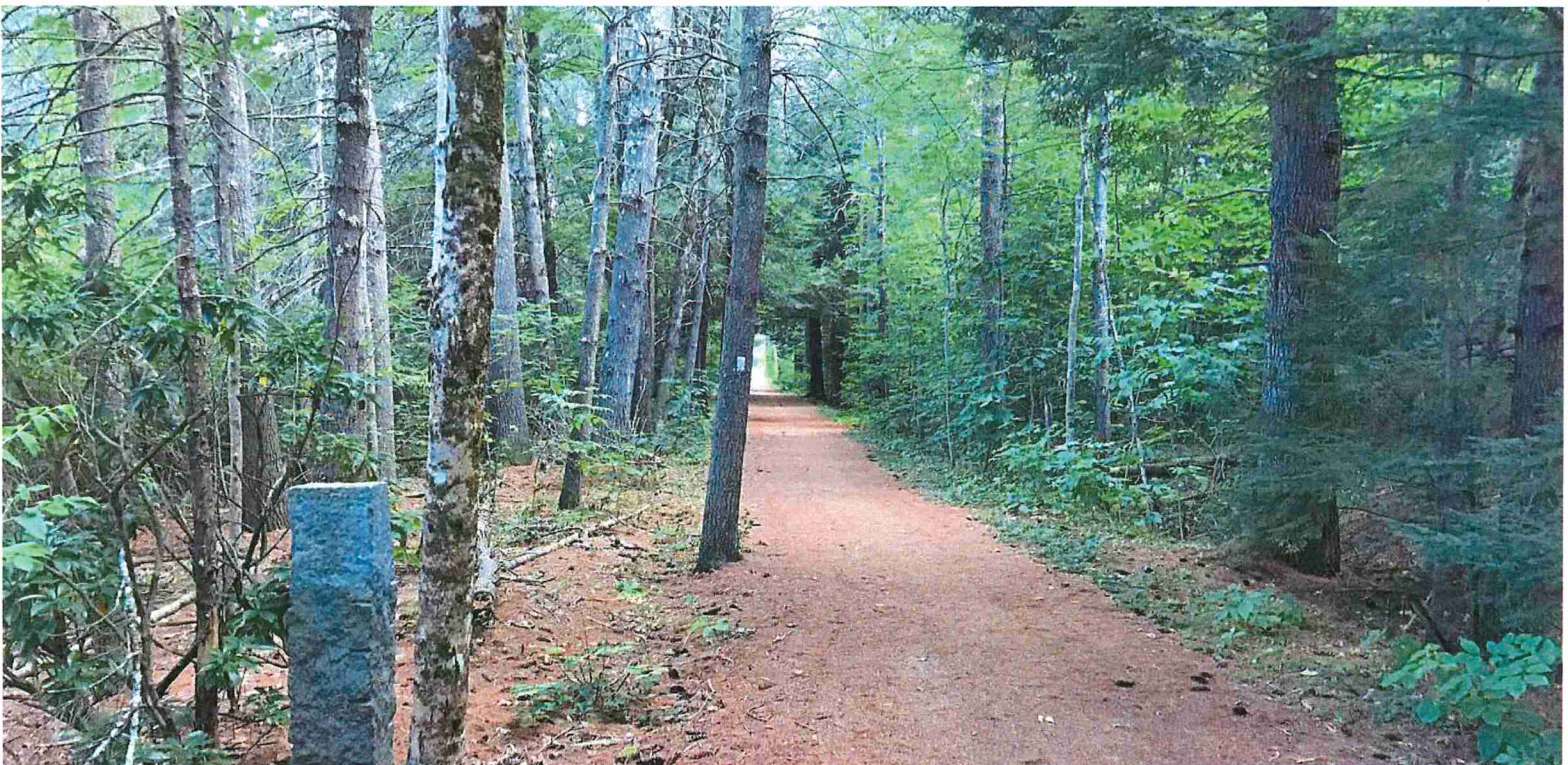
We have found that monthly meetings with the project committee and staff are important for maintaining the attention needed to complete a master plan update. This regular meeting schedule provides an opportunity for project updates, and the delivery and review of draft materials. Steve Whitman or Liz Kelly from our firm will attend all meetings, but we will ensure that other team members also participate in key meetings and conversations as needed. Between meetings, we will communicate directly with the

identified town representative(s). We envision the initial meeting with the town as a project kick-off session. At this meeting, we will work with representatives of Milford to refine the project scope and timeline as needed to make this project successful. This will also be a good opportunity to discuss early project tasks related to GIS mapping, and the inventory and analysis of existing resources. This initial meeting is also an opportunity to begin to think about how to best engage the public in this process over the course of the project.

Deliverables: Agendas, meeting materials, internal coordination documents

TASK 2: MAPPING AND ANALYSIS OF EXISTING CONDITIONS AND RESOURCES

To ensure the master planning process is informed by earlier studies and available data, we will begin with a thorough review of existing



plans, and GIS data. This will include collecting and analyzing municipal and regional data related to: Demographics, Housing, Transportation, Community Facilities and Services, Natural Resources, History and Heritage, Economy, Recreation, Existing Land Use, and any other relevant topics. We will then craft a summary of the findings for each topic so that they can serve as stand-alone profiles of key findings and data that will inform public engagement efforts, and can later be integrated into the Master Plan. This analysis of existing conditions will also help our team identify and understand the distinct resources, issues, and opportunities related to land use in Milford. This early work will also help us understand how Milford is connected internally and to the surrounding region by the various forms of infrastructure and natural resource networks. All of this will contribute to a shared understanding of the physical, natural, cultural, social, and economic resources of the community.

Deliverables: GIS maps, Existing Conditions Report

TASK 3: OUTREACH AND ENGAGEMENT

Given the desire for an engaging approach to master planning and community engagement, we see a variety of opportunities to inform and engage the public in this master planning process. These strategies will build on recent efforts in Milford and ensure the focus and direction of the plan satisfy the needs of residents and property owners. It is also an opportunity to generate buy-in and enthusiasm for Milford's future, and to engage a broader array of participants in the implementation of the Master Plan.

We have found that outreach efforts associated with master planning projects should utilize both conventional and alternative methods of engagement. This will provide greater flexibility over the project timeline and a variety of ways to participate. During the project kickoff meeting, we would like to begin identifying a range of outreach techniques that will be effective in Milford. Then, we will draft an outreach plan that

outlines the exact methods to be used and the timing of each throughout the project. We feel this should include a project webpage, regular print and digital communications on the status of the update process (including social media), and a project feedback form for anyone wishing to share information or ask questions along the way.

We suggest budgeting for a community forum, or topic specific focus groups that can be formatted as "community conversations" on the most critical topics or geographic areas in Milford, and a final report summarizing both the techniques used and the feedback collected. In other communities, we have found innovative ways to reach out to populations often excluded from these municipal planning projects. This may include children, seniors and aging populations, and those without access to technology. This is an issue of equity, a sound planning practice for any community, and a place where working groups could assist us. This will broaden the perspectives informing the planning process and will add richness and reality to the new Master Plan.

Deliverables: Outreach and engagement plan, promotional materials for digital and print use, public meeting agendas and materials, internal coordination documents

TASK 4: PLAN DEVELOPMENT AND DELIVERY

After the Existing Conditions Report is complete, and the majority of public outreach tasks have been completed, we will work with the town to draft clear goals, finalize a vision, and create a compatible future land use strategy that will guide the writing of the Plan and the identification of implementation actions. This final task will then focus on the further development of the data and text that will serve as the body of the Master Plan, and then the final formatting of the document.

This task includes the development of refined maps and data that can be incorporated into the identified Master Plan themes. A thematic approach will require us to synthesize the information and actions under the themes that

emerge specific to Milford. This will guide the creation of an engaging Master Plan and will guide future implementation efforts in Milford. The final document will be formatted and delivered using InDesign software so that it is both visually appealing and engaging. This is now the industry standard and will allow the town to share the final plan online, and as a printed document in key locations within the community. An executive summary document will be created once the Plan has been finalized. Electronic copies of all final documents will be delivered as PDF and InDesign files. All of these work products will be property of the Town of Milford. Unfortunately, we do not feel the existing scope and budget provide the capacity to fund the printing of hard copies of the final

Master Plan, but we are happy to discuss some alternatives if this is a priority for the town. We are very happy to assist the Planning Board with the public hearing process during the review and adoption of the final plan, and are happy to be in attendance to present materials and collect any feedback received.

Deliverables: PDF of final Plan, InDesign file of Plan, final GIS maps, other supporting products



RELEVANT PROJECTS AND REFERENCES



On the following pages, we have provided examples of recent Master Plan projects we have completed. For each we have included project references and encourage you to speak with our former clients as they have first-hand knowledge of our work.

MASTER PLAN UPDATE HAMPTON, NH

In 2022, Resilience Planning & Design assisted the coastal community of Hampton with an update of their Master Plan. Hampton is a complex, dynamic community with a population that triples during the summer months. Balancing seasonal and resident needs, prioritizing climate resilience, and addressing issues related to infrastructure, housing, and transportation were key aspects of this update. As part of this long-range planning initiative, an extensive visioning and outreach process was created to gather input on community desires, priorities, and issues. A project website and email list was developed; outreach materials were created to communicate planning and land use data through graphics; and a number of opportunities were coordinated for community members to submit feedback including a survey, public meetings, tabling, and a virtual community conversation series that took place during the COVID-19 pandemic and allowed for a deeper dive into Master Plan topics with break out groups and broad group discussion. In 2023, Our Town, Our Future won New Hampshire Planner's Association "Plan of the Year" award. To view the full Master Plan, please visit: <https://www.hamptonnh.gov/516/Town-of-Hampton-Master-Plan>

CLIENT REFERENCE

Jason Bachand, AICP, Town Planner
p: 603-929-5913

Town of Hampton, 100 Winnacunnet Road Hampton, NH 03842
e: jbachand@hamptonnh.gov



MASTER PLAN CHAPTER UPDATES

DOVER, NH

Resilience Planning and Design (RP&D) has assisted the City of Dover in the update of several Master Plan chapters over the last few years. The Stewardship of Resources chapter incorporates topics that span a range of “resources” that are critical components of Dover, making it a unique place to live in New Hampshire. Prior to this, our team assisted the City with an update of their Land Use Chapter. Our firm also worked with Dover to create context sensitive zoning for the City’s Central Business District (CBD) using a Form-Based Code. In 2019, we worked with the City to develop Urban and Architectural Design Guidelines for the CBD that focus on building form, design, massing, and streetscape. We incorporated several outreach and engagement strategies for the creation of the Architectural Design Guidelines including stakeholder interviews, a visual preference survey, and tabling at events. RP&D also recently worked with the City to update its Community Facilities and Utilities chapter and its Vision Chapter, which included a comprehensive outreach campaign and was branded “Distinctly Dover”. To view the Vision chapter, please visit: https://www.dover.nh.gov/Assets/government/city-operations/2document/planning/master-plan/Vision/Vision%20Chapter.%20Appendix_Adopted.pdf. To view the other Master Plan chapters, please visit: <https://www.dover.nh.gov/government/city-operations/planning/master-plan/index.html>

CLIENT REFERENCE

Donna Benton, AICP, Director of Planning and Community Development
 City of Dover, 288 Central Ave, Dover, NH 03820
 p: 603.516.6008 e: d.benton@dover.nh.gov



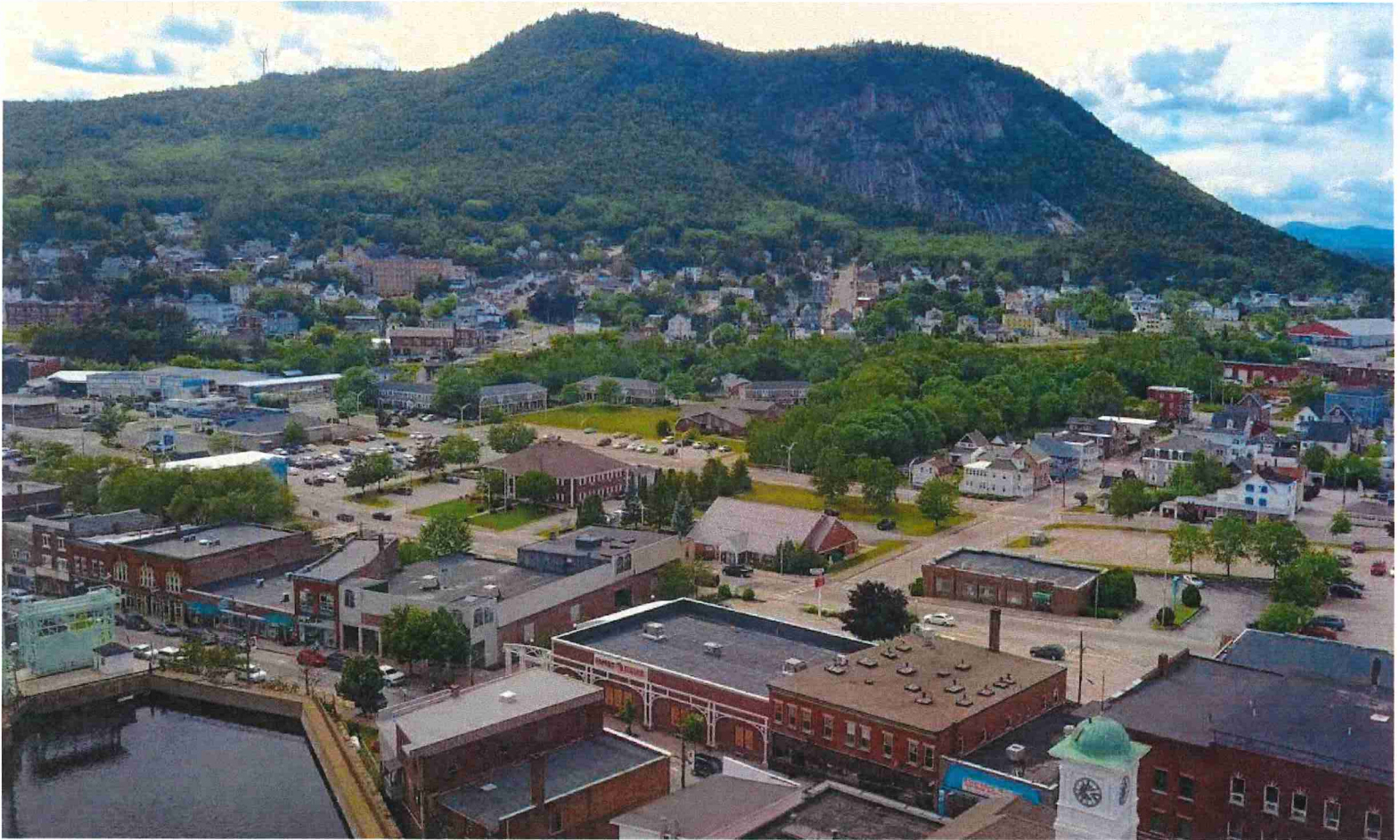
MASTER PLAN UPDATE AMHERST, NH

In 2021, Resilience Planning & Design (RP&D) partnered with the Town of Amherst, NH to update their 2010 Master Plan. Amherst is a small southern New Hampshire community with a distinct historic character, a legacy in land protection, and a commitment to multi-modal transportation. RP&D completed an extensive GIS spatial analysis of the community (that included a deeper dive into the community's water resource issues), coordinated diverse outreach and engagement strategies, and facilitated interactive visioning and future land use work sessions with a steering committee during this time. Envision Amherst 2035 is the newly developed master plan and is organized around three themes including 1) our shared resources, 2) a connected and resilient community, and 3) looking forward. A story map of this plan was developed to serve as a summary of the document to concisely communicate the vision and major components of the Plan. To view the Plan: <https://tinyurl.com/amherst-master-plan> and to view the Story Map: <https://storymaps.arcgis.com/stories/8bb64b192d354503aaf1440a0f127530>

CLIENT REFERENCE

Nic Strong, Community Development Director
p: (603) 673-6041 ext. 204

Town of Amherst, 2 Main Street Amherst NH 03031
e: nstrong@amherstnh.gov



MASTER PLAN UPDATE BERLIN, NH

In 2021, Resilience Planning and Design (RP&D) partnered with the City of Berlin to update their ten-year-old Master Plan. The City had undergone significant changes since 2010, including a growing outdoor recreation industry, emerging housing needs, aging building stock, and new business development and economic opportunities. The Master Plan is organized by the into six vision themes for Berlin that each have associated implementation actions. These themes are: 1) invest in public infrastructure, 2) improve community health and well-being, 3) revitalize the downtown and adjacent neighborhoods, 4) support and expand tourism and outdoor recreation industries, 5) broaden the tax base through development and redevelopment, and 6) preserve what makes Berlin special. These themes were articulated through the community engagement process, which included a survey, public meetings, focus group sessions, and a visioning workshop. An online contest was held for community members to submit ideas for a Master Plan name and the steering committee selected the winning title. The final Master Plan titled "From Trees, to Trails, To Thriving Community" was adopted in June, 2022. To view the Plan, please visit: <https://www.berlinnh.gov/planning-department>

CLIENT REFERENCE

Pamela Laflamme, Community Development Director
p: 603.752.8587

City of Berlin, 168 Main Street Berlin NH 03570
e: plaflamme@berlinnh.gov

CONSULTING SERVICE RATE STRUCTURE

The hourly rates for the proposed project team are below. On projects such as this we prefer to bill on a monthly basis.

PERSONNEL	HOURLY RATES
Steve Whitman, EdD, AICP	\$155
Liz Kelly	\$95
Zak Brohinsky	\$95
Crystal Kidd	\$70

PROPOSED BUDGET

As the proposed project scope indicates, the budget that supports this master planning project must accommodate the time spent by the consulting team researching, writing, presenting, and editing the plan materials. It also needs to support the communication with the staff and committee by phone, email, and at regular monthly meetings. The budget must also accommodate for the development and sharing of outreach materials, the organizing and hosting of events, and the synthesis of findings. Lastly, it supports the writing, formatting, and editing of the final document and submission to the town for adoption. Over the course of a year and a half this quickly adds up, but a clear and realistic budget is the best way we have found to support a community's plan update efforts.

Below is a draft budget by task based on the RFP and proposed scope of work, and we would welcome the opportunity to review this with the Town. A collaborative review allows us to tailor the scope and budget to your funding realities.

PHASE / TASK	FEE
Task 1: Project Management and Meetings <ul style="list-style-type: none"> Monthly meeting attendance by a Project Manager Regular communication and coordination with town staff and team members 	\$23,180
Task 2: Review, Analysis, and Assessment <ul style="list-style-type: none"> Tour of the community Research and profile drafting for nine topics GIS analysis and data creation Delivery of an Existing Conditions Report 	\$27,516
Task 3: Stakeholder Outreach and Engagement <ul style="list-style-type: none"> Review of earlier outreach results Development of a Community Outreach and Engagement Plan Public Forum or Focus Groups and Printing Costs Online meeting alternative for collecting feedback Fliers, website materials, social media, and other communications 	\$18,910
Task 4: Chapter Development and Delivery <ul style="list-style-type: none"> Refine Vision and Future Land Use Plan Identify Plan Elements Support the efforts of Working Groups Implementation Action Plan Assemble and Format Final Plan Plan Edits and Final Delivery 	\$30,390
TOTAL	\$99,996

RESUMES



Resumes for our team members are included on the following pages.

STEVE WHITMAN, EdD, AICP

Principal Planner & Project Manager



P: 603.381.1798

E: steve@resilienceplanning.net

VOLUNTEER ACTIVITIES

Board of Directors, Mill City Park; December 2018 – Present

Board of Directors, Root to Rise; January 2018 – October 2021

Alternate, Plymouth Planning Board; January 2015 – December 2021

Member, Plymouth Energy Commission; July 2007 – 2017

Board of Directors, Plymouth Area Renewable Energy Initiative; August 2006 – 2017

Board Member, Permaculture Association of the Northeast; March 2016 – 2018

Founding Member, American Planning Association Sustainable Community Planning Group; 2008 - Present

Planner of the Year, New Hampshire Planners Association; 2012

Eagle Scout, Boy Scouts of America

EDUCATION

EdD Learning, Leadership and Community.
Plymouth State University, Plymouth, NH; December 2018

M.S. Regional Planning. Concentration: Environmental Policy and Planning
University of Massachusetts, Amherst, MA; May 1998

B.A. Marine Affairs. Concentration: Coastal Zone Management. Minor: Zoology
University of Rhode Island, Kingston, RI; May 1995

Associates Degree: Liberal Arts. Concentration: Math and Science
Dean College, Franklin, MA; May 1993

CERTIFICATIONS

Permaculture Teacher Certification
Central Rocky Mountain Permaculture Institute, Basalt, CO; September 2009

Permaculture Design Certificate
Crystal Waters Ecovillage, Queensland, Australia; May 2008

PROFESSIONAL EXPERIENCE

Planning Consultant. Resilience Planning and Design LLC, Plymouth, NH; January 2014 – Present
Founder and Principal of this New Hampshire based planning, ecological design and education firm providing a range of services to clients with a commitment to a more resilient future.

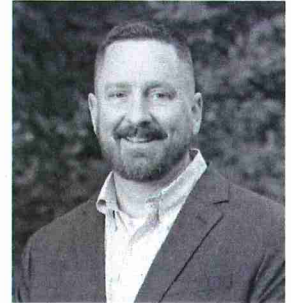
Sustainability Programs Coordinator & Teaching Lecturer. Plymouth State University, Plymouth, NH; January 2004 – May 2021
Contract staff for the Office of Environmental Sustainability. Currently teaching courses in Environmental Planning, Community Planning, Permaculture and Sustainability in the Social Science Department at the University. Developed and currently offering international field study courses focused on sustainability and permaculture.

Adjunct Professor. Colby Sawyer College, New London, NH; January 2011 – January 2018
Developed and co-taught the College's first Permaculture Design Course. Participants in these courses include Colby students, faculty, and members of the general public. Currently assisting the College with the development of a Community Based Sustainability major, and collaboration on projects in Franklin, NH.

Senior Planner. Jeffrey H. Taylor and Associates, Concord, NH; April 2003 – December 2013
Planning consultant offering facilitation and long range planning services. Projects included design charrettes, climate/energy projects, community and watershed scale master planning, policy audits, and natural resource based planning projects.

Principal Planner. Office of State Planning, Concord, NH; August 1999 – December 2003
Responsibilities included coordination and/or participation in major studies and projects dealing with smart growth land use issues in New Hampshire. Responsibilities also included planning the annual conference and other workshop opportunities for planners in New Hampshire; providing technical advice to municipalities and regional planning staff on land use planning related topics; preparing and coordinating the publication and distribution of technical bulletins; writing, administering, and coordinating contracts.

Regional Planner. Lakes Region Planning Commission, Meredith, NH; December 1997–August 1999
Provided technical planning assistance and workshops to Lakes Region Municipalities and other interested parties. Provided Circuit Rider Planning Assistance to the Town of Northfield, NH on a part-time basis.



ELIZABETH KELLY

Planner & Designer



P: 860.573.6458

E: liz@resilienceplanning.net

VOLUNTEER ACTIVITIES

Secretary, Plymouth
Community Garden. Sept.
2019 - Present.

Committee Member.
Permaculture Association of
the Northeast
2017 - 2021

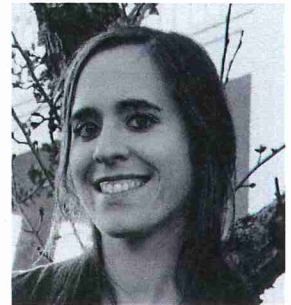
EDUCATION

M.S. Ecological Design
The Conway School of Landscape Design, Northampton, MA; June 2014

B.S. Interdisciplinary Studies: Sustainability and Ecological Design
Plymouth State University, Plymouth NH; May 2013

SKILLS AND EXPERTISE

- Digital Design: Adobe Creative Suite, Auto CAD
- Regional and Municipal Planning
- Permaculture and Ecological Design
- Community Resiliency
- Natural Resource Planning
- Placemaking



PROFESSIONAL EXPERIENCE

Project Planner. Resilience Planning & Design LLC. Plymouth, NH. July 2017 - Present.

- Develops municipal and regional planning documents for municipalities, coalitions, and non-profit organizations. Relevant project experience includes preparing comprehensive planning documents, open space and land conservation plans, housing studies, economic development plans, and site-level master plans.
- Manage community engagement and outreach processes for a variety of planning projects. Design print and digital outreach materials.
- Author and design layout of planning documents.

Teaching Lecturer. Plymouth State University. Plymouth, NH. February 2018 - May 2021

- Developed and taught curriculum for the following courses: Issues in Sustainability, Community Planning, Intro to Permaculture, and Advanced Permaculture Design.

Planner. Town of Bristol. NH. July 2017 - May 2018.

- Conducted plan review for site plan applications, subdivisions applications, etc.
- Provided technical assistance and support to local land use boards.
- Drafted land use regulations.
- Communicated planning processes and procedures to the public and applicants.
- Applied for and managed grants related to historic preservation and transportation planning.

Planning Technician. Southwest Regional Planning Commission. Keene NH. January 2016 - June 2017.

- Contributed to the authoring and design of numerous regional planning documents.
- Developed complete streets policies and accompanying design guidelines for municipalities.
- Coordinated complete streets demonstration projects in two communities.
- Managed a grant funded regional free bike rack program including outreach, budget management, and fostering relationships with funding recipients.
- Produced graphics, maps, promotional materials, plans, and publications for a variety of projects.

ZAK BROHINSKY

GIS Analyst



P: 860.559.1488

E: zak@resilienceplanning.net

VOLUNTEER ACTIVITIES

President of Board of Directors. Plymouth Area Renewable Energy. Mar. 2019 - Present.

Member of Board of Directors. Plymouth Area Renewable Energy Initiatives. Jan. 2015 - Present.

Advisory Committee. Local Foods Plymouth. May 2013 - Present.

EDUCATION

M.S. Conservation Biology & Planning. University of Massachusetts. Amherst, MA. 2011.

B.S. Cultural Ecology & Sustainability. Plymouth State University. Plymouth, NH. 2009.

ADDITIONAL TRAINING

Professional Certificate. Hazus-MH for Flood. FEMA Software. Emmitsburg, MD. April 2018.

PROFESSIONAL EXPERIENCE

GIS Technician. Resilience Planning & Design LLC. Plymouth NH. June 2019 - Present.

Provide GIS and technical support for planning projects with state, municipal, private and non-profit partners. Prepare maps and imagery, collect, process and analyze project data, and assist with facilitation of GIS and data-related topics during stakeholder engagement.

Adjunct Faculty. Plymouth State University. Plymouth NH. January 2013 - Present.

Develops and teaches undergraduate curriculum in GIS foundations and advanced topics with focus in applied land protection and environmental research projects.

Conservation Mapping & Field Specialist. Squam Lakes Conservation Society. Holderness, NH. July 2013 - Present.

Prepares baseline documents, maps, and all spatial needs related to land conservation transactions and maintains the geographic database for the Squam Lake Watershed.

GIS Specialist. Sobis, Inc. January 2017 - Present.

Provides geospatial and GIS expertise in the field of natural disaster risk management for domestic and international clients.

Contractor. Geolink. Rumney, NH. May 2015 - Present.

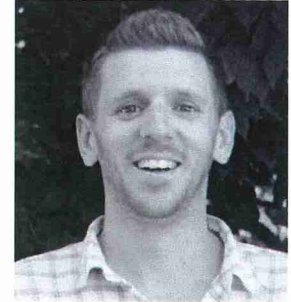
Prepares baseline documentation reports as part of land conservation transactions for regional conservation groups in the northeast. Prepare required maps and conduct data collection and field work for certified forestry operations in VT and NH.

Program Coordinator. Plymouth Area Renewable Energy Initiative. September 2011- 2014.

Organized, implemented, and marketed energy efficiency workshops throughout New Hampshire on behalf of state utilities. Acted as liaison between utilities to prioritize workshop locations.

Extension Research Assistant. NH Fish & Game Department. January 2011 - May 2011.

Assisted with the federally endangered Karner blue butterfly recovery plan by prioritizing properties and landowners to focus future conservation efforts.



CRYSTAL KIDD

Planner



P: 508-818-3570

E: crystal@resilienceplanning.net

EDUCATION

B.S. Environmental Policy
Plymouth State University. Plymouth, NH. 2020.

ADDITIONAL TRAINING

Professional Certificate. Invasive Species Plant Management. 2022.

PROFESSIONAL EXPERIENCE

Planner. Resilience Planning & Design LLC. Plymouth, NH.
March 2022 - Present.

- Analyzes and synthesizes data, studies, and other resources to summarize existing conditions for a variety of planning projects.
- Provides staff support for community engagement and outreach activities.
- Assists with project meeting facilitation.

Planning Technician. Town of Narragansett. Narragansett, RI.
February 2021- April 2022.

- Reviewed building plans and zoning permit applications to assure compliance with requirements such as bulk, placement, proximity to wetland/coastal features, and parking ratios with the Environmental Planning Specialist.
- Prepared staff reports and recommendations on special use permits and variances. Provided technical assistance and information to staff and the public in the administration of specific planning program areas or ordinances.
- Staffed the Narragansett Planning Board, Zoning Board, and Historic District Commission.
- Managed the Narragansett Adopt-a-Spot Program by writing promotional ads, processing adopter applications, assisting the adopter in the procedure of the Conservation Commission, Town Council, and state approvals.
- Assisted the Community Development Director in conducting public engagement focus group meetings for a parking study in Town.

Community Planning Intern. North Country Council. Littleton, NH.
May 2019 - August 2019.

- Completed culvert assessments for New Hampshire Department of Environmental Services in several towns.
- Entered culvert assessment data into GIS software to map the culverts that needed to be replaced due to low aquatic passage or structural damage.
- Worked on projects for NHDOT setting up traffic counts in several towns across the state.
- Worked on projects for NH Forest Service by doing parking lot assessments and entering data on GIS maps.
- Helped take inventory of transportation availabilities throughout the planning region.
- Used Microsoft excel to take inventory of historical markers throughout the planning region.
- Used Microsoft PowerPoint and Word to create fliers for specific towns in the planning region to help promote economic development.
- Worked closely with team members to deliver project requirements, develop solutions and meet deadlines.



4. a) 1) Donation to the Granite Town Rail Trail Revolving Fund from Faye Richey - \$500.00

MEMO

To: BOS and Kathy Townsend, Finance
From: Chris Costantino, Conservation Commission
Subject: Donations
Date: 11/27/2023
cc:

The Conservation Commission had received a gift from Faye Richey in the amount of \$500.00 for the Granite Town Rail Trail Revolving Fund. The gift will be accepted at the next Commission meeting.

Said funds are being transmitted herewith.

4. a) 2) Acceptance and Appropriations of Unanticipated Revenues under \$10K NH (RSA(31:95(b)))

Board of Selectmen
Agenda Date: 12/27/2023

Acceptance and Appropriation of Unanticipated Revenues Under \$10,000 (31:95(b))

Source	Amount	Purpose
American Online Giving Foundation (Employee's contributions from Autodesk)	\$100.00	General donation to the Milford Fire Department. The Fire Dept. wishes to designate the donation to the Fire Rescue Special Purpose Fund. See attached memo.

Acceptance of Gifts of Property Under \$5,000 (31:95(e))

None at this time.



Fire Department MEMORANDUM

TO: Finance, BOS

FROM: Milford Fire Department

DATE: 12/12/23

SUBJECT: Donation

The Milford Fire Department has received a donation of \$100.00 from American Online Giving Foundation, employees' contributions from Autodesk. We ask that you accept the donation, and apply to account #48149 Fire-Rescue Donations.

Regards,

A handwritten signature in black ink, appearing to be 'Kenneth Flaherty', written over a horizontal line.

Kenneth Flaherty
Chief of Department



Welcome to Benevity

Congrats on receiving funds through Benevity —
we hope they're the first of many!

Who is Benevity?

Benevity offers one of the world's largest **workplace giving platforms**, making it easier for companies and their millions of employees, retirees and customers to support nonprofits like yours.



Did you know?

Benevity has helped over 300,000 nonprofits raise billions of dollars, log millions of volunteer hours and be awarded over 1 million grants.

Why am I receiving this check?

At least one person who uses our platform contributed to your cause through their workplace giving program. Every month, we combine corporate and individual donations and grants from across our client community and send you one payment through our foundation partner, American Online Giving Foundation. That's why you've received this check today, and we hope there are lots more funds to come! Yes, they're legitimate and safe to deposit.

How does Benevity work?

Registered nonprofits like yours are added to our Benevity Causes Portal automatically from the Internal Revenue Service (US), Canada Revenue Agency (CAN) and other global nonprofit databases. We take this info and automatically create you a profile so that any of the companies and individuals who use our software to make donations, provide grants and volunteer can discover your organization and support you.

Once you've claimed your profile, you can:

- ✓ **Become eligible for more workplace giving programs** by completing our self-certification, which is an additional eligibility step required by many of our clients
- ✓ **Download donor reports** that include donor information, so you can thank them for their contributions
- ✓ **Receive your funds electronically** through automated clearing house payment/electronic funds transfer to save!
- ✓ **Create fundraising projects and volunteer opportunities** to engage supporters in new ways
- ✓ **Update your profile** with info you want to share with millions of users on our platform



Claim your profile
to access your
donor data

Next steps

1. Deposit your check.
2. Claim your profile on the Benevity Causes Portal at causes.benevity.org — it only takes five minutes.



Sign up for electronic payments

Get workplace giving donations and grants faster and more securely

No more checks means no more check fees on your next disbursement!

At Benevity, we want to maximize the funds you get and put to good use, so we cover check fees on your first two disbursements. After that, you'll see an administrative surcharge of either \$35 per check or 8% of the total, up to a maximum of \$125.

To avoid these fees, switch to electronic payments by automated clearing house payment/electronic funds transfer (ACH/EFT). It's quick to set up and you'll receive funds faster and more securely. And it's good for the environment!

Five reasons to switch to electronic payments

- It avoids lost checks.** Statistically, 4% of checks get lost or are never deposited. That works out to \$64 million in donations that would never have made it to causes last year if we had sent checks.
- It saves you money.** Checks are five times more expensive to receive and 10 times more expensive to send than ACH/EFT payments. You pay \$35 or 8% of the total each time you receive a check.
- It saves you time.** Each time you receive a paper check, you need to deposit it into your account and reconcile the transaction. Multiply that across hundreds, if not thousands, of checks per month, and that's a lot of time you could be spending elsewhere.
- It's more secure.** With ACH/EFT, funds are sent directly to your verified bank account and can be tracked from disbursement to receipt.
- It's predictable.** You will receive funds faster and on a predictable schedule, so you can plan ahead.

The no-check checklist	Check	ACH/EFT
Instant delivery of funds	✗	✓
Lower processing costs	✗	✓
Minimum donation amount before funds are disbursed	\$100	No minimum
Costs to charity per disbursement	Check fees of up to \$125, plus internal overhead costs and processing time (up to \$30 per check)	No check fee and reduced administrative cost



Set up electronic payments today

To receive future funds by ACH/EFT:

- Sign in to your Benevity Causes Portal profile at causes.benevity.org.
- Click Update Your Donation Payment Method in the left navigation.
- Follow steps to provide your banking information.

TOWN STATUS REPORT

December 27, 2023

1. Town Department Expenditure Reallocation Requests

Attached, please find the transfer request forms submitted by Department Heads exceeding \$10,000 for Board of Selectmen review. See attached master budget reallocation sheet and reallocation requests. The submission of the departmental transfer request forms (when applicable) will be submitted on a monthly basis for review and approval by the Board.

2. Waste Management Contract

The current 5 1/2 year waste management contract with Waste Management of New Hampshire, Inc. is set to expire December 31, 2023. The Public Works Department was recently provided an updated contract earlier this week for review and execution by the Board. (See attached 2018 contract and the proposed 2023 contract.) Under the terms of new contract, the Municipal Solid Waste hauling and disposal fee would increase from \$118 per ton to \$125 per ton in 2024. The monthly compactor rental was reduced from \$900 to \$450. The hauling and disposal fee for the Construction and Demolition Debris (Demo Debris) would increase from \$102 per ton to \$110 per ton in 2024. Based on actual expenditures from the past two years, the 2024 proposed budget for the Trash Disposal Budget (\$300,000) and Demo Disposal Budget (\$170,009) would fully fund the increased rates.

Typically, this type of contract would be sent out to bid. However, given the timing of the expiration of the existing contract, the Board should consider executing a shorter term (1 year) contract and then determine if the Town should issue an Request for Proposal to solicit qualified waste management companies. Staff contacted the current company and they have agreed to amend the 2024 contract to allow a one year contract with the option to extend an additional 4 years using the rates listed. (Revised contract to be provided prior to the December 27, 2023 meeting).

3. Third Party Payroll Services Request for Proposal

At the December 11, 2023 meeting, the Board of Selectmen meeting was provided a draft Request for Proposal to outsource payroll services to a third party company. The purpose and intent would be to better understand if cost savings and improved operational efficiencies could be achieved by outsourcing the town's payroll processes to a third party. The Board asked staff to contact payroll companies directly to provide general costs for payroll and human resource services. Staff continues to interview companies who currently provide services for the public and private sectors. The initial limited respond identify some potential human resources and finance operational efficiencies. We will continue to apprise the Board accordingly.

4. Wadleigh Memorial Library – Memorandum of Understanding

The Library Trustees submitted a Memorandum of Understanding (MOU) for review and consideration between the Wadleigh Memorial Library Board of Trustees (LBOT) and the Town of Milford Board of Selectmen (BOS) to document the understanding of the parties regarding their respective roles in maintaining and running the Library. (See attached draft MOU)

The MOU is not intended by either party to constitute an enforceable contract, but rather sets forth the roles and responsibilities of the parties. Either party may withdraw from or ask for revisions to this MOU at any time. However, understanding that the ability of the parties to meet their joint goals depends in part on the availability of adequate funding through the annual budget, the parties agree to request any changes to the MOU sufficiently prior to the date that the budget for the following year has been set to allow for changes while maintaining budgeted items that were agreed upon in the previous budget year.

The defined responsibilities identified responsibilities stated in the MOU will require some reallocation of the funds from the Library budget to Public Works related to utilities and building/property maintenance. The following line items will be become part of the Public Works Department 2024 Budget:

Library - Purchased Services

43002-541000 ELECTRICITY	\$21,600
43002 - 541100 - HEAT & OIL	\$8,400
43002 - 541200 – WATER	\$900
43002 - 541300 – SEWER	\$900
43002 - 543300 - CONTRACTUAL-BLDS	\$10,000

The Staff has reviewed the MOU and found no major issues and finds that the document accurately articulates and further clarifies the responsibilities for maintaining the library and property. Barring concerns/comments raised by the Board, I would recommend that the Board consider signing the MOU and reallocation the budget amounts highlighted above.

5. Board, Commission, Committee Volunteers

The Town is actively seeking volunteers seeking to serve on the various boards, commissions, and committees. The following is a listing of current vacancies:

- Board of Adjustment 2 Alternate Positions
- Conservation Commission 2 Alternate Positions
- Economic Development Advisory Council TBD (January 2024)
- Recycling Committee 1 Full Time Position
- Planning Board 2 Alternate Positions

If you are interested in applying, please contact the Administration Office or visit the Town website at www.milford.nh.gov and download /complete the volunteer application.

5. 1).Town Department Expenditure Reallocation Request

Town of Milford
Budget Expenditure Police Analysis
Prepared: December 22, 2023

Department	Transfer FROM		Amount	Transfer TO		Amount	Approvals			
	A/C #	Account Description		A/C #	Account Description		Dept. Head	Finance	T.A.	BOS
Ambulance	12102-563800	Gasoline	8,441.24	12102-543200	Contractual-Vehicles	6,941.24	12/4/2023	12/4/2023	12/5/2023	N/A
Ambulance				12102-561031	Technical Supplies	1,500.00	12/4/2023	12/4/2023	12/5/2023	N/A
TC/Elections	11102-511000	Wages	23,000.00	11112-561000	Election Supplies	26,000.00	12/5/2023	12/5/2023	12/5/2023	
TC/Elections	11102-559000	Other Contract Svcs	3,000.00				12/5/2023	12/5/2023	12/5/2023	
I.T.	11232-534220	Comp/Software Support	7,000.00	11232-574020	Computers/Peripherals	7,000.00	12/6/2023	12/6/2023		
MPD	12002-511201	Wages-AFSCME	25,140.36	12002.O-514201	Wages-O.T. Patrol	25,140.36	12/1/2023	12/1/2023		
MPD	12002-511201	Wages-AFSCME	13,447.62	12002.O-514200	Wages-O.T. Sgt	13,447.62	12/1/2023	12/1/2023		
MPD	12002-511201	Wages-AFSCME	7,437.29	12002.S-514200	Wages-O.T.	7,437.29	12/1/2023	12/1/2023		
MPD	12002-519050	Wages-AFSCME Education Allow	5,172.12	12002-519040	Wages-Sgt Edctn Allow	5,172.12	12/12/2023	12/12/2023		
DPW	11702-539100	Training-Staff	440.00	11702-543615	Tree Maint	7,505.19	12/4/2023	12/5/2023		
DPW	11702-543200	Contractual Vehicles	1,601.00	11702-541200	Water	29.64	12/4/2023	12/5/2023		
DPW	11702-563800	Gas	5,747.17	11702-563100	General Supply	124.84	12/5/2023	12/5/2023		
DPW				11702-568200	Tools/Supplies	128.50	12/5/2023	12/5/2023		
DPW	11702-51400	Wages-O.T.	1,542.14	11702-512000	Wages-P.T.	3,587.98	12/5/2023	12/5/2023		
DPW	11702-54300	Contractual General	2,045.84				12/5/2023	12/5/2023		
DPW	13502-563600	Supplies Propperty	369.41	13502-549000	Other Property Svcs	3,968.98	12/5/2023	12/5/2023		
DPW	13502-563760	Fencing	3,550.00	13502-561021	Pool Supplies	4,933.20	12/5/2023	12/5/2023		
DPW	13502-563800	Gas	4,000.00	13502-563100	Supplies/Equip	917.90	12/5/2023	12/5/2023		
DPW	13502-563900	Diesel	1,519.81				12/5/2023	12/5/2023		
DPW	13502-568100	First Aid	380.86				12/5/2023	12/5/2023		
DPW	13502-539100	Training	1,500.00	13502-541200	Water	3,400.64				
DPW	13502-543100	Contractual Equip	1,046.50	13502-541300	Sewer	225.45				
DPW	13502-543615	Tree Maint	5,000.00	13502-543600	Contractaul Property	1,495.32				
DPW	13502-561000	General Supply	1,484.18	13502-544600	Rental-Lavatories	5,765.00				
DPW	13502-561020	Landscaping	1,637.46							
DPW	13502-563300	Supplies Building	218.27							
DPW	12902-51100	Wages-F.T.	4,465.03	12902-514000	Wages-O.T.	4,465.03				
DPW	12902-543680	Trash Disposal	12,129.69	12902-549000	Other Property Svcs	9,637.75				
DPW				12902-543200	Contractual Vehicles	2,491.94				
DPW	12702-543635	Crack Seal	8,826.42	12702-555000	Printing	624.00				
DPW				12702-561000	General Supply	7,383.98				
DPW				12702-562000	Office Supplies	651.93				
DPW				12702-563100	Supplies & Equip	166.51				
DPW	12702-543630	Resurfacing	49,534.55	12702-563680	Drainage	20,288.84				
DPW				12702-563690	Sign/Street Signs	7,931.28				
DPW				12702-563700	Plow Repairs	5,981.81				
DPW				12702-568200	Tools/Supplies	10,016.29				
DPW				12702-574000	Machinery/Equip	5,316.33				

DPW	12602-512000	Wages-P.T.	11,810.81	12602-535100	Alchol/Drug Testing	2,158.00			
DPW				12602-536100	Laundry	669.03			
DPW				12602-562000	Office Supplies	3,478.49			
DPW				12602-568300	Clothing/Uniforms	5,505.29			
DPW	12702-543630	Resurfacing	102,901.14	12702-514000	Wages-O.T.	61,583.30			
DPW	12702-			12702-543200	Contractual Vehicles	20,904.60			
DPW	12702-			12702-563200	Maint Sppls Vehicles	5,395.15			
DPW	12702-			12702-563630	Gravel	1,944.47			
DPW	12702-			12702-563640	Stone	11,724.54			
DPW	12702-			12702-563670	Traffic Paint	1,349.08			
DPW	11602-563600	Supplies Propperty	4,740.40	11602-512000	Wages-P.T.	1,520.00			
DPW	12902-543680	Trash Disposal	14,354.01	11602-514000	Wages-O.T.	5,928.00			
DPW	12702-			11602-541000	Electricity	11,320.95			
DPW	12702-			11602-541200	Water	158.11			
DPW	12702-			11602-541300	Sewer	167.35			
DPW	12902-543680	Trash Disposal	26,360.81	11602-563100	Supplies/Equip	178.76			
DPW				11602-563300	Supplies Building	9,305.13			
DPW				11602-563350	Custodial Supplies	8,583.60			
DPW				11602-543300	Contractual Buidlins	8,293.32			

325,402.89

325,402.89



TOWN OF MILFORD

BUDGET TRANSFER REQUEST FORM

DATE: 12/4/2023 DEPT: Ambulance

SUBMITTED BY: Eric Schelberg

FROM:

ORG/OBJECT	DESCRIPTION	AMOUNT
12102-563800 (Gasoline)	under-expenditure	\$7,000.00 6,941.24
12102-563800 (Gasoline)	under-expenditure	\$1,500.00

TOTAL : \$8,500.00

TO:

ORG/OBJECT	DESCRIPTION	AMOUNT
12102-543200 (Contractual-Vehicles)	Ambulance maintenance: transmission replacement; crank case sensor & alternator replacement	\$6,941.24
12102-561031 (Technical Supplies)	\$5000 reduction in original proposed budget	\$1,500.00

TOTAL : \$8,441.24

REASON FOR TRANSFER:

Use of under-expended funds to bring over-expended line-item to within budgeted amount - Contractual-Vehicles and bring Technical Supplies to \$4,000 over-expenditure.

APPROVAL:

Town Admin - James Papp
[Signature] 12/8/23

FOR FINANCE USE ONLY:

DATE _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY# _____



**TOWN OF MILFORD
BUDGET TRANSFER REQUEST FORM**

DATE: 12/5/23 DEPT: Town Clerk
 SUBMITTED BY: Jan Dargie

FROM:

ORG/OBJECT	DESCRIPTION	AMOUNT
11102 - 511000	Wages	23,000
11102 - 559000	Other Contracted Services	3,000

TOTAL : \$0.00

TO:

ORG/OBJECT	DESCRIPTION	AMOUNT
11112 - 561000	Election Supplies	23,000
11112 - 561000	Election Supplies	3,000

TOTAL : ~~\$0.00~~ 26,000

REASON FOR TRANSFER:

money needed to purchase Election Equipment

APPROVAL:

[Signature] Town Admin 12/5/23 _____
[Signature] 12/5/23 _____

FOR FINANCE USE ONLY:

DATE _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY# _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/6/2023 DEPT: I.I. Department

SUBMITTED BY: Bruce Dickerson

FROM:

ORG/OBJECT	DESCRIPTION	AMOUNT
534220	COMPUTER/SOFTWARE SUPPORT	\$7,000.00
	Note: This line item had an overage created by the new Permitting Software that was not installed.	

TOTAL : \$7,000.00

TO:

ORG/OBJECT	DESCRIPTION	AMOUNT
574020	COMPUTERS & PERIPHERALS	\$7,000.00

TOTAL : \$7,000.00

REASON FOR TRANSFER:

1. Replaced about 15 town PCs (all "used" from Amazon & eBay).
 2. Replaced one of our two main backup servers.
 3. Replaced about 10 monitors and added 2nd monitors to about 7 users.

APPROVAL:

[Signature] 12/6/23

[Signature] 12/8/23

FOR FINANCE USE ONLY:

DATE _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY# _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/01/2023 DEPT: Police Department

SUBMITTED BY: Chief Michael J Viola

FROM:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002-511201	Wages-F/T (AFSCME Union)	\$25,140.36

TOTAL : \$25,140.36

TO:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002.O-514201	Wages OPS-Overtime Patrol	\$25,140.36

TOTAL : \$25,140.36

REASON FOR TRANSFER:

Respectfully request to transfer \$25,140.36 from ORG/OBJECT #12002-511201 to ORG/OBJECT #12002.O-514201. ORG/OBJECT #12002.O-514201 has been overspent due to the ongoing personnel shortage that our department has and the need to provide Officer Safety and adequate coverage of Officers on Patrol Shifts and Grant Related Patrols.

APPROVAL:
[Signature] 12/1/23
[Signature] 12/5/23

FOR FINANCE USE ONLY:
 DATE _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY# _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/01/2023 DEPT: Police Department

SUBMITTED BY: Chief Michael J Viola

FROM:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002-511201	Wages - F/T (AFSCME Union)	\$13,447.62

TOTAL : \$13,447.62

TO:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002.0-514000	Wages-Overtime-Sergeants	\$13,447.62

TOTAL : \$13,447.62

REASON FOR TRANSFER:

Respectfully request to transfer \$13,447.62 from ORG/OBJECT #12002-511201 to ORG/OBJECT #12002.0-514000, ORG/OBJECT #12002.0-514000 has been overspent due to the ongoing personnel shortage that our department has and the need to provide Officer Safety and adequate coverage of Officers on Patrol Shifts and Grant Related Patrols.

APPROVAL:
[Signature] 12/5/23
[Signature] 12/5/23

FOR FINANCE USE ONLY:

DATE _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY# _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/01/2023 DEPT: Police

SUBMITTED BY: Chief Michael J Viola

FROM:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002-511201	Wages-F/T (AFSCME Union)	\$7,437.29

TOTAL : \$7,437.29

TO:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002.S-514000	Wages-Overtime	\$7,437.29

TOTAL : \$7,437.29

REASON FOR TRANSFER:

Respectfully request to transfer \$7,437.29 from ORG/OBJECT #12002-511201 to ORG/OBJECT #12002.S-514000. ORG/OBJECT #12002.S-514000 has been overspent due to the ongoing personnel shortage that our department has and the need to provide Officer Safety and adequate coverage of Officers on Patrol Shifts and conducting ongoing criminal investigations.

APPROVAL:

[Signature] 12/1/23
[Signature] 12/4/23

FOR FINANCE USE ONLY:

DATE _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY# _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/12/2023 DEPT: Police Department

SUBMITTED BY: Chief Michael J Viola

FROM:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002-519050	Wages-AFSCME Education Allowance	\$5,172.12

TOTAL : \$5,172.12

TO:

ORG/OBJECT	DESCRIPTION	AMOUNT
12002-519040	Wages-SGTS Education Allowance	\$5,172.12

TOTAL : \$5,172.12

REASON FOR TRANSFER:

Respectfully request to transfer \$5,172.12 from ORG/OBJECT #12002-519050, (Wages - AFSCME Education Allowance) to ORG/OBJECT #12002-519040, (Wages-SGTS Education Allowance). ORG/OBJECT #12002-519040 is overspent \$5,172.12, which is due to no funding in this line item. The funds for ORG/OBJECT 12002-519040 are being covered under ORG/OBJECT #12002-519050, (Wages - AFSCME Education Allowance).

APPROVAL:

[Signature] 12/12/23
[Signature] 12/12/23

FOR FINANCE USE ONLY:

DATE _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY# _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/4/23 DEPT: DRW CEMENTENCES

SUBMITTED BY: KEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11702-539100	TRAINING/STAFF	440.-
11702-543200	CONTRACTUAL VEHICLES	1601.-
11702-563800	GAS	5747.17

TOTAL ^{\$} 7788.17

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11702-543615	TREE MAINTENANCE	7505.19
11702-541200	WATER	29.64
11702-563100	GENERAL SUPPLY	124.84
11702-568200	TOOLS/SUPPLIES	128.50

TOTAL ^{\$} 7788.17

REASON FOR TRANSFER:

TOOK DOWN TREES IN CEMETERY THAT WERE BAD. USED UP MOST OF MONEY. WANTED TO INCREASE TREE ITEM BUT WAS REMOVED

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23

[Signature] 12/6/23

FOR FINANCE USE ONLY:		
DATE: _____	ENTERED BY: _____	BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/4/23 DEPT: DPW CEMETERIE

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11.702-514000	OUGN TIME WAGES	1542.14
11.702-543000	CONTRACTOR GENERAL	2045.84

TOTAL ^{\$} 3587.98

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11.702-512000	PART TIME WAGES	3587.98

TOTAL ^{\$} 3587.98

REASON FOR TRANSFER:

OUGN ON PART TIME, ASKED FOR \$10,000. WAS GIVEN \$5,000.

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/9/23
[Signature] 12/10/23

FOR FINANCE USE ONLY:

DATE: _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY#: _____

2/2



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: Open Parks

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
13502-563600	SUPPLIER PROPERTY	369.41
13502-563760	FENCING	3550.-
13502-563800	GASOLINES	4000.-
13502-563900	DIESEL	1519.81
13582-528100	FRUIT AID	380.00
TOTAL		9820.08

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
13562-549000	OTHER PROPERTY SERV.	3968.98
13502-561021	POOL SUPPLY	4933.20
13502-563100	SUPPLIES / EQUIPMENT	917.90
TOTAL		9820.08

REASON FOR TRANSFER:

POOL SUPPLIER HAS GONE UP. HAD TO REPLACE ALL PIPES AROUND KID POOL AND CONCRETE WALK FOR HAD FROZEN AND CRACKS ALL PLAST TWO YEARS AGO. HAD TO EXCAVATE FLOOR INSIDE POOL HOUSING AND REPAIR SEWER LINES IN POOL HOUSING.
HAS REMAINED ESTIMATED OUTLET, SEWER LINE FROM VANDALISM.

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23 _____
[Signature] 12/6/23 _____

FOR FINANCE USE ONLY:		
DATE: _____	ENTERED BY: _____	BUDGET TRANSFER JOURNAL ENTRY#: _____

1/2



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: Open Parks.

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
13502-539100	TRAINING.	1500.-
13502-543100	CONTRACTUAL EQUIPMENT	1046.50
13502-543615	TREE MAINTENANCE	5000.-
13502-561000	GRASSY/L. SUPPLY	1486.10
13502-561020	LANDSCAPE SUPPLIES.	1637.46
13502-563300	SUPPLIES BUILDINGS.	218.27
		TOTAL \$ <u>10,886.41</u>

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
13502-541200	WATER	3400.64
13502-541300	SEWER	225.45
13502-543600	CONTRACTUAL PROPERTY	1495.32
13502-544600	RENTAL LAUNDRY	5765.-
		TOTAL \$ <u>10,886.41</u>

REASON FOR TRANSFER:

WATER & SEWER COST HIGHER THAN ANTICIPATED. CONTRACTUAL PROPERTY WAS
LOWEDED BY HALF. LAUNDRY (WOOD) OF BROWN FIRM IF NOT LOWEDED
TREES WENT OVER USED AT RIVER SIDE. CEMETERY

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23
[Signature] 12/6/23

FOR FINANCE USE ONLY:

DATE: _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: DPW SOLID WASTE

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
<u>12902-511000</u>	<u>Full Time</u>	<u>4465.03</u>

TOTAL \$ 4465.03

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
<u>12902-514000</u>	<u>WAGE/OVER TIME</u>	<u>4465.03</u>

TOTAL \$ 4465.03

REASON FOR TRANSFER:

WANTED LAST YEAR COST OF \$5958 WAS CUT TO \$2500.-
OVERTIME IS USED FOR 2 EMPLOYEES TO ROW.
WAS TOLD ALSO THAT FINANCE WILL DO PAYROLL FOR ALL INPTS.
FULL TIME IS 2.1% IN BACK FEEL I CAN TAKE FROM IT
LEAVES ALL MONEY TRANSFER IN PAYROLL ITEM.

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/9/23 _____
[Signature] 12/12/23 _____

FOR FINANCE USE ONLY:		
DATE: _____	ENTERED BY: _____	BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: DPW SOLID WASTE

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12902-543680	TRASH DISPOSAL	12,129.69

TOTAL \$ 12,129.69

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12902-549000	OTHER PROPERTY RELATED SERV.	9637.75
12902-543200	CONSTRUCTION VEHICLES	2,491.94

TOTAL \$ 12,129.69

REASON FOR TRANSFER:

CONSTRUCTION VEHICLES WAS COMPLETELY SPENT 21,078 LAST YEAR.
OTHER PROPERTY RELATED SERV. WAS CUT IN HALF.

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23 _____
[Signature] 12/5/23 _____

FOR FINANCE USE ONLY:

DATE: _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: DPW Highway

SUBMITTED BY: LEO HESSAND

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12702-543635	CRACK SEAL	8826.42

TOTAL 8826.42

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12702-555000	PRINTING	624.00
12702-561000	GENERAL SUPPLIES	7,383.98
12702-562000	OFFICE SUPPLIES	651.93
12702-563100	SUPPLIES & EQUIPMENT	166.51

TOTAL 8826.42

REASON FOR TRANSFER:

LAST YEAR SPENT \$23,766 LINE WAS CUT TO 6000. -
TOOK FROM CRACK SEALING, ONLY USED HALF FOR I KNOW WE WERE
GOING TO START REPAIRS LOW ON FUNDS.

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23

[Signature] 12/13/23

FOR FINANCE USE ONLY:		
DATE: _____	ENTERED BY: _____	BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: DPW HIGHWAY

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12702-543630	RESURFACING	46,534.55

TOTAL \$ 46,534.55

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12702-563680	DRAINAGE MATERIALS	29,288.84
12702-563690	SIGN/STREET MARKING SUPPLIES	7931.28
12702-563700	PLow DAMAGE	5981.81
12702-568200	TOOLS/SUPPLIES	19,016.29
12702-574000	MACHINERY/EQUIPMENT	5316.33

TOTAL \$ 46,534.55

REASON FOR TRANSFER:

IS CONTINUATION OF PRIOR PAGE. ITEMS WERE CUT LOWER THAN
ASKED FOR. HAD BAD EMERGENCY WITHOUTS THROUGHT OUT TOWN
FOR REPAIR.

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23

[Signature] 12/8/23

FOR FINANCE USE ONLY:

DATE: _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/4/23 DEPT: DPW ADMIN

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12602-512000	PART TIME WAGES	11,810.81

TOTAL \$ 11,810.81

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12602-535100	ALCOHOL/DRUG TEST.	2158. -
12602-536100	LAUNDRY	669.03
12602-562000	OFFICE SUPPLY	3478.49
12602-568300	CLOTHING/UNI FORMS	5505.29

TOTAL \$ 11,810.81

REASON FOR TRANSFER:

NOW THAT WE GET TESTED, WILL INCREASE QUANTITY. HAD FEWER PEOPLE HAD PEOPLE TESTED THAT DIDN'T LAST.
LAUNDRY PRICE HAS GONE UP.
OFFICE SUPPLY SOFTWARE FOR ENGINEER.
UNIFORMS WANTED \$11,000 WAS GIVEN \$5000 IN 2022 USED \$600. -

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23
[Signature] 12/6/23

FOR FINANCE USE ONLY:		
DATE: _____	ENTERED BY: _____	BUDGET TRANSFER JOURNAL ENTRY#: _____

1/2

TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM



DATE: 12/5/23 DEPT: DPCW Highway

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12 702-543630	RESURFACING	102,901.14

TOTAL \$ 102,901.14

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12702-514000	OVERTIME	61,583.30
12702-543200	CONTRACTUAL VEHICLES	20,904.60
12702-563200	MAINT. SUPPLIES VEHICLES	5395.15
12702-563630	GRAVEL	1944.47

12702-563640 STONE 14,724.54
 12702-563670 TRAFFIC PAINT 1349.08

TOTAL \$ 102,901.14

REASON FOR TRANSFER:

OVERTIME WAS CUT DOWN, CONTRACTUAL VEHICLES WAS CUT BY ADMIN.
GRAVEL, STONE WAS CUT BY ADMIN. WAS TOLD TAKE FROM RESURFACING
IF GO AHEAD.

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23

[Signature] 12/6/23

FOR FINANCE USE ONLY:

DATE: _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: DPW BUILDING

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
12902-543680	TRASH DISPOSAL	26,360.81

TOTAL \$ 26,360.81

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11602-563100	SUPPLIES & EQUIPMENT	178.76
11602-563300	SUPPLIES & BUILDING	9,305.13
11602-563350	CUSTODIAL SUPPLIES	8583.60
11602-543300	CONTRACTUAL BUILDING	8293.32

TOTAL \$ 26,360.81

REASON FOR TRANSFER:

CONTRACTUAL SUPPLY EQUIPMENT, SUPPLIES FOR BUILDINGS, BUILDING CUSTODIAL
WERE O OUT TO USE ALL COMBINED IN SUPPLIES PROPERTY, BUT MONEY WAS NOT
BROUGHT OVER BY ADMIN. CONTRACTUAL BUILDING WAS DROPPED
HAD MORE BUILDING ISSUES THAN ADMIN ANTICIPATED

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23

[Signature] 12/6/23

FOR FINANCE USE ONLY:

DATE: _____ ENTERED BY: _____ BUDGET TRANSFER JOURNAL ENTRY#: _____



TOWN OF MILFORD BUDGET TRANSFER REQUEST FORM

DATE: 12/5/23 DEPT: DPW BUILDING

SUBMITTED BY: LEO LESSARD

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11602-563600	Supply Property	4740.40
12902-543680	TRASH DISPOSAL CONTRACT	14,354.01

TOTAL 19,094.41

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11602-512000	Part Time Wage	1520.-
11602-514000	Over Time Wage	5928.-
11602-541000	ELECTRICITY	11,320.95
11602-541200	WATER	158.11
11602-541300	SEWER	167.35

TOTAL 19,094.41

REASON FOR TRANSFER:

OVER TIME CUT IN HALF LAST YEAR. Hired Part Time Person To Help
Relieve OVE-TIME. Part Time line was cut in half by Admin. For we
Didn't have part time person in place. But all knew I was going
to hire person.
Electricity had big increase

BOARD OF SELECTMEN APPROVAL:

[Signature] 12/5/23 _____
[Signature] 12/4/23 _____

FOR FINANCE USE ONLY:		
DATE: _____	ENTERED BY: _____	BUDGET TRANSFER JOURNAL ENTRY#: _____

AMENDMENT ONE

SOLID WASTE COLLECTION SERVICES TRANSFER STATION OPERATING AGREEMENT
 BETWEEN
 WASTE MANAGEMENT OF NEW HAMPSHIRE, INC.
 AND
 TOWN OF MILFORD, NEW HAMPSHIRE

This Amendment (Amendment One), is by and between the Town of Milford, New Hampshire ("Town") and Waste Management of New Hampshire, Inc. ("Contractor").

WHEREAS, an Agreement was made on the 5th day of April, 2011, effective the 1st day of July, 2011; and

WHEREAS, the Town and Contractor are seeking to extend and further amend the Agreement as specified herein; and

NOW, THEREFORE, in consideration of the mutual covenants, undertakings and promises set forth herein, the Town and Contractor do hereby agree as follows:

Section 1. DEFINITIONS., 1.2 Disposal Facility shall be deleted in its entirety and replaced with the following:

"Shall mean Wheelabrator Concord Company, L.P., contingent on Wheelabrator's acceptance of Town's solid waste delivered by Contractor, and/or, a permitted solid waste facility that is owned and operated by Contractor or its affiliates."

Section 2. TERM. The Term shall be extended through December 31, 2023.

Section 3. COMPENSATION. Shall be revised effective July 1, 2018 to reflect the total charges each year to the Town for the service payable according to the following schedule. The remainder of Section 3 remains unchanged.

MSW T&D Rate Schedule

Year	MSW T&D Rate Per Ton	Compactor Rental Fee Per Month
July 1, 2018- December 31, 2018	\$ 98.38	\$ 900.00
January 1, 2019- December 31, 2019	\$ 100.00	\$ 900.00
January 1, 2020- December 31, 2020	\$ 105.00	\$ 900.00
January 1, 2021- December 31, 2021	\$ 110.00	\$ 900.00
January 1, 2022- December 31, 2022	\$ 114.00	\$ 900.00
January 1, 2023- December 31, 2023	\$ 118.00	\$ 900.00

*Compactor rental fee is for two stationary compactor units.

Demo Rate Schedule

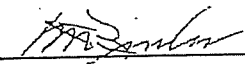
Year	Demo Rate Per Ton	Demo Haul Rate Per Haul
July 1, 2018 - December 31, 2018	\$ 83.62	\$ 212.77
January 1, 2019- December 31, 2019	\$ 88.00	\$ 214.00
January 1, 2020- December 31, 2020	\$ 93.00	\$ 219.00
January 1, 2021- December 31, 2021	\$ 96.00	\$ 226.00
January 1, 2022- December 31, 2022	\$ 99.00	\$ 233.00
January 1, 2023- December 31, 2023	\$ 102.00	\$ 240.00

This Amendment One shall be effective as of the date of signing by the Board of Selectmen as set forth below.

All terms and conditions of the Agreement, except those expressly modified by this Amendment One, remain unchanged and in full force and effect.

IN WITNESS WHEREOF, the parties have caused this Amendment One to be executed by their respective authorized officers or agents on the date set forth below.

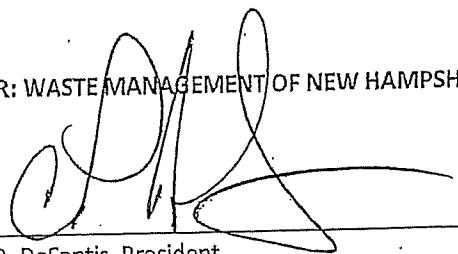
TOWN OF MILFORD, NEW HAMPSHIRE, BOARD OF SELECTMEN



Mark Bender, Town Administrator
Authorized Agent

Date: 5/15/2018

CONTRACTOR: WASTE MANAGEMENT OF NEW HAMPSHIRE, INC.



Christopher P. DeSantis, President

Date: 5.18.18

SOLID WASTE COLLECTION SERVICES TRANSFER STATION OPERATING AGREEMENT

This Agreement entered into _____, 2011, by and between the **Town of Milford**, New Hampshire (referred to as "Town"), a Municipal corporation, organized under the laws of the State of New Hampshire, whose principal place of business is 1 Union Square, Milford, New Hampshire 03055 and **Waste Management of New Hampshire, Inc.**, a Connecticut Corporation, (referred to as "Contractor"), whose principal place of business is 26 Liberty Drive, Londonderry, New Hampshire 03053.

When this Agreement refers to the "Contractor" it includes the Contractor's employees and agents. The subject of this Agreement is the disposal and hauling of solid waste from the Town of Milford Transfer Station.

WHEREAS, the Town owns certain real property and equipment necessary to operate and manage a solid waste transfer station ("Transfer Station"); and

WHEREAS, the Contractor owns and operates a sanitary landfill, separation facility, and/or material recovery facility in accordance with applicable laws of the State of New Hampshire; and

WHEREAS, the Contractor is in the business of collecting and transporting for ultimate disposal or processing solid waste; and

WHEREAS, the Town desires to engage Contractor to collect solid waste at the Transfer Station for transportation to designated processing facilities; and.

WHEREAS, the Board of Selectmen are authorized to execute this Agreement pursuant to local and state regulations.

NOW THEREFORE, in consideration of the mutual covenants, undertakings and promises of the Town and Contractor as set forth herein, the Town and Contractor do hereby covenant, promise and agree as follows:

1. DEFINITIONS

1.1 Transfer Station. Shall mean the solid waste and recycling facility duly authorized by the State of New Hampshire to operate said facility located within the Town boundaries of Milford, New Hampshire and for the ultimate transport by the Contractor.

1.2 Disposal Facility. Shall mean a permitted solid waste disposal facility that is owned and operated by Contractor or its affiliates including: Wheelabrator Claremont Company, L.P.; Wheelabrator Concord Company, L.P.; Turnkey Landfill and Wheelabrator North Andover.

1.3 Municipal Solid Waste ("MSW"). Non-Baled solid waste normally disposed of households in the State of New Hampshire, that is allowed by applicable law and permit to be accepted by Contractor at the Disposal Facility not including Construction and Demolition Debris, Special

Waste as defined herein, and not containing and Hazardous Waste as defined and set forth on Exhibit A attached hereto.

1.4 Construction and Demolition Debris (Demo Debris). Shall be defined as a wide variety of materials, not including MSW or Special Waste. "Demo Debris" shall include, but not be limited to the following items: wood, siding, shingles, concrete, bricks, furniture (to include couches, sofa-beds, stuffed chairs, and other bulky waste, etc.), et al. Demo Debris shall not include appliances that may contain or have contained Chlorofluorocarbons or CFC's, as commonly understood.

1.5 Special Waste. Shall mean any material, which is generated within the Town and is classified as a "special waste" or "miscellaneous special waste" by Contractor or the State where the Disposal Site is located. Special waste or miscellaneous special waste must be subjected to analysis by a laboratory analysis will be reviewed by the Contractor and by the appropriate state agencies, before any decision can be made regarding its transportation or disposal. Loads hauled by Contractor from the Transfer Station to the Disposal Site will be inspected periodically to ensure compliance with Contractor's "special waste" handling procedures.

2. TERM

This Agreement shall be effective on July 1, 2011 through June 30, 2018, unless sooner terminated as provided herein. Annual renewals are contingent upon approved funding at the Town Meeting.

3. COMPENSATION

The total charge to the Town for the above service for each year shall be payable according to the following schedule, subject to adjustment as provided under Section 4.

MSW and C&D Rates Year One

Service Type: MSW	Transportation & Disposal Per Ton	Rental Fee Per Month Per Compactor
2 WM Owned Compactors & 2 WM Owned 50 yd Containers	\$80.00 *	\$450.00

* Price Firm for the First Full year and years 2 through 7 will be subject to a 3% increase each subsequent year. The Town would need to maintain there current average weight per load of a minimum of 12 tons.

Service Type: Bulky/Demo	Transportation Fee Per Haul	Disposal Fee Per Ton	Rental Fee Per Month
2 WM Owned 30 yd Roll Off Containers	\$173.00 *	\$68.00 *	N/C

* Price Firm for the First Full year and years 2 through 7 will be subject to a 3% increase each subsequent year.

SINGLE STREAM OPTION

The Town of Milford may take this Option during the Term of this agreement if they should so elect to do so. The Town would in this Option deliver their Single Stream Tons to Waste Management.

Due to the volatility of markets for recyclable materials, we are proposing a revenue / cost sharing process we believe to be an equitable plan to address price fluctuations. This will be in the form of a formula that will be applied on a monthly basis for the recycling tonnage delivered. Calculations shall be based upon the OBM Yellow Sheet periodical for #8 News minus (-) \$85.00 per ton. When the index exceeds \$85.00 per ton, the Town shall receive 40% of the excess value. When the index is below \$85.00 per ton the Town shall pay the difference in the processing fee per ton. For example, the December #8 index price is \$95.00. In this case the Town would receive a rebate of \$4.00 per ton ($\$95.00 \text{ minus } \$85.00 = \$10.00 \times 40\% = \4.00 rebate).

4. CHARGES, PAYMENTS, ADJUSTMENTS

Town shall pay for the services by the Contractor in accordance with the aforementioned charges within 30 days of the date of Contractor's invoice. Town shall pay a service charge on all past due accounts at a rate of 18% per annum. The Contractor may increase the charges to the account for uncontrollable circumstances, including, but not limited to: changes in local, state or federal laws or regulation, imposition of taxes or fees and acts of God such as floods, fires, war etc., or acts of terrorism.

5. COLLECTION EQUIPMENT

Contractor is authorized by the Town to store Town owned containers on Contractor property. Contractor shall ensure that Town Containers will be stored only for authorized Town use and at no time shall Town containers be used for any other purpose.

6. CONTRACTOR'S GUARANTEES

Contractor, through the services provided hereunder, guarantees that the Town will remain in compliance with any and all solid waste/recycling laws, rules, regulations, or mandates of the State of New Hampshire and/or any agency thereof promulgated as of the date of this Agreement.

7. COMPLIANCE WITH LAWS AND REGULATIONS

Contractor will comply with any and all federal, state, and local laws and regulations now in effect, or hereafter enacted during the term of this Agreement, which are applicable to Contractor, its employees, agents, or subcontractors, if any, with respect to the work and services described herein.

8. SERVICE

The Contractor shall provide service for the Town within 48 hours from the time of request. Service will be provided on a Monday through Friday basis, during normal business hours. The Contractor shall not be responsible to provide timely services should there be significant delays due to acts of God, or major highway reconstruction, holidays, or other unforeseeable circumstances that are not in control of the Contractor.

9. OPERATION

The Contractor shall receive the Town's; MSW generated from the Town's Transfer Station. The Contractor may at any time refuse to accept any Hazardous Waste, any Unacceptable Waste, or any materials, substance, or property which in the judgment of Contractor will be harmful, unhealthy, unsafe, or in violation of any federal, State, or local statute or regulation applicable to the Site. Title to any Hazardous or Unacceptable Waste shall remain with the Town.

10. PERMITS AND LICENSES

Contractor, at its sole cost and expense, shall maintain throughout the term of this Agreement all permits, licenses, and approvals necessary or required for Contractor to perform the work and services described herein.

11. INDEMNIFICATION

The Contractor shall indemnify and hold harmless the Town and its agents and employees from and against all claims, damages, losses and expenses including reasonable attorney's fees arising out of or resulting from performance of the work, provided and to the extent that that any such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property including the lose of use resulting there from: is caused by the negligent act or omission of the Contractor or any of its officers, agents, employees, representatives, any one directly or indirectly employed by any of them or anyone for whose who acts for them may be liable; The Town shall indemnify and hold harmless the Contractor and its agents and employees from and against all claims, damages, losses and expenses including reasonable attorney's fees arising out of or resulting from performance of the work, provided and to the extent that: any such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property including the loss of use resulting therefrom; and is caused by the negligent act or omission of the Town or its officers, agents, employees, representatives, subcontractors, anyone directly or indirectly employed by any of them or anyone who acts for them may be liable. In no event whether in contract, tort or otherwise shall either party be liable to the other for any special, incidental, consequential, indirect or punitive damages.

12. INDEPENDENT CONTRACTOR

Contractor shall perform all work and services described herein as an independent contractor and not as an officer, agent, servant, or employee of the Town. Contractor shall have exclusive control of and the exclusive right to control the details of the services and work performed hereunder and all persons performing the same and nothing herein shall be construed as creating a partnership or joint venture between Town and Contractor. No person performing any of the work or services described hereunder shall be considered an officer, agent, servant, or employee of Town, and no such person shall be entitled to any of the benefits available or granted to employees of Town.

13. NON-ASSIGNMENT

Neither Contractor nor Town shall assign, transfer, convey, or otherwise hypothecate this Agreement of their rights, duties, or obligations hereunder or any part thereof without the prior written consent of the other, which consent shall not be unreasonably withheld.

14. INSURANCE

Contractor shall obtain and maintain insurance throughout the term of this Agreement, at Contractor's sole cost and expense, not less than the insurance coverage set forth below.

<u>Coverage's</u>	<u>Limits of Liability</u>	
Worker's Compensation	Statutory	
Employer's Liability	\$1,000,000.00	
Personal/Bodily Injury Liability	\$5,000,000.00	Combined Single Limit
Property Damage Liability	\$5,000,000.00	Combined Single Limit
Automobile Bodily Injury	\$5,000,000.00	Combined Single Limit
Automobile Property Damage	\$5,000,000.00	Combined Single Limit
Excess Umbrella Liability	\$2,000,000.00	Each Occurrence

15. TERMINATION

A. In the event Contractor materially defaults in the performance of any of the material covenants or agreements to be kept, done or performed by it under the terms of this Agreement, Town shall notify Contractor in writing of the nature of such default. Within twenty (20) days following such notice:

1. Contractor shall correct the default; or
2. In the event of a default not capable of being corrected within twenty (20) days, Contractor shall commence correcting the default within twenty (20) days of Town's notification thereof, and thereafter correct the default with due diligence.

B. If Contractor fails to correct the default as provided above, Town, without further notice, shall have all of the following rights and remedies which Town may exercise singly or in combination:

1. The right to declare that this Agreement, together with all rights granted Contractor, hereunder are terminated, effective upon such date as Town shall designate; and
2. The right to license others to perform the services otherwise to be performed by Contractor, or to perform such services itself.

16. NOTICES

All notices required or contemplated by this Agreement shall be personally served or mailed, postage prepaid and return receipt requested, addressed to the parties as follows:

To The Town:

Town of Milford
1 Union Square
Milford, NH 03055

Attn: Board of Selectmen

To The Contractor:

Waste Management of New Hampshire, Inc.
4 Liberty Lane West
Hampton, NH 03842

Attn: Public Sector Representative

Or to such other address as the parties may designate in writing.

17. WAIVER

A waiver of any breach of any provision of this Agreement shall not constitute or operate as a waiver of any other breach of such provision or of any other provisions, nor shall any failure to enforce any provision hereof operate as a waiver of such provision or any other provision.

18. LAW TO GOVERN

Town and Contractor agree that the laws of the State of New Hampshire shall govern the rights, obligations, duties, and liabilities of the parties to this Agreement and shall govern the interpretation of this Agreement.

19. TITLE OF SECTIONS

Section headings inserted herein are for convenience only and are not intended to aid interpretation and are not binding on the parties.

20. AMENDMENT

This Agreement may be modified or amended only by a written consent duly executed by the parties hereto or their representatives.

21. SEVERABILITY

The invalidity of one or more of the phrases, sentences, clauses or Sections contained in this Agreement shall not affect the validity of the remaining portion of the Agreement so long as the material purposes of this Agreement can be determined and effectuated.

22. SUCCESSORS AND ASSIGNS:

This Agreement shall be binding upon the parties hereto, their successors, and permitted assigns.

23. ENTIRETY:

This Agreement and any Exhibits attached hereto contain the entire Agreement between the parties as to the matters contained herein. Any oral representations or modifications concerning this Agreement shall be of no force and effect.

IN WITNESS WHEREOF, the parties hereto have set their hands as of the date first hereinabove written.

**WASTE MANAGEMENT OF
NEW HAMPSHIRE, INC.**

Date

By: _____
Title: _____

TOWN OF MILFORD, NEW HAMPSHIRE, BOARD OF SELECTMEN

Date

EXHIBIT A

A. "Hazardous Waste" means:

1. Any material or substance or hazardous substance, which, by reason of its composition or characteristics, is;
 - (a) Toxic or hazardous waste or hazardous substance as defined in either the Solid Waste Disposal Act, 42 U.S.C. 6900 et seq., as replaced, amended, expanded or supplemented the Resource Conservation and Recovery Act, 42 U.S.C. 6903, as replaced amended, expanded or supplemented, or any laws of similar purpose or effect, and such policies or regulations thereunder, or any laws of similar purpose or effect, and any rules, regulations or policies thereunder, or;
 - (b) Special nuclear or by-product materials within the meaning of Atomic Energy Act of 1954;
2. Other materials which any governmental agency or unit having appropriate jurisdiction shall determine from time to time is harmful, toxic or dangerous, or otherwise ineligible for disposal in the landfill; and
3. Any material, which would result in Process Residue being Hazardous Waste under (1) or (2) above.

B. "Unacceptable Waste" means a regulated quantity of any of the following except as authorized by applicable law and regulations and approved for disposal via the Transfer Station at a Disposal Facility pursuant to Contractor's policies and procedures regarding such waste streams:

1. A containerized waste (i.e., drum, barrel, portable tank, box, pail, etc.) listed in 3-8 below.
2. A waste transported in bulk tanker.
3. A liquid waste.
4. A sludge waste.
5. A waste from an industrial process.
6. A waste from a pollution control process.
7. Residue and debris from a cleanup of a spill or release of chemical substances, commercial products or waste listed in 1 - 6 or item 8, including without limitation, such materials from a site designated for remediation under federal or state "Superfund" authorities.
8. Contaminated soil, water, residue, debris and articles from the cleanup of a site or facility formerly used for the generation, storage, treatment, recycling, reclamation or

disposal of wastes listed in 1 -7, including without limitation, such materials from a site designated for remediation under federal or state "Superfund" authorities.

9. An uncharacterized waste.
10. Chemical waste from a laboratory.
11. Articles, equipment and clothing containing or contaminated with polychlorinated biphenyls (PCBs).
12. PCB drainings and flushings removed from PCB articles and placed directly into transport containers.
13. "Empty" containers of waste commercial products or chemicals (this applies to a portable container which has been emptied, but which may hold residuals of the product or chemical. Examples of containers are: portable tanks, drums, barrels, cans, bags, liners, etc.)
14. Asbestos contained in or from waste from building demolition or cleaning.
15. Commercial products or chemicals whether off-specification, outdated, contaminated or banned.
16. Residue and debris from cleanup of spills or releases of a single chemical substance or commercial product or a single waste, which would otherwise qualify as a miscellaneous special waste.
17. Infectious waste. (Any waste from a hospital, medical clinic, nursing home, medical practitioner, mortuary, taxidermist, veterinarian, veterinary hospital, animal testing laboratory, university medical laboratory, etc., that is contaminated with or may be contaminated with an infectious agent that has the potential of inducing infection. These wastes are wastes if they are untreated, autoclaved or otherwise heat-treated.)
18. Animal waste and parts from slaughterhouses or rendering plants, including wastes from fur or leather products manufacturing.
19. Waste produced by mechanical processing of fruit, vegetables or grain, rinds, hulls, husks, pods, shells, and chaff, food processing wastes which are aqueous or sludges, or which have been contaminated with dyes, additives or preservatives.
20. Pumpings from septic tanks used any size exclusively by dwelling units.
21. Sludges from a publicly owned sewerage treatment plant serving primarily domestic users.
22. Grease trap wastes from residences, restaurants, or cafeterias not located at industrial facilities.
23. Washwater wastes from commercial laundries or laundromats including waste from dry cleaning facility or waste from a commercial laundry used by an industry to wash chemical-contaminated clothing from its workers.

24. Wastewater wastes from commercial car washes.
25. Chemical-containing equipment removed from service such as cathode ray tubes, batteries, fluorescent light tubes, etc.
26. Wastes produced from the demolition or dismantle of industrial process equipment or facilities contaminated with chemicals from the process or chemicals or wastes removed or drained from such equipment.
27. Closed cartridge filters from dry cleaning establishments.
28. Explosives, white goods (specifically such goods containing regulated refrigerants or coolants) as sold wastes, human or animal, motor vehicle parts, automobile transmissions, springs and fenders, agricultural and farm machinery, other large machinery or equipment, etc.
29. Materials subject to waste "bans" as defined by law applicable to the material, the Transfer Station or the Disposal Facility, including without limitation, all waste subject to disposal restrictions under DEP solid waste management regulations.
30. Universal Wastes as listed by the State of Maine Hazardous Waste Management Regulations, Chapters 850 through 857. Universal wastes are: Cathode Ray Tubes; Florescent Lamps; Mercury Containing thermostats; totally enclosed, non-leaking polychlorinated biphenyl (PCB) ballasts.

Waste Management of Maine, Inc.

Bill Ruoff

From: Guy Scaife
Sent: Thursday, March 17, 2011 1:04 PM
To: Bill Ruoff
Subject: FW: Contract
Importance: High
Attachments: Town of Milford 3.17.11.doc
Please review the attached contract.

From: Boyer, Roy [mailto:RBoyer@wm.com]
Sent: Thursday, March 17, 2011 12:18 PM
To: Guy Scaife
Subject: RE: Contract
Importance: High

Guy

I have attached a copy of the contract for signature. Let's plan on Tuesday. Let me know a time that works. Thanks

From: Guy Scaife [mailto:gscaife@milford.nh.gov]
Sent: Thursday, March 17, 2011 11:52 AM
To: Boyer, Roy
Subject: RE: Contract

Roy,

I am OK with the single stream being identify as an option of our choosing in the contract so that the concept doesn't get lost; however, the wording must be clear that it is not mandatory and that we have no obligation to WM on recycling. Next week, the only days that work for me are Monday and Tuesday, if that doesn't work for you, we can push it out another week. If you will send the contract in advance, Bill and I will review so that you don't waste a trip in the event we needs further review.
Guy.

From: Boyer, Roy [mailto:RBoyer@wm.com]
Sent: Thursday, March 17, 2011 10:15 AM
To: Guy Scaife
Subject: Contract
Importance: High

Guy

I now have the contract ready for you. Please let me know if you would like it to contain the language for our single stream offer in case you should decide to collaborate with WM with our Single Stream offer down the road? If not and you want that to be separate I can do that as well, other than that it is complete and ready for signature, let's set up a date and time for next week to meet. The only day next week I am not available is Thursday. Thanks let me know

Roy Boyer

Roy A. Boyer
Public Sector Services Representative
Waste Management
4 Liberty Lane West
Hampton, NH 03842
Office: 603-929-5437
Cell: 603-726-0587
Fax: 603-929-3115
e mail: rboyer@wm.com

Waste Management's renewable energy projects create enough energy to power over 1 million homes.

AGREEMENT

TRANSPORTATION AND DISPOSAL OF MUNICIPAL SOLID WASTE, AND CONSTRUCTION AND DEMOLITION DEBRIS

This Agreement made and entered into this ____ day of _____ 2023 by and between the Town of Milford, organized under the laws of the State of New Hampshire (hereinafter referred to as the "Town") and Waste Management of New Hampshire, Inc., a corporation organized under the laws of the State of Connecticut and having a place of business at 26 Patriot Place Suite 300, Foxboro, Massachusetts 02035 (hereinafter referred to as the "Contractor").

WHEREAS the Town owns certain real property and equipment necessary to operate and manage a solid waste transfer station ("Transfer Station");

WHEREAS, the Contractor owns and operates a sanitary landfill, separation facility, and/or material recovery facility in accordance with applicable laws of the State of New Hampshire;

WHEREAS, Contractor is qualified to service solid waste transfer stations in accordance with applicable Federal, State, and local laws; and

WHEREAS, the Town desires to engage Contractor to transfer municipal solid waste at the Transfer Station for transportation and disposal to designated processing facilities.

WHEREAS, the Board of Selectmen are authorized to execute this Agreement pursuant to local and state regulations.

NOW THEREFORE, in consideration of the mutual covenants contained herein, the Town and the Contractor hereby agree as follows:

1. DEFINITIONS.

- A. **Transfer Station**: A facility operated by the Town, developed for the receipt and processing of solid waste (including, but not limited to: Municipal Solid Waste, Construction and Demolition Debris, and Recyclable Materials).
- B. **Disposal Facility**: Shall mean a permitted solid waste disposal facility selected by Contractor that will receive, process, and dispose of all solid waste materials from the Town.
- C. **Municipal Solid Waste ("MSW")**: Non-baled solid waste normally generated and disposed of by households and small businesses within the Town, and not containing any Special Waste or Hazardous Waste as defined and set forth on Exhibit B attached hereto.
- D. **Construction and Demolition Debris (Demo Debris)**: Shall be defined consistent with applicable statute and regulation and shall include the following items: wood, siding, shingles, concrete, and bricks. Demo Debris shall, in no event include Municipal Solid Waste, Special Waste, Hazardous Waste or

11. INSURANCE.

Contractor shall obtain and maintain insurance throughout the term of this Agreement, at Contractor's sole cost and expense, not less than the insurance coverage set forth below. Town of Milford, NH will be named as additional insured on the insurance policy.

<u>Coverage</u>	<u>Limits of Liability</u>	
Worker's Compensation	Statutory	
Employer's Liability	\$1,000,000	
Personal/Bodily Injury Liability	\$2,000,000	Combined Single Limit
Property Damage Liability	\$2,000,000	Combined Single Limit
Automobile Bodily Injury	\$5,000,000	Combined Single Limit
Automobile Property Damage	\$5,000,000	Combined Single Limit

12. TERMINATION.

Either party may terminate this Agreement in the event of the other's failure to perform any material obligation under this Agreement after thirty days' written notice and opportunity to cure the default within such thirty-day notification period.

13. EXCUSE FOR PERFORMANCE.

Except for the obligation to make payments hereunder, neither party shall be in default for its failure to perform or delay in performance caused by events or significant threats of events beyond its reasonable control ("Force Majeure Event"), whether or not foreseeable, including, but not limited to, strikes, labor trouble, riots, changes in applicable laws or regulations and interpretations thereof, imposition of laws or governmental orders, fires, acts of war or terrorism, acts of God, pandemics, and the inability to obtain equipment. The affected party shall be excused from performance during the occurrence of such events.

14. NOTICES.

All notices required or contemplated by this Agreement shall be personally served or mailed, postage prepaid and return receipt requested, addressed to the parties as follows:

To the Town:

Town of Milford
1 Union Square
Milford, NH 03055
Att: Board of Selectman

To the Contractor:

Waste Management of New Hampshire, Inc.
26 Patriot Place, Suite 300
Foxboro, MA 02035
Att: President

or to such other address as the parties may designate in writing. The Public-Sector Representative at the time of this Agreement is Roy Boyer, whose office is located at 26 Liberty Drive, Londonderry, NH 03053.

15. **AMENDMENT.**

This Agreement may be modified or amended only by a written consent duly executed by the parties hereto or their representatives.

16. **SEVERABILITY.**

The invalidity of one or more of the phrases, sentences, clauses or Sections contained in this Agreement shall not affect the validity of the remaining portion of the Agreement so long as the material purposes of this Agreement can be determined and effectuated.

17. **SUCCESSORS AND ASSIGNS.**

No assignment of the Agreement or any right occurring under this Agreement shall be made in whole or in part by the Contractor without the express written consent of the Town; in the event of any assignment, the assignee shall assume the liability of the Contractor.

18. **ENTIRETY.**

This Agreement and any Exhibits attached hereto contain the entire Agreement between the parties as to the matters contained herein. Any oral representations or modifications concerning this Agreement shall be of no force and effect.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first here in above written.

Town of Milford, Board of Selectman

Town Administrator, Authorized Agent

Date

Waste Management of New Hampshire, Inc.

By: Christopher Lucarelle, President
Duly Authorized

Date

EXHIBIT A
RATES

MSW Hauling and Disposal

Year	Waste Equipment Type, Size and Quantity	Ownership	Monthly Rental Fee per Compactor / Container Set	Transportation and Disposal Per Ton
January 1, 2024 – December 31, 2024	2 - 4 yd Compactors and 2 - 50 yd Containers	2 - WM Owned Compactors & 2 - WM Owned 50 Yd Containers	\$450.00	\$125.00
January 1, 2025 – December 31, 2025	2 - 4 yd Compactors and 2 - 50 yd Containers	2 - WM Owned Compactors & 2 - WM Owned 50 Yd Containers	\$450.00	\$133.75
January 1, 2026 – December 31, 2026	2 - 4 yd Compactors and 2 - 50 yd Containers	2 - WM Owned Compactors & 2 - WM Owned 50 Yd Containers	\$450.00	\$143.11
January 1, 2027 – December 31, 2027	2 - 4 yd Compactors and 2 - 50 yd Containers	2 - WM Owned Compactors & 2 - WM Owned 50 Yd Containers	\$450.00	\$153.13
January 1, 2028 – December 31, 2028	2 - 4 yd Compactors and 2 - 50 yd Containers	2 - WM Owned Compactors & 2 - WM Owned 50 Yd Containers	\$450.00	\$163.85

C&D Hauling and Disposal

Year	Waste Equipment Type, Size and Quantity	Ownership	Transportation Per Haul	Disposal Per Ton
January 1, 2024 – December 31, 2024	3 – 40 yd Roll Off	3 - WM Owned	\$250.00	\$110.00
January 1, 2025 – December 31, 2025	3 – 40 yd Roll Off	3 - WM Owned	\$262.50	\$115.500
January 1, 2026 – December 31, 2026	3 – 40 yd Roll Off	3 - WM Owned	\$275.63	\$121.28
January 1, 2027 – December 31, 2027	3 – 40 yd Roll Off	3 - WM Owned	\$289.41	\$127.34
January 1, 2028 – December 31, 2028	3 – 40 yd Roll Off	3 - WM Owned	\$303.88	\$133.71

Trip Fee Charge (if applicable) \$185.00 per trip

Trip charges may be applied under any of the following conditions:

- Scheduled container is blocked when Contractor arrives on site to haul.
- Scheduled container is overweight or overloaded and must be off-loaded before it can be safely hauled.
- Any event caused by the Town that prohibits Contractor from servicing a scheduled container.
- Town cancels a scheduled haul and fails to provide Contractor notice of at least one full business day.

Container Relocation Fee – Any and all container relocations must be scheduled in advance via a ticket request. The Fee for all such moves will be \$125.00 per container relocation.

Minimum Tonnage Charge (if applicable) 3 Ton Minimum

The Minimum Tonnage Charge shall apply to MSW and Demo/Bulky roll-off loads that are less than the three (3) ton minimum weight threshold. The charge shall be calculated by subtracting the actual weight, as determined by the scale ticket, from the minimum threshold. For example, if a load weighs 2.9 tons, it would be subtracted from the 3-ton threshold and the difference of 0.1 tons would be multiplied by the current applicable per ton rate.

Fuel Adjustment Formula

Given the volatility of fuel prices, the following fuel adjustment formula shall apply. The adjustment shall be based on the increase or decrease in the cost of diesel fuel, as measured by the U.S. Department of Energy, Energy Information Administration, (website <http://tonto.eia.doe.gov/oog/info/gdu/gasdiesel.asp>) for the New England region, from the established baseline of \$4.00 per gallon (including taxes) of diesel fuel. The increase or decrease, as determined above, will be applied to the volume of fuel used, which will be fixed at 9 gallons per haul. Adjustments will be made bi-annually on January 1 and July 1, based on the average cost of diesel for the six months prior to adjustment (e.g., 1/1/24 to 6/30/24 for 7/1/24 adjustment).

Charge Fuel Adjustment Example: Average Fuel Price Per DOE = \$5.00 per Gal

Established Baseline Fuel price	= \$4.00 per Gal
Increase	= \$1.00 per Gal
Fuel Adjustment (\$1.00 x 9 Gals)	= \$9.00 charge per haul

Credit Adjustment Example: Average Fuel Price Per DOE = \$3.00 per Gal

Established Baseline Fuel price	= \$4.00 per Gal
Decrease	= \$ 1.00 per Gal
Fuel Adjustment (\$1.00 x 9 Gals)	= (\$9.00) credit per haul

Other Increases

Contractor may increase rates to reflect increased costs resulting from the occurrence of uncontrollable circumstances which are documented by Contractor, including, without limitation, acts of God (such as fire and floods); changes in local, state or federal laws or regulations; imposition of taxes, fees, and surcharges. Contractor may also, on an annual basis, propose increases in rates to account for any increase in disposal, environmental or transportation (excluding fuel increases) costs.

EXHIBIT B

Hazardous Waste means any material or substance, which, by reason of its composition or characteristics is:

- Toxic or hazardous waste or hazardous substance as defined in either the Solid Waste Disposal Act, 42 U.S.C. § 6900 et seq., as replaced, amended, expanded or supplemented, the Resource Conservation and Recovery Act, 42 U.S.C. § 6903, as replaced, amended, expanded or supplemented, the Comprehensive Environmental Response, Compensation and Liability Act, 42 U.S.C. § 9601 et seq., or any federal and/or state laws or similar purpose or effect, and such policies or regulations thereunder, or any laws of similar purpose or effect, and any rules, regulations or policies thereunder.
- Special nuclear or by-product materials within the meaning of the Atomic Energy Act of 1954.
- Other materials, which any governmental agency or unit having appropriate jurisdiction shall determine from time to time is harmful, toxic or dangerous, or otherwise ineligible for disposal in the Landfill.

Special Waste shall include, but not be limited to, the following:

- Ash from the incineration of MSW, fossil fuels, wood, medical waste
- Asbestos containing materials
- Municipal wastewater treatment sludge
- Catch basin grit, sewer grit, sandblast grit
- Off-specification, outdated or unused commercial chemical products
- Contaminated soils
- Creosote treated wood
- Wood chips, C&D fines
- Drummed wastes
- Industrial process wastes
- Leather wastes
- Pulp and paper mill sludges
- Agricultural/organic wastes
- Treated medical Waste Management
- Liquid wastes
- Decharacterized soils

Unacceptable Waste means a regulated quantity of any of the following except as authorized by applicable law and regulations approved from disposal pursuant to Contractor's policies and procedures regarding such waste streams:

- A containerized or any other form of waste (i.e., drum, barrel, portable tank, box, pail, etc.) listed in items 3 through 9 below.
- A waste transported in a bulk container.

- A liquid waste.
- A sludge waste.
- A waste from an industrial process (i.e. residue).
- A waste from pollution control process.
- Residue and debris from the cleanup of a spill or release of chemical substances, commercial products or waste listed in 1-6 or item 8, including without limitation, such materials from a site designated for remediation under federal or state "Superfund" authorities.
- Contaminated soil, water, residue, debris and articles from the cleanup of a site or facility formerly used for the generation, storage, treatment, recycling, reclamation or disposal of wastes listed in 1-7, including without limitation, such materials from a site designated for remediation under federal or state "Superfund" authorities.
- Any uncharacterized waste, pursuant to federal, state or local regulations.
- Chemical waste from a laboratory.
- Articles, equipment and clothing containing or contaminated with polychlorinated biphenyl's (PCBS).
- PCB drainings and flushings removed from PCB articles and placed directly into transport containers.
- "Empty" containers of waste commercial products or chemicals. (This applies to a portable container which has been emptied, but which may hold residuals of the product or chemical. Examples of containers are: portable tanks, drums, barrels, cans, bags, liners, etc.).
- Asbestos contained in or from waste from building demolition, renovation or cleaning.
- Commercial products or chemicals whether off-specification, outdated, contaminated or banned.
- Residue and debris from cleanup of spills or releases of a single chemical substance or commercial product or a single waste which would otherwise qualify as a miscellaneous special waste.
- Infectious waste. Any waste from a hospital, medical clinic, nursing home, medical practitioner, mortuary, taxidermist, veterinarian, veterinary hospital, animal testing laboratory, university medical laboratory, etc., that is contaminated with or may be contaminated with an infectious agent that has the potential of inducing infection. These wastes are wastes that if they are untreated, autoclaved or otherwise heat-treated.
- Animal waste and parts from slaughterhouses or rendering plants, including wastes from fur or leather products manufacturers.
- Waste produced by the mechanical processing of fruit, vegetables or grain, rinds, hulls, pods, shells, and chaff, food processing wastes which are aqueous or sludges, or which have been contaminated with dyes, additives or preservatives.
- Pumpings from septic tanks of any size used exclusively by dwelling units.
- Sludge from a publicly-owned sewerage treatment plant serving primarily domestic users.
- Regulated quantities of grease trap wastes from any source.

- Wash water wastes from commercial laundries or laundromats including waste from a dry-cleaning facility or waste from a commercial laundry used by an industry to wash chemical-contaminated clothing from its workers.
- Wash water wastes from commercial car washes.
- Chemical-containing equipment removed from service such as cathode ray tubes, batteries, fluorescent light tubes, etc.
- Waste produced from the demolition or dismantle of industrial process equipment or facilities contaminated with chemicals from the process or chemicals or wastes removed or drained from such equipment.
- Closed Cartridge filters from dry cleaning establishments.
- Explosives, white goods (specifically such goods containing regulated refrigerants or coolants) as solid wastes, human or animal, motor vehicle parts, automobile transmissions, springs and fenders, agricultural and farm machinery, other large machinery or equipment, etc.
- Materials subject to waste “bans” as defined by law applicable to the material, the Transfer Station or the Disposal Facility, including without limitation, all waste subject to disposal restrictions under DEP solid waste management regulations.
- Materials or “White Goods” that contain or have contained CFCs as regulated under the Clean Air Act Amendment of 1990 (CAAA), Title VI, “Stratospheric Ozone Protection.” Title 40 (CFR) Part 82.
- Universal Wastes as listed by the State of New Hampshire Hazardous Waste Management Regulations, Chapters Env-WM 1100 through 1114. Universal Wastes are: cathode ray tubes, fluorescent lamps, mercury containing devices, batteries, pesticides, and antifreeze.
- Waste that contains information that is protected by federal and state privacy and securities law.
- Waste that could negatively impact the operations at the Disposal Facility.

DRAFT Wadleigh Memorial Library Trustees and Board of Selectman

MEMORANDUM OF UNDERSTANDING for 2024

The purpose of this Memorandum of Understanding (MOU) between the Wadleigh Memorial Library Board of Trustees (LBOT) and the Town of Milford Board of Selectmen (BOS) is to document the understanding of the parties regarding their respective roles in maintaining and running the Library. Both parties have read and agreed to the following with regards to maintenance and running of the Library.

This MOU is not intended by either party to constitute an enforceable contract, but rather sets forth the roles and responsibilities of the parties. Either party may withdraw from or ask for revisions to this MOU at any time. However, understanding that the ability of the parties to meet their joint goals depends in part on the availability of adequate funding through the annual budget, the parties agree to request any changes to the MOU sufficiently prior to the date that the budget for the following year has been set to allow for changes while maintaining budgeted items that were agreed upon in the previous budget year.

History

Up until 2023, major repairs for the Library building were funded by the Library while smaller repairs and maintenance of the interior of the Library were funded by the Library's-Contractual - Building and Supplies - Building budget lines. As new documentation was discovered in 2023 clarifying that the Library building was actually town owned, it has been deemed necessary to outline in detail what tasks/systems fall under the Town and Library respectively. The parties shall agree who is responsible for any task or system that is not specifically listed. Notwithstanding the allocation of tasks/systems, should the Library and town be able to work together on a project that is allocated to the Library so as to lower the cost to the taxpayers by the town performing/paying for the work required, the town will assist the Library to the extent the town maintenance supervisor has the ability, funds, and staffing to do so.

The custodian hired by the Library has a job description which is limited to cleaning and minor upkeep and repairs. They do not have the facilities, equipment, budget or time to deal with many larger building-wide items.

The Wadleigh Memorial Public Library Trustees and the Board of Selectmen of the Town of Milford, NH enter into the following agreement:

1. Per RSA 202-A:11-Powers and Duties, Sections III & IV, of the New Hampshire's Revised Statutes Annotated (RSA), the Library Board of Trustees will administer the funds of the budget of the Wadleigh Memorial Public Library.
2. The payroll for Library employees will be processed by the Town as part of the Town's weekly or bi-weekly pay cycle in accordance with the Town's payroll procedures.
3. Benefits offered by Library Trustees to its employees such as NH Retirement and health insurance will be administered by the Town in accordance with the Town's procedures.

4. The Library will continue to participate in the Town's property and liability insurance and training programs at no additional cost to the Library.
5. The Library Director will receive monthly reports of budget status as distributed to all other Town department heads.
6. Confirmed orders placed or contracts for service signed before December 31 and invoiced in the following year will be paid with funds appropriated in the year in which the orders and contracts were placed per RSA 32:7 Lapse of Appropriations, Section I.
7. Pursuant to RSA 202-A:6, 202-A:11 and 202-A:11-a, the Library will continue to:
 - a. expend trust funds consistent with the specific trust fund directives
 - b. retain funds received from Library income-generating equipment and place such funds in a non-lapsing account for expenditure by the Library
 - c. make any rule or policy relative to the operation of the Library
 - d. appoint the employees of the Library and set their compensation consistent with the Library's Compensation Policy.

The Town will continue to provide certain administrative support tasks to the Library—in particular payroll services, processing of accounts payable and receivable, financial support and assistance with budgeting—consistent with those services being performed at present.

8. Consistent with N.H. RSA 202-A:11, II the Library will “prepare an annual budget indicating what support and maintenance of the public Library will be required out of public funds.”. Generally, the Library and the Town work together to agree on the Library Budget prior to the Town Meeting.
9. The Town agrees that it will coordinate or provide the following maintenance services to the Library free of additional charge:
 - * Electrical, plumbing and elevator maintenance and repair
 - * Exterior building issues, including but not limited to siding repair, overhangs, oil fill valves, roofing, windows, painting and foundation
 - * Exterminator services for the building
 - * HVAC Repairs and Upgrades
 - * Interior painting when needed
 - * Landscaping of grounds (excluding gardens/beds), snow removal including walkways, parking lot, and if necessary, in the judgment of the Public Works Director, the roof
 - * Parking lot, curbing issues and storm water runoff
 - * Plumbing Repairs
 - * Regular pickup of trash and recycling

- * Replacement of ceiling tiles
- * Replacement of full lighting fixtures
- * Replacement or repair of doors
- * Security and fire alarm systems
- * Upkeep of entryway stairs and other outdoor structures and access points
- * Water and Sewer Repairs
- * Wiring for Library computer and phone systems

12. The Library agrees the following are its responsibilities, and will be purchased, maintained and installed from the Library Budget:

- * All interior cleaning and purchasing of supplies needed from within Library budget
- * Choosing, installing, and budgeting for new interior carpet when needed
- * Daily trash removal and recycling placed where available for town removal
- * Garden/bed Maintenance and Planting, including costs
- * If the Library chooses to move or add to existing outlets they will be budgeted for within the Library budget
- * Minor repair of door hinges and window locks
- * Security camera system
- * Small tasks such as repairing or building display units or furniture, installing wall shelves, keyboard trays, etc.
- * Yearly cleaning of carpets and tile floors

THIS AGREEMENT is a document of roles and responsibilities for the effective operations of the Wadleigh Memorial Public Library as a public benefit for the citizens of the Town of Milford. Nothing in this MOU shall be construed to limit the powers and/or responsibilities of the LBOT of BOS as set out under New Hampshire law.

This agreement is to be reviewed annually (preferably after Town elections) by the Library Trustees and the Board of Selectmen.

Chair, Wadleigh Memorial Library Board of Trustees

Date

Chair, Town of Milford Board of Selectman

Date

DRFT Approved as amended 11/21/23
Library Board of Trustees

TOWN OF MILFORD

TOWN ADMINISTRATION

Date: December 7, 2023

To: Board of Selectmen

From: Lincoln Daley, Town Administrator

Re: 2024 Draft Warrant Articles

2023 Departmental Budget Surplus Requests



The purpose of this agenda item is to formalize the list the Warrant Articles and the potential application of 2023 Budget Surplus fund to purchase items included in the 2024 proposed budget. Attached, please find the following tables for discussion:

- 1) 2024 Budget Summary & Estimated Tax Rate Calculation
- 2) Work Session – Proposed 2024 Budget Adjustments
- 3) Department 2023 Budget Surplus Requests

On December 13, 2023, the Board of Selectmen conducted a work session to review the current list of the Warrant Articles and to examine the 2024 proposed budget to prioritize and seek potential reductions. The 2024 Budget Summary & Estimated Tax Rate Calculation table summarizes the Board discussion and potential recommendations.

Board members present as the work session also discussed the potential allocation of projected 2023 surplus budget funds to reduce the proposed 2024 budget. The projected 2023 budget surplus is approximately \$300,000. Staff has submitted requests totaling approximately \$248,503 to purchase items listed in the 2024 proposed budget. Please refer to the Department 2023 Budget Surplus Requests table for the proposed list and associated amounts.

At the conclusion of the meeting, the Board should be in a position to recommend the final list of warrant articles/related costs and take action on the surplus budget requests in preparation for the January 8, 2024 Budget and Bond Hearing.

2024 BOS Work Session - Adjustments (12/15/23)

2024 Proposed Budget

\$18,899,348.00

Discussed Adjustments (12/15/23)

Department	Account	Reason / Purpose	\$ Adjustments
Human Resource Department	11402-512000 Wages - Part Time & Temp	Removal of HR PT Assistant	\$20,000.00
Police Department	12002-511201 - FT (AFSCME Union)	2 FT to PT Officers - Fund beg. June 1, 2024	\$87,000.00
Community Development	11502-512000 - Part Time & Temp	Remove funding for ComDev Intern	\$6,000.00
Fire Department	12202-57600 - Vehicles	Remove MFD SUV from budget and buy from surplus.	\$65,000.00
Public Works Department	12702-543630 - Resurfacing	Reduce HWY Resurfacing line item by \$96,000 to be funded by 2024 Block Grant	\$96,000.00
Public Works Department	12702-543630 - Resurfacing	Reduce HWY Resurfacing line item \$100,000	\$100,000.00
Public Works Department	12702 - 543633 - Traffic Light Repairs	Eliminate funds for maintenance of traffic lights.	\$40,000.00
			\$414,000.00

Budget Surplus Request 12/21/23

Department	Account	Reason / Purpose	\$ Adjustments
Fire Department	12202-576000 - Vehicles	Remove MFD SUV from budget and buy from surplus.	\$65,000.00
Public Works Department	12702-576000- Vehicles	Remove from Highway & Street Dept. and buy from surplus	\$68,503.00
IT Department	11232-574000 - Machinery & Equipment	Remove copier/printer/scanner replacement for Ambulance	\$5,000.00
IT Department	11232-574000 - Machinery & Equipment	Remove copier/printer/scanner replacement for DPW	\$4,000.00
Police Department	12002.S-561004 - Police Support Training Supplies	Remove and purchase ammunition and taser supplies	\$6,000.00
Fire Department	12202-563800 - Gasoline	Pre-buy a portion of gallons requested	
Fire Department	12202-563900 - Diesel Fuel	Pre-buy a portion of gallons requested	
Ambulance Department	12102-563800 - Gasoline	Pre-buy a portion of gallons requested	
Police Department	12002.O-563800 - Gasoline	Pre-buy a portion of gallons requested	
Public Works Department - Cemeteries	11702-563800 - Gasoline	Pre-buy a portion of gallons requested	
Public Works Department - Cemeteries	11702-563900 - Diesel	Pre-buy a portion of gallons requested	
Public Works Department - HWY	12702-563800 - Gasoline	Pre-buy a portion of gallons requested	
Public Works Department - HWY	12702-563900 - Diesel	Pre-buy a portion of gallons requested	
Public Works Department - Solid Waste Dis	12902-563900 - Diesel	Pre-buy a portion of gallons requested	
Community Development	12302-563800 - Gasoline	Pre-buy a portion of gallons requested	
			\$100,000.00
			\$248,503.00

TOWN OF MILFORD
2024 BUDGET SUMMARY & ESTIMATED TAX RATE CALCULATION
12/21/23 BOS Discussion

Art #	OPERATING BUDGETS:- (See Budget Detail)	2024 GROSS APPROPRIATION	12/13/23 Worksession 2024 GROSS APPROPRIATION	ESTIMATED NON-PROPERTY TAX REVENUE	FED. GRANTS & BONDS	USE OF FUND BALANCE	Proposed 2024		Worksession		Application of Surplus Funds From 2023 To The 2024 Budget	
							AMOUNT TO BE RAISED IN PROPERTY TAXES	TAX \$	AMOUNT TO BE RAISED IN PROPERTY TAXES	TAX \$		
3	Town Operating Budget	18,899,348	18,485,348	(7,373,444)			11,525,904	5.570	11,111,904	5.370	11,111,904	
SEPARATE & SPECIAL WARRANT ARTICLES												
6	RECONSTRUCTION OF TOWN ROADS	300,000	400,000				300,000	0.145	400,000	0.193	400,000	0.193
7	WML ELECTRICAL UPGRADE	100,000	100,000				100,000	0.048	100,000	0.048	100,000	0.048
8	AMBULANCE REPLACEMENT REVOLVING FUND	134,645	134,645				134,645	0.065	134,645	0.065	134,645	0.065
9	TOWN GRANT WRITER	100,000	0				100,000	0.048	-	-	0	-
10	10-WHEEL DUMP TRUCK WITH PLOW & SANDER ASSEMBLY	62,600	0				62,600	0.030	-	-	0	-
11	SOCIAL SERVICES	40,000	40,000				40,000	0.019	40,000	0.019	40,000	0.019
12	DPW VEHICLES & HEAVY EQUIPMENT CAPITAL RESERVE	40,000	40,000				40,000	0.019	40,000	0.019	40,000	0.019
13	NON-EMERGENCY COMMUNITY TRANSPORTATION BUS SVC	32,000	32,000				32,000	0.015	32,000	0.015	32,000	0.015
14	CONSERVATION FUND APPROPRIATION	30,000	0				30,000	0.014	-	-	0	-
15	TOWN FACILITIES RENOVATION CAPITAL RESERVE	25,000	0				25,000	0.012	-	-	0	-
16	FIRE APPARATUS REPLACEMENT CAPITAL RESERVE	25,000	0				25,000	0.012	-	-	0	-
17	KEYES PARK EXPANSION COMMITTEE PROJECT CRF	25,000	0				25,000	0.012	-	-	0	-
18	WADLEIGH LIBRARY MAINT & UPKEEP CAPITAL RESERVE	25,000	0				25,000	0.012	-	-	0	-
19	INFORMATION TECHNOLOGY INFRASTRUCTURE CRF	20,000	20,000				20,000	0.010	20,000	0.010	20,000	0.010
20	INDEPENDENCE DAY CELEBRATION FIREWORKS	15,000	0				15,000	0.007	-	-	0	-
21	SUMMER BAND CONCERTS SUPPORT	9,000	0				9,000	0.004	-	-	0	-
22	MEMORIAL, VETERANS & LABOR DAY PARADES	8,000	8,000				8,000	0.004	8,000	0.004	8,000	0.004
23	ANNUAL LABOR DAY PARADE SUPPORT	3,000	3,000				3,000	0.001	3,000	0.001	3,000	0.001
24	BANDSTAND RENOVATION		28,000	-			-	-	28,000	0.014	28,000	0.014
25							-	-	-	-	0	-
	TOTAL PER WARRANT	\$ 19,893,593	\$ 19,290,993	\$ (7,373,444)	\$ -	\$ -	\$ 12,520,149	6.05	\$ 11,917,549	5.76	11,917,549	5.760
	TAX RATE CREDITS AND ADJUSTMENTS										0	-
	Overlay - (Reserve for Abatements)	75,000	75,000				154,862	0.075	154,862	0.075	154,862	0.075
	Veteran's Credits	218,800	218,800				230,300	0.111	230,300	0.111	230,300	0.111
	County Portion of Shared Revenue	-	-				-	-	-	-	0	-
	TOTAL CREDITS & ADJUSTMENTS	\$ 293,800	\$ 293,800	\$ -	\$ -	\$ -	\$ 385,162	0.19	\$ 385,162	0.19	385,162	0.186
	AMOUNT OF TAXES TO BE RAISED						\$ 12,905,311	6.24	\$ 12,302,711	5.95	12,302,711	5.95
	LESS: ESTIMATED USE OF UNRESERVED FUND BALANCE TO REDUCE TAXES					(500,000)	(500,000)	(0.24)	(500,000)	(0.24)	(500,000)	
	LESS: ESTIMATED USE OF SURPLUS FUNDS TO REDUCE 2024 BUDGET										(248,503)	
	TOTAL:	\$ 20,187,393	\$ 19,584,793	\$ (7,373,444)	\$ -	\$ (500,000)	\$ 12,405,311	\$ 6.00	\$ 11,802,711	\$ 5.70	\$ 11,554,208	\$ -
	TAXABLE NET ASSESSMENT (est.)						\$2,069,135,041	\$6.00	\$2,069,135,041	\$5.70	\$2,069,135,041	\$5.58
	2024 ESTIMATED TAX RATE						\$ 6.00		\$ 5.70		\$ 5.58	
	2023 ACTUAL TAX RATE						\$ 4.93		\$ 4.93		\$ 4.93	
	ESTIMATED INCREASE/(DECREASE) OVER 2023 TAX RATE						\$ 1.07	21.7%	\$ 0.77	15.6%	\$ 0.65	13.2%

Items shown in Red represent potential Warrant Articles changes discussed by the BOS 12/13/23.

\$.01 on the Tax Rate =

\$20,691

6. 1) DRAFT WARRANT ARTICLES

Town of Milford Warrant & Financials DRAFT Budget and Bond Hearing January 8, 2024

To the inhabitants of the Town of Milford in the County of Hillsborough, in the State of New Hampshire, qualified to vote in Town Affairs:

You are hereby notified that the Annual Meeting of the Town of Milford will be held, in accordance with RSA 40:13, in said Milford, with the first session (also known as "Deliberative Session") at the Town Hall Auditorium on Saturday, February 3, 2024, at 9:00 am, to transact all business other than voting, and on Tuesday, March 12, 2024, at the Milford High School Gymnasium, for the second session (also known as "Town Vote") for voting by official ballot at the polls on all matters in the warrant as well as officers and other matters to be voted on. The polls will be open on March 12, 2024, at 6:00 a.m. and will not close earlier than 8:00 p.m.

In accordance with the Americans with Disabilities Act, the services of an interpreter will be provided as requested. Such requests must be received in the Milford Board of Selectmen's Office, Town Hall, One Union Square, Milford, NH 03055-4240, at least two (2) calendar weeks before the event. The Town will attempt to honor any requests received after this time.

ARTICLE 1 – ELECTION OF OFFICERS

ARTICLE 2 – BALLOT VOTE – ZONING CHANGES

WARRANT ARTICLE – PENNICHUCK BOOSTER PUMP STATION - \$2,700,000 BOND (Project cost offset by \$1,000,000 in American Rescue Plan Act (ARPA) funds and loan forgiveness).

Shall the Town will vote to raise and appropriate the sum of \$2,700,000 for the purpose of constructing the Nashua Street Water Booster Pump Station. Such sum to be raised by the issuance of serial bonds and notes not to exceed \$2,700,000 under and in compliance with the provisions of the Municipal Finance Act (NH RSA 33:1 et. seq., as amended) and to authorize the Town to issue and negotiate such bonds or notes and to determine the rate of interest thereon. Further, to take such actions as may be necessary to affect the issuance, negotiation, sale and delivery of such bonds or notes as shall be in the best interest of the Town. Additionally, to authorize the Town to apply for, receive, and expend grants or other funds that may reduce the amount to be repaid, and pass any vote relating thereto. This is a Special Warrant Article in accordance with RSA 32. This warrant article is paid for by the wastewater user fees. **The Board of Commissioners supports this Article (0-0). The Budget Advisory Committee supports this Article (0-0).**

WARRANT ARTICLE - TOWN HALL HVAC REPLACEMENT - \$1,007,520 BOND (\$425,000 remaining to be paid from 2019 HVAC Replacement Warrant Article #6).

Shall the Town vote to raise and appropriate the sum of **\$1,007,520** for the purchase of a New Town Hall HVAC Replacement in accordance with the provisions of the Municipal Finance Act (RSA 33) and to authorize the Selectmen to issue and negotiate such bonds or notes, to determine the rate of interest and other conditions in their judgment? This project request is to update the HVAC system in the town hall. Work includes replacement of HVAC chiller, new controls, heat recovery, and new fan coil units. The existing system is 33 years old and does not heat/cool effectively. The new system should address existing issues and provide significant energy savings. Note: As this is for issuance of long-term debt, this vote requires, under State law, sixty percent (60%) affirmative vote to pass. In 2019 the Town voted to raise \$450,000 (warrant article 6). This is a Special Warrant Article in accordance with RSA 32. **The Board of Selectmen**

support this Article (0-0). The Budget Advisory Committee support this Article (0-0). This Article has an estimated tax impact of \$28.15 on an assessed valuation of \$100,000.

WARRANT ARTICLE - TOWN OPERATING BUDGET - \$ 18,899,348

Shall the Town vote to raise and appropriate an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts outlined in the budget for the purposes set forth herein, totaling **\$18,899,348**. Should this Article be defeated, the default budget shall be **\$856,000** which is the same as last year with certain adjustments required by previous actions of the Town, or by law; or the governing body may hold one special meeting in accordance with RSA 40:13 X and XVI, to take up the issue of a revised operating budget only. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). Voting YES on this article has an estimated tax impact of \$ _____ on an assessed valuation of \$100,000 when compared to voting NO on this article.**

WARRANT ARTICLE - WASTEWATER DEPARTMENT OPERATING BUDGET - \$ 2,204,593

Shall the Town vote to raise and appropriate the sum of **\$2,204,593** to operate and maintain the Wastewater Treatment Facility and the Sanitary Sewer Collection System, said appropriation to be offset by income received from wastewater user charges, or take any other action relative thereto? Should this Article be defeated, the default budget shall be **\$2,107,269** which is the same as last year, with certain adjustments required by previous actions of the Town, or by law; or the governing body may hold one special meeting, in accordance with RSA 40:13 X and XVI, to take up the issue of a revised operating budget only. This warrant article is paid for by the wastewater user fees. **The Board of Commissioners recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0).**

WARRANT ARTICLE - WATER DEPARTMENT OPERATING BUDGET - \$ 2,711,808

Shall the Town vote to raise and appropriate the sum of **\$2,711,808** to operate and maintain the Water Department, said appropriation to be offset by income received from the water user charges, or take any other action relative thereto? Should this article be defeated, the default budget shall be **\$2,680,050**, which is the same as last year, with certain adjustments required by previous actions of the Town, or by law; or the governing body may hold one special meeting, in accordance with RSA 40:13 X and XVI, to take up the issue of a revised operating budget only. This warrant article is paid for by the water user fees. **The Board of Commissioners recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0).**

WARRANT ARTICLE - RECONSTRUCTION OF TOWN ROADS - \$ 300,000

Shall the Town vote to raise and appropriate the sum of **\$300,000** to reconstruct or repair Town roads? This will be a non-lapsing appropriation per RSA 32:7, VI. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0).** This Article has an estimated tax impact of \$14.50 on an assessed valuation of \$100,000.

WARRANT ARTICLE – 58K Gross Vehicle Weight (or similar) 10-WHEEL DUMP TRUCK WITH PLOW AND SANDER ASSEMBLY – 5-YEAR LEASE/PURCHASE - \$ _____ (Annual Payment \$ _____/Total Purchase Price \$252,000)

Shall the Town vote to authorize the Board of Selectmen to enter into a 5-year lease/purchase agreement, subject to a fiscal funding clause which will protect the Town in the event of non-appropriation, for the purpose of lease/purchasing a 58K GVW (or similar) 10-wheel dump truck with plow and sander assembly, (his will replace the 2005 Sterling dump truck which will be 19 years old upon replacement), and to raise and appropriate the sum of _____ Dollars for the first year's payment for this purpose? The total purchase price of this vehicle is \$252,000 Dollars. If this article passes, future years' payments will be included in the operating budget. This is a Special Warrant Article in accordance with RSA 32. **The Board of Selectmen supports this Article (0-0). The Budget Advisory Committee supports this Article (0-0). This Article has an estimated tax impact of \$12.18 on a home value of \$100,000.**

WARRANT ARTICLE - WADLEIGH LIBRARY ELECTRICAL SYSTEM SAFETY AND EFFICIENCY UPGRADES - \$ 100,000

Shall the Town vote to raise and appropriate the sum of **\$100,000** for the purpose of the replacement of the four (4) obsolete and unsafe Federal Pacific electrical panels in the library. This is a Special Warrant Article in accordance with

RSA 32. **The Board Library Trustees recommend this Article (7-0). The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$9.42 on an assessed valuation of \$100,000.**

WARRANT ARTICLE – AMBULANCE REPLACEMENT REVOLVING FUND - \$134,645

Shall the Town will vote to establish a revolving fund pursuant to RSA 31:95-h for the purpose of funding a future Ambulance replacement and related equipment. The first **\$134.645** in ambulance service fees collected, or an amount as decided by the governing body, in each calendar year would be deposited into the fund and the money in the fund shall be allowed to accumulate year to year and shall not be considered part of the Town's general fund balance. The Town Treasurer shall have custody of all moneys in the fund and shall pay out the same only with approval of the legislative body to expend. Such funds may be expended only for the purpose for which the fund was created. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This article has no tax impact.**

WARRANT ARTICLE – TOWN GRANT WRITER - \$100,000

Shall the town vote to establish the position of "Town Grant Writer". That the position of "Town Grant Writer" be appointed to a term of one year by the Selectboard. Shall the town vote to raise and appropriate the sum of \$100,000 by general taxation for the purpose of establishing and hiring a new "Town Grant Writer", including estimated benefit expenses. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$4.83 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - SOCIAL SERVICES - \$40,000

Shall the Town vote to raise and appropriate the sum of **\$40,000**, for the purpose of providing funding to Social Service agencies for Milford residents as proposed by the Social Services Committee and submitted to the Board of Selectmen? This is a Special Warrant Article in accordance with RSA 32. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.93 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - DPW VEHICLES AND HEAVY EQUIPMENT CAPITAL RESERVE - \$40,000

Shall the Town vote to raise and appropriate the sum of **\$40,000** to be placed in the DPW Vehicles and Heavy Equipment Capital Reserve Fund? Expenditures from this fund will require a vote at the town meeting. The \$40,000 adds to the DPW Vehicles and Heavy Equipment Capital Reserve approved by voters in 2018. The current available balance in this capital reserve account as of August 31, 2023 is approximately \$40,787.72. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.93 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - NON-EMERGENCY COMMUNITY TRANSPORTATION BUS SERVICES – \$32,000

Shall the Town vote to raise and appropriate the sum of **\$32,000** for the purpose of providing the Town's share of funding to the Souhegan Valley Transportation Collaborative (SVTC) in order to continue operating a regional, non-emergency, wheelchair-accessible transportation service providing rides within the designated service area to seniors, people with disabilities, and the general public? **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.55 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - CONSERVATION LAND FUND - \$30,000

Shall the Town vote to raise and appropriate the sum of **\$30,000** for the purpose of adding it to the conservation fund created in accordance with RSA 36-A, said land fund being allowed to accumulate from year to year and to be available for the acquisition of property, conservation easements and other RSA 36-A allowable purposes? Contribution furthers the protection of the town's natural resources. The current available balance in this land fund account as of October 2023 is approximately \$82,668.52. **The Board of Selectmen does not recommend this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.45 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - TOWN FACILITIES RENOVATION AND MAJOR REPAIR REPLACEMENT CAPITAL RESERVE - \$25,000

Shall the Town vote to raise and appropriate the sum of **\$25,000** to be placed in the Town Facilities Renovation and Major Repair Replacement Capital Reserve Fund? Expenditures from this fund will require a vote at the town meeting. The \$25,000 adds to the Town Facilities Renovation and Major Repair Replacement Capital Reserve approved by voters in 2017. The current available balance in this capital reserve account as of August 31, 2023 approximately \$100,902.88. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.21 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - FIRE APPARATUS REPLACEMENT CAPITAL RESERVE - \$25,000

Shall the Town vote to raise and appropriate the sum of **\$25,000** to be placed in the Fire Apparatus Replacement Capital Reserve Fund? Expenditures from this fund will require a vote at the town meeting. The \$25,000 adds to the Fire Apparatus Replacement Capital Reserve approved by voters in 2017. The current available balance in this capital reserve account as of August 31, 2023 is approximately \$774.89. **The Board of Selectmen does not recommend this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.21 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - KEYES PARK EXPANSION COMMITTEE PROJECT CAPITAL RESERVE - \$25,000

Shall the Town vote to raise and appropriate the sum of **\$25,000** to be placed in the Keyes Park Expansion Committee Project Capital Reserve Fund? The purpose of this Fund is for the design, development, and construction of improvements to Keyes Memorial Park, as outlined in the 2023 127 Elm Street Feasibility Study Report. The Board of Selectmen has the authority to expend from this fund. The \$25,000 adds to the Keyes Park Expansion Committee Project Capital Reserve approved by voters in 2017. The current available balance in this capital reserve account as of August 31, 2023 is approximately \$6,144.81. **The Board of Selectmen recommend this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.21 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - WADLEIGH LIBRARY MAINTENANCE AND UPKEEP CAPITAL RESERVE - \$25,000

Shall the Town vote to raise and appropriate the sum of **\$25,000** to be placed in the Library Maintenance and Upkeep Capital Reserve Fund under the provisions of RSA 35:1 for the purpose of future library building repairs and improvements of the existing facility for the benefit of the Town approved by voters in 2022? The Library Trustees have been appointed as agents to expend from this fund. The \$25,000 builds upon the Wadleigh Library Maintenance and Upkeep Capital Reserve approved by voters in 2022. The current available balance in this capital reserve account as of August 31, 2023 is approximately \$25,002.40. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$1.21 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - INFORMATION TECHNOLOGY INFRASTRUCTURE CAPITAL RESERVE - \$ 20,000

Shall the Town vote to raise and appropriate the sum of **\$20,000** to be placed in the Information Technology Infrastructure Capital Reserve Fund? The Board of Selectmen has the authority to expend from this fund. The \$20,000 adds to the Information Technology Infrastructure Capital Reserve Fund approved by voters in 2021. The current available balance in this capital reserve account as of August 31, 2023 is approximately \$41,186.59. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$0.97 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - INDEPENDENCE DAY CELEBRATION FIREWORKS – \$15,000

Shall the Town vote to raise and appropriate the sum of **\$15,000** for the purpose of providing the Independence Day celebration fireworks display at a time and location to be determined by the Board of Selectmen? This is a Special Warrant Article in accordance with RSA 32. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$0.72 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - SUMMER BAND CONCERTS SUPPORT - \$9,000

Shall the Town vote to raise and appropriate the sum of **\$9,000** for the purpose of holding the annual summer evening Band Concerts (bands, sound system, crossing detail)? This is a Special Warrant Article in accordance with RSA 32. This is a non-lapsing article until 12/31/25. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$0.43 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - MEMORIAL, VETERANS & LABOR DAY PARADES AND RECOGNITION SUPPORT - \$8,000

Shall the Town vote to raise and appropriate the sum of **\$8,000** for the purpose of town support relative to the observance of Memorial, Veterans, and Labor Day Parades? These funds shall be used to cover parade costs incurred by Public Works, Police Departments, and other Town departments, and to purchase flags to be placed on the graves of veterans 30 days before Memorial Day and removed 30 days after Veterans Day. Departmental support costs and materials associated with the provision of these services will be charged against this appropriation. This is a Special Warrant Article in accordance with RSA 32. This is a non-lapsing article until 12/31/25. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$0.39 on an assessed valuation of \$100,000.**

WARRANT ARTICLE - ANNUAL LABOR DAY PARADE SUPPORT - \$3,000

Shall the Town vote to raise and appropriate the sum of **\$3,000** for the purpose of funding bands, musicians and other allied expenses directly attributed to the annual Labor Day Parade? This is a Special Warrant Article in accordance with RSA 32. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This Article has an estimated tax impact of \$0.14 on an assessed valuation of \$100,000.**

WARRANT ARTICLE – DISCONTINUE OSGOOD POND CAPITAL RESERVE TRUST FUND - \$0

Shall the Town vote to discontinue the Osgood Pond Capital Reserve Trust Fund created in 1997 with a current balance of .88, per RSA 35:16-a. Said funds, with accumulated interest to date of withdrawal, are to be transferred to the municipality's general fund. This is a housekeeping Warrant Article. This fund is no longer utilized, and has not been for some time. **The Board of Selectmen recommends this Article (0-0). The Budget Advisory Committee recommends this Article (0-0). This article has no tax impact.**

Town of Milford, New Hampshire
2024-2029 Capital Improvements Plan

Adopted on December 5, 2023



Prepared By:

Capital Improvements Plan Citizens Advisory Committee

Office of Community Development

Town of Milford Planning Board

A handwritten signature in black ink, appearing to be "Douglas Knott", is written over a horizontal line.

Douglas Knott
Planning Board Chairman

A handwritten signature in black ink, appearing to be "Pete Basiliere", is written over a horizontal line.

Pete Basiliere
Advisory Committee Chairman

Advisory Committee Members: John Andruszkiewicz, Paul Bartolomucci, Bill Cooper, Dana Dahl, Terrey Dolan (non-voting), Patti Kenyon, Kathryn Parenti, Susan Smith, and Michael Thornton

TABLE OF CONTENTS

CHAPTER 1.	EXECUTIVE SUMMARY	3
CHAPTER 2.	PROJECT RECOMMENDATIONS	5
CHAPTER 3.	2024 – 2029 PROJECTS AND COMMITTEE RECOMMENDATIONS	8
CHAPTER 4.	2024 PROJECTS	9
CHAPTER 5.	2025-2029 PROJECTS	13
CHAPTER 6.	PLACEHOLDER AND ON THE HORIZON PROJECTS	19
CHAPTER 7.	2023-2028 CIP PROJECTS' STATUS	24
CHAPTER 8.	ESTIMATED TAX IMPACT TABLE AND PLAN RECOMMENDATIONS	25
CHAPTER 9.	APPENDIX: CIP PROGRAM DEFINITION AND PURPOSE	29
CHAPTER 10.	APPENDIX: CAPITAL IMPROVEMENTS PLANNING PROCESS	31
CHAPTER 11.	APPENDIX: CIP PROJECT EVALUATION CRITERIA	33

TABLE OF TABLES

TABLE 1.	RECOMMENDED 2024 PROJECTS	6
TABLE 2.	NOT RECOMMENDED 2024 PROJECTS	7
TABLE 3.	ESTIMATED PROJECT COST TABLE	26
TABLE 4.	ESTIMATED TAX IMPACT TABLE	27
TABLE 5.	OPEN BORROWINGS TABLE	28

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Chapter 1. Executive Summary

The Citizens Advisory Committee is pleased to present our Capital Improvements Plan (CIP) for fiscal years 2024-2029. The CIP is a framework for understanding and evaluating Town and School District projects with significant capital outlays. As such, the CIP is essential to Milford's short-term and long-range community planning process.

Project Recommendations

The CIP framework encompasses current and future major capital projects. The CIP includes more than ten possible 2024 projects, each costing over \$75,000 and with a projected useful life of at least five years. The Committee prioritized eight projects that we recommend be considered by the voters in 2024, listed here in order:

1. Pennichuck Booster Pump Station
2. Milford High School CTE Project
3. Library Electrical System Safety and Efficiency Upgrades
4. Bales School Renovation
5. Reconstruction of Town Roads
6. Town Hall HVAC Replacement
7. Replace 2005 Sterling Truck
8. Library Lower-Level Restrooms

The 2024 cost for these new projects is \$845,000. This compares to the \$1,164,00 cost of the 2023 new projects and the projected 2025 new project cost of \$2,823,665 (\$756,061 town and \$2,067,605 school).

The projected impact of these projects on the 2024 tax rate is \$0.41 per \$1,000 of assessed valuation. Note that water and sewer users pay for the Pennichuck project so that cost does not go into the town tax rate, although it does add to the town's total indebtedness. The Pennichuck project cost was factored into the 2023 water/sewer rate increase, negating the need for the commissioners to calculate another rate in 2024.

The costs of the Bales School and Milford High School/Career & Technical Education (MHS/CTE) projects will ultimately appear in the school tax rate once they are underway, most likely in 2024 and 2025.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Other Recommendations

The Committee developed other related recommendations as we progressed through the CIP process:

- A. As we have for the past two years, the Committee recommends the Board of Selectmen and the Board of Water and Sewer Commissioners develop a cost allocation policy for capital investments in the Town's water and wastewater treatment plants. The policy would determine what capital investment costs are borne by the ratepayers or a combination of ratepayers and taxpayers who do not receive Town water or Town sewer services. We recommend developing the policy now when the Town is not facing an acute crisis or an expensive project.
- B. The CIP includes reconstructing town roads, yet the project maintains an existing capital item and is not a new capital purchase. An argument can be made that the CIP should not include the project even though it will cost a significant amount, so the residents are aware. The Planning Board should provide guidance before the 2024 CIP process begins.
- C. If approved, the School District's future capital projects will result in substantial money raised by taxation to benefit our community's children. Aside from estimated deferred maintenance and the proposed high school/CTE renovation, the School District still needs to have a firm estimate of the cost to repair, enhance, or replace portions of its physical infrastructure or the timing of those expenditures. The Committee recommends the School Board develop a five-year, annually-updated plan for improving its physical plant.
- D. Similarly, the Board of Selectmen must pay more attention to the town's buildings. Deteriorating conditions negatively affect the staff who work in them and the impression that residents, businesspeople, and others who enter the facilities have about our community. Deferring maintenance keeps tax rates down but is "penny wise and pound foolish." Capital items, by definition, wear out over time and are supplanted with more capable and efficient technologies.
- E. We also recommend the Planning Board consider increasing the minimum for a project to be considered by the CIP to \$100,000. Our recommendation is based on inflation's impact since the \$75,000 minimum was implemented, and many requests exceed the \$75,000 minimum by a significant margin.
- F. Two projects were submitted after the deadline, and one was removed from the draft 2024 warrant before we presented our preliminary findings to the Selectmen. These actions may seem small, but they affect the Committee's ability to function and the members' belief in the importance of their work.

Closing

A tremendous amount of time and effort went into developing this report. The CIP committee thanks the department heads and their support personnel for preparing the project proposals. We are incredibly thankful for Terrey Dolan's efforts to compile and provide the data and background information and his numerous conversations with his peers over the past months. This report is Terrey's first CIP plan; he was accommodating as he learned the CIP process while on the job.

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

Chapter 2. Project Recommendations

The Committee prioritized the 2024 projects using a two-step classification process and qualitative assessment of each project's merits while also trying to minimize large swings in the total cost of capital projects from year to year. The Advisory Committee recommends eight projects be considered for 2024 funding, listed on the next page and ranked by their cumulative average evaluation criteria score:

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Table 1. Recommended 2024 Projects

Prior-ity	Ave. Criteria Score	Project	Project Cost	Offsetting Funds	Total Project Cost	First Tax Impact Year	First-Year Tax Impact Estimate
1	41.22	Pennichuck Booster Pump Station	\$2,507,000	\$1,000,000	\$1,507,000	NA (paid with user fees)	NA (paid with user fees)
2	38.33	Milford High School/CTE Renovation Project	\$58,900,000	\$28,500,000	\$30,400,000	2026	\$1,580,559
3	33.67	Library Electrical System Safety and Efficiency Upgrades	\$195,000	\$0	\$195,000	2024	\$195,000
4	32.00	Bales School Renovation	\$4,000,000	\$0	\$4,000,000	2025	\$487,045
5	31.22	Reconstruction of Town Roads	\$400,000	\$0	\$400,000	2024	\$400,000
6	30.00	Replace 2005 Sterling Truck	\$252,000	\$0	\$252,000	2025	\$55,813
7	29.89	Library Lower-Level Restrooms	\$250,000	\$0	\$250,000	2024	\$250,000
8	25.44	Town Hall HVAC Replacement	\$1,099,000	\$425,000	\$674,000	2025	\$62,852

Notes:

- The Average Criteria Score is based on a range from 9-60 using the nine committee members' assessments of the 12 evaluation criteria for each project.
- The Total Project Cost consists of the sum of principal plus interest or lease payments for projects paid for over time.
- The First Tax Impact Year is when the project's first payment is made
- The First Year Tax Impact Estimate is the Town and School District tax rate based on the first principal and interest/lease payment (based on the 2023 assessed valuation)

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

The Committee does not recommend placing the following projects on the 2024 town warrant. While they have merit, the Committee felt these projects would place an unacceptably high burden on the taxpayers, OR the projects can be paid from the 2024 operating budget:

Table 2. Not Recommended 2024 Projects

Prior-ity	Ave. Criteria Score	Project (listed alphabetically)	Project Cost	Offsetting Funds	Total Project Cost	First Tax Impact Year	First-Year Tax Impact Estimate
1	NA	Bandstand Renovation	\$90,000	\$90,000	\$0	2024	n/a
2	27.11	Demolish 127 Elm St. Building	\$520,000	\$0	\$520,000	2026	n/a
3	NA	Mont Vernon St. Parking Lot	\$157,000	\$0	\$157,000	TBD	n/a
4	25.22	Clinton St. Parking Lot	\$237,000	\$0	\$237,000	2025	n/a

Notes:

- The Bandstand Renovation project received additional grants since it was submitted to the CIP, while some of the cost may come from the 2023 operating budget. The taxpayer cost is estimated to be zero or a small amount.
- Although the building remains a safety concern, we recommend the project to Demolish 127 Elm St. Building be postponed to 2025 to balance the overall year-to-year capital costs and allow time for an updated plan and cost estimate to be developed. The first-year tax impact will depend on the project's bond amount and duration.
- The Mont Vernon St. Parking Lot was submitted after the CIP deadline. It did not include the cost or other vital details, such as potential users and electric vehicle charging, although the cost estimate was subsequently received. This project is currently considered "On the Horizon," although since costs are being developed, it could occur much sooner.
- We recommend the Clinton St. Parking Lot be delayed a year to balance the overall year-to-year capital costs. The delay provides an opportunity to understand how the community will use the lot (for example, whether area residents with limited or no on-site parking may use it overnight indefinitely) and if there is sufficient demand for EV charging stations. The first-year tax impact will depend on the project's bond amount and duration.

Chapter 3. 2024 – 2029 Projects and 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 complete and thorough and immensely helped the CIP Advisory Committee complete its work.

Twenty-four projects were included for funding consideration for this CIP cycle between 2024 and 2029, excluding nine projects that are "on the horizon." A brief description of each project and the CIP Advisory Committee's recommendations follows.

B. Capital Projects by Year

Department heads proposed funding ten town and school projects in 2024. The Committee recommends placing eight projects on the town and school district warrants. The final decision to prioritize projects within a specific year and include them in the 2024 town or school district meeting warrants falls to the Selectmen and School Board.

Under the State RSA 674:6 statute, each project was 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 requirement for additional sources of funds for the implementation and operation of each project.

The CIP Advisory Committee prioritized the 2024 projects by the highest average urgency and classification score, coupled with a qualitative assessment of each project's relative merits. We also considered balancing capital costs across the years when determining which projects to delay.

The Committee did not evaluate the merits of the 2025 – 2029 projects but placed them in the plan for the requested years.

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

Chapter 4. 2024 Projects

Reconstruction of Town Roads (Project No. DPWH23-02)

Project Name	Bond, Cash, or Lease	Payment Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Outside and Capital Reserve Funds	Purchase Price Less Offsetting Funds
Reconstruction of Town Roads	Cash	1	2024	2024	\$400,000	\$0	\$400,000

The funds enable much-needed reconstruction of road infrastructure and updating roads. The construction includes removing and resetting existing granite curbs and replacing deteriorated sidewalks.

Although this text is not repeated in the following sections, the Committee recommends planning for road reconstruction every year from 2024-2029.

Wadleigh Memorial Library Lower-Level Restrooms (Project No. LIBR22-01)

Project Name	Bond, Cash, or Lease	Payment Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Outside and Capital Reserve Funds	Purchase Price Less Offsetting Funds
Library Lower-Level Restrooms	Cash	1	2024	2024	\$250,000	\$0	\$250,000

This project request seeks to construct restroom facilities on the lower level of the Wadleigh Memorial Library. Public restrooms are required now that the meeting room in the lower library area is open. The third-floor restroom, which was infrequently used and impractical for disabled residents and other patrons, closed when the new HVAC system was installed. A pumping system is required in the new restroom because the lower level is below grade.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Wadleigh Memorial Library Electrical System Safety and Efficiency Upgrades

Project Name	Bond, Cash, or Lease	Payment Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Outside and Capital Reserve Funds	Purchase Price Less Offsetting Funds
Library Electrical Projects	Cash	1	2025	2024	\$195,000	\$0	\$195,000

This project repairs the library's electrical system. The current panel is an outdated and unsafe Federal Pacific (brand) for which repair parts are no longer available. An electrician examined it and stated it was dangerous and the service needed to be upgraded to 600A.

The library is currently not using some large pendant lights; an electrician evaluated replacing them and said the cost to run each one was the same as a refrigerator. Thus, these lights remain off, but patrons have complained about the dimness of the area at night.

Associated improvements include replacing non-code emergency lights and upgrades to exterior lighting. Finish converting all interior lighting to LED.

Town Hall HVAC Replacement (Project No. DPWH18-01)

Project Name	Bond, Cash, or Lease	Payment Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Outside and Capital Reserve Funds	Purchase Price Less Offsetting Funds
Town Hall HVAC Replacement	Bond	20	2024	2024	\$1,099,000	\$425,000	\$674,000

This project replaces the 33-year-old Town Hall HVAC system and related equipment. The system must heat/cool more effectively and efficiently so employees can comfortably work and interact with residents. Currently, sections of the building are too hot or too cold, and the temperature cannot be adjusted so that all building areas can maintain a suitable temperature. The new system will address issues and provide significant maintenance and energy savings. Work includes the replacement of the HVAC chiller, new controls, heat recovery, and new fan coil units.

Residents appropriated \$450,000 for the project in 2019. After an unsuccessful Request for Proposal process in 2019-2020, Engineering Economics Inc. was paid \$25,000 for a revised cost estimate, which came in at \$1,099,000 to complete the project. The \$425,000 raised from the 2019 appropriation will offset the project's cost.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Replace 2005 Sterling Truck (Project No. DPWH19-03)

This project request is to enter into a five-year lease/purchase agreement for a 58K GVW (or similar) dump truck with plow and sander assembly. The truck will replace a 2005 Sterling D/S/P/W truck that will be 19 years old when the new truck is delivered in 2025. The truck's primary purpose will be to maintain Town roadways, particularly for winter maintenance and snow removal.

A 10-wheel truck replacing a six-wheel truck means the department can haul more material, which will help crews perform more work faster. In the winter, the 10-wheeler will hold almost twice the load of salt sand for deicing roads, which means fewer return trips and faster road treatment during storms. The request is consistent with the Public Works Department vehicle replacement program.

Pennichuck Booster Pump Station (Project No. WTR22-02)

Project Name	Bond, Cash, or Lease	Payment Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Outside and Capital Reserve Funds	Purchase Price Less Offsetting Funds
Pennichuck Booster Pump Station	Cash	1	2024	2024	\$2,507,000	\$1,000,000	\$1,507,000

The Pennichuck Booster Pump Station currently in use has passed its useful life and needs replacement. The Water Department's new contract with Pennichuck, the town's water supplier, requires a new Booster pump station to be designed and built by 2026. This project includes the engineering design and building of a new Pennichuck Water booster pump station. The new station will give Milford better operational control over the water that comes from the Pennichuck waterworks.

The project cost is offset by \$1,000,000 in American Rescue Plan Act (ARPA) funds and loan forgiveness. The remaining cost will be paid with water user fees and was factored into the 2023 water rate increase. The municipal tax rate is not impacted.

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

Milford High School/Career & Technical Education Renovation Project

Project Name	Bond, Cash, or Lease	Payment Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Outside and Capital Reserve Funds	Purchase Price Less Offsetting Funds
MHS/CTE Renovation Project	Bond	20	2024	2024	\$58,900,000	\$28,500,000	\$30,400,000

The High School and CTE have significant needs and deferred maintenance, as identified within the 2022 School District Master Plan, much of which this project could address. The Steering Committee is still refining the final scope of the project.

The new construction will be built to high-performance criteria, reducing energy usage and employing durable, long-lasting, low-maintenance materials. LED lighting fixtures will reduce energy usage. New HVAC systems will reduce fuel consumption. Exterior walls will be highly insulated. New CTE programs (automotive and health) will require new educators; however, costs for the educators are shared with other schools through anticipated out-of-district tuition revenue for these popular programs.

The State will fund up to 75% of eligible improvements, construction, equipment, and other costs (design, engineering, permitting, fees, contingencies, etc.) within the State's 2025-2026 Biennium if (and only if) Milford can pass a bond vote and approve the remainder of the funding necessary to update and improve the Career and Technical Education program.

The State program that provides CTE funding will expire in three years. Milford must pass the bond vote and approve the project in March 2024 or March 2025 to receive State funding.

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

Bales School Renovation

Project Name	Bond, Cash, or Lease	Payment Term, Years	Request Vote Year	Recommended Vote Year	Purchase Price	Outside and Capital Reserve Funds	Purchase Price Less Offsetting Funds
Bales School Renovation	Bond	5	2024	2024	\$4,000,000	\$0	\$4,000,000

The Bales School restoration project will allow the return to educational service of several thousand square feet of MHS space by moving the SAU offices from MHS to Bales and moving Alternative Education Program (Project Drive) students from Bales to MHS. Renovated classrooms at Bales will be used by Jacques Elementary students (grades K-1) for art, music, and library programs, freeing up space to return the preschool program to Jacques from Heron Pond Elementary (grades 2-5) and giving back three much-needed classrooms to Heron Pond for their growing class sizes. The Bales renovation cost will be offset by \$70,000 in annual savings from no longer bussing Project Drive students between Bales and MHS.

Construction costs for the classroom spaces and SAU offices total \$4,000,000, which includes asbestos abatement throughout the building (windows, floors, and piping within walls) for \$367,047. In addition, \$25,000 has been allocated to convert the current SAU offices at MHS to three classroom spaces for Project Drive.

Chapter 5. 2025-2029 Projects

2025 Projects

Reconstruction of Town Roads (Project No. DPWH23-02)

Department Request: NA

CIP Recommendation: 2025 Funding

The funds enable much-needed reconstruction of road infrastructure and updating roads in critical areas. The construction includes removing and resetting existing granite curbs and replacing deteriorated sidewalks.

Although not requested by the department head, the committee recommends this project, if it continues to be considered a capital project, is placed on the town warrant annually until the roads can be maintained using strictly operating budget funds.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

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

Department Request: 2025 Funding

CIP Recommendation: 2025 Funding

This project will replace the 2006 Pierce Enforcer Engine 2, which reached its nominal 15-year life cycle in 2022. The department proposes replacing Engine 2 with another unit with the same capabilities.

Community Development – Municipal Parking Lot on Clinton St./South St. – Parking Lot - \$237,000 (Cash)

Department Request: 2024 Funding

CIP Recommendation: 2025 Funding

This project request seeks to demolish the former gas station facility at the corner of South St. and Clinton St. and turn it into a public parking lot, including several EV charging stations. The town has since used funds from the 2023 operating budget to remove the building, so the CIP recommends that a revised request with an adjusted cost and supporting documentation for the need for EV chargers be submitted for consideration next year.

Public Works – Highway – (DPWH19-01) - Truck, 58K GVW - \$262,000 (5-Year Lease/Purchase)

Department Request: 2025 Funding

CIP Recommendation: 2025 Funding

This proposal recommends the purchase of a 36,000 gross vehicle weight dump truck for right-of-way and general maintenance, replacing the 2008 International dump truck that will be 17 years old in 2025. The request 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.

The department will purchase a 10-wheel truck replacing a 6-wheel truck. The larger truck will haul more material and, when working with road crews, will require fewer personnel. The reduced staffing will help other crews accomplish more work in a day. In winter, the new truck will hold almost twice the load of salt sand for deicing roads, resulting in fewer return trips to refill the body and faster road treatment during winter storms.

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

2026 Projects

Reconstruction of Town Roads (Project No. DPWH23-02)

Department Request: NA

CIP Recommendation: 2025 Funding

The funds enable much-needed reconstruction of road infrastructure and updating roads in critical areas. The construction includes removing and resetting existing granite curbs and replacing deteriorated sidewalks.

Although not requested by the department head, the committee recommends this project, if it continues to be considered a capital project, is placed on the town warrant annually until the roads can be maintained using strictly operating budget funds.

Wadleigh Memorial Library - (LIBR21-02) – Library Addition - \$4,000,000 less \$500,000 offset from library trust funds (20-Year Bond)

Department Request: 2026 Funding

CIP Recommendation: 2026 Funding

The project will construct a 3,000-square-foot addition to the Library to allow for better ADA access, additional programming space in the children's area, a family restroom in the children's room, and office space on the lower level. This proposal results from many years of planning, study, analysis, review of options, receipt of community input, land acquisition, and consensus-building. The Wadleigh Memorial Library Board of Trustees determined the project will meet the community's current needs and the anticipated evolution of library services based on the Library's Strategic Plan. The trustees will begin a capital campaign in 2024 to offset the cost of the much-needed addition.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Recreation Department - Demolish 127 Elm St. Building - \$520,000 (Cash)

Department Request: 2024 Funding

CIP Recommendation: 2026

The project will raze the former commercial/industrial building on the Town-owned property at 127 Elm Street, which was acquired by the town in 2014. The 2021 needs assessment and feasibility study of the property recommended constructing a community/ recreation center facility within the 127 Elm Street and Keyes Memorial Park property. Until then, several shorter, low-cost phases will address the increased demand for recreational services and improve the utilization of the park and access/traffic circulation.

The building's removal represents the required first phase of a long-term multi-phase master plan identified in 2016 and 2023 studies/reports. Razing the structure provides much-needed parking during the state and Rotary swim meets and other events at Keyes Memorial Park, such as the Wildflower Festival. In the meantime, the empty building has been frequently vandalized and illegally occupied.

Milford is the only town among its peers by population size that does not have a community center or senior center location. A community center would improve and expand recreational opportunities and activities for seniors and teens and offer a childcare center. The CIP Committee recommends that the Recreation Committee revisit its plan for this project to understand what the Board of Selectman and voters are willing to support.

Public Works – Highway (DPWH12-02) – Caterpillar (or similar) Wheel Bucket Loader – \$240,000 (5-Year Lease/Purchase)

Department Request: 2026 Funding

CIP Recommendation: 2026

This project requests a new Caterpillar (or similar) wheel bucket loader to replace a 2002 Caterpillar bucket loader that will be 24 years old when replaced in 2026. The DPW has invested much money into this equipment in recent years. The driver's cab is considerably rusty and is deteriorating where it mounts to the frame. The department received quotes of approximately \$50,000 to replace the cab. The loader is not worth the money that must be spent on it. Given its age, the department will never make back the money.

The replacement loader's 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.

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

Fire Department (FIRE22-01) – Replace Forestry Truck - \$190,000 (5-Year Lease/Purchase)

Department Request: 2026 Funding

CIP Recommendation: 2026

This project will replace the 1999 manual transmission Ford F250 Forestry Vehicle at the end of its life cycle with another with similar capabilities installed by the vendor and an automatic transmission. The current pickup truck was acquired as used in 2002 and modified in-house. The vehicle has been converted multiple times and now carries a Honda pump package with manifold, poly water tank and a hose reel with 1" forestry hose. The vehicle has essential equipment storage in wire bins exposed to the elements and a single cabinet that fits a chainsaw and fittings. MFD has used all possible space, and the storage still does not support all its needs, with firefighters often throwing additional equipment and personal protective equipment on top of the other gear when responding.

The vehicle does not meet NFPA safety standards and has no roll-over protection, ABS brakes, traction control, or scene lighting. The pickup has had multiple mechanical issues due to being overweight and needing more OEM upgrades. The vehicle seats two people, and its manual transmission limits which personnel can drive it, making training more difficult.

2027 Projects

Reconstruction of Town Roads (Project No. DPWH23-02)

Department Request: NA

CIP Recommendation: 2025 Funding

The funds enable much-needed reconstruction of road infrastructure and updating roads in critical areas. The construction includes removing and resetting existing granite curbs and replacing deteriorated sidewalks.

Although not requested by the department head, the committee recommends this project, if it continues to be considered a capital project, is placed on the town warrant annually until the roads can be maintained using strictly operating budget funds.

Public Works – Highway – (DPWH19-02) - Truck, 36K GVW - \$262,000 (5-Year Lease/Purchase)

Department Request: 2027 Funding

CIP Recommendation: 2027

This proposal is for a 58K GVW (or similar) dump truck to replace the 2009 International D/S/P/W truck that will be 18 years old at the time of replacement in 2027. This will be a 10-wheel truck replacing a 6-wheel truck. With the larger truck, the department can haul more material, making road crews more efficient and enabling faster road treatment during winter storms. The request is consistent with the Public Works Department vehicle replacement program.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Water Utilities (WTR21-06) - Brookview Water Pump Station Improvements - \$500,000 (Funded by the Water/Wastewater Capital Reserve Fund; \$0 tax impact)

Department Request: 2027 Funding

CIP Recommendation: 2027

The Brookview Water Pump Station boosts water system pressure in the Brookview Drive/Brookview Court neighborhoods. The existing station is in an underground vault, which is a harsh environment for the equipment and its maintenance. The original equipment is nearing the end of its expected life and needs replacement. The project includes moving the new equipment to an above-ground structure for longer equipment life and safer worker access for maintenance needs.

2028 Projects

Reconstruction of Town Roads (Project No. DPWH23-02)

Department Request: NA

CIP Recommendation: 2025 Funding

The funds enable much-needed reconstruction of road infrastructure along with updating roads in areas of critical need. The construction includes removing and resetting existing granite curbs and replacing deteriorated sidewalks.

Although not requested by the department head, the committee recommends this project, if it continues to be considered a capital project, is placed on the town warrant annually until the roads can be maintained using strictly operating budget funds.

Fire Department (FIRE19-01) – Replace Engine 1 - \$890,000 (7-Year Lease/Purchase)

Department Request: 2028 Funding

CIP Recommendation: 2028

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

Ambulance Replacement (xxx-xx) – Replace 2013-B Ambulance - \$684,645 (5 Year Lease/Purchase)

Department Request: 2028 Funding

CIP Recommendation: 2028

The 3B ambulance has 150,000 miles on it, with the bulk of the mileage accumulated through December 2020, when it was placed in the backup role upon receipt of the 2020 ambulance. Replacing the 3B ambulance in 2028 after ten years of frontline service and five years of backup service maintains a five-year replacement cycle. It avoids replacing two expensive ambulances in the same year.

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

Water Utilities (WTR21-03) - WWTF Capped Sludge Landfill Remediation - \$2,000,000 (Funded by the Water/Wastewater Capital Reserve Fund and user fees)

Department Request: 2028 Funding

CIP Recommendation: 2028

The 2019 first quarter (Q1) analysis of the Wastewater Treatment Facility Capped Landfill monitoring well samples detected PFAS and PFOA compounds. The project aims to develop and implement 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.

2029 Projects

Reconstruction of Town Roads (Project No. DPWH23-02)

Department Request: NA

CIP Recommendation: 2025 Funding

The funds enable much-needed reconstruction of road infrastructure along with updating roads in areas of critical need. The construction includes removing and resetting existing granite curbs and replacing deteriorated sidewalks.

Although not requested by the department head, the committee recommends this project, if it continues to be considered a capital project, is placed on the town warrant annually until the roads can be maintained using strictly operating budget funds.

Water Utility Department (WTR22-01) North End Asbestos-Cement (AC) Main Replacement - \$3,500,000 (Funded by Water Rate Payers; \$0 tax impact)

Department Request: 2029 Funding

CIP Recommendation: 2029

This project replaces the asbestos-cement mainline/pipe in the north end of the Town with Ductile Iron/HDPE. The older lines are subject to breakage and are close to one of Milford's water storage tanks. Breakage within the existing pipe would drain that tank quickly and result in significant operational issues and potential property damage.

Chapter 6. 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 considered a **Placeholder** is a project that still needs to have a well-defined description or scope for implementation. However, based on the information presented, the CIP Advisory Committee 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. There is one Placeholder project on this year's CIP:

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Public Works – Highway – Bridges Out Years

Based on information from the NH Department of Transportation Bridge Bureau, it is anticipated that there will be 80% project funding from the State beginning in 2024. The Town is 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 2025-2027.

A project noted as **On the Horizon** is a project that may or may not have a defined description and scope but would be implemented outside of the six-year CIP cycle based on the information presented. 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.

The Committee included ten capital improvement projects considered “on the horizon” and thus not included as projects planned for the six-year CIP period of 2024 through 2029. However, these projects are identified so that prioritization, planning, and funding can be considered in several years. These projects are described below.

Community Development (CD11-02) – Osgood/Armory/Mason/Melendy Roads – Pedestrian and Bicycle Improvements

This project request for approximately 4,000 linear feet is a combination of a new five-foot (5') wide, bituminous asphalt sidewalk with vertical granite curbing, a dedicated multi-purpose striped lane, and a pedestrian walkway, including, 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; at the intersection of Mason Road; and 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. These roadways are regularly used by students walking to and from the schools, walking to the sports fields from the schools, and participating in the schools' cross-country running team practices, among others.

Community Development (CD10-03) – Nashua Street Sidewalk Improvements

This project request is to support the construction of approximately 3,500 linear feet of new 5' wide, bituminous asphalt sidewalk, including, 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 project aims to improve pedestrian connectivity to the current Town sidewalk networks and relieve traffic congestion within the high-traffic / high-density Nashua Street corridor.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

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.

Public Works – (DPWH21-01) Maintenance and Replacement of Town Hall Roof

The project will be for repairing and replacing the sloped portions of the Town Hall roof. More information and additional evaluations will be required to determine the full extent of required/needed maintenance and repairs.

Based on the most recent evaluation, the Town Hall roof will reach its anticipated useful life within 2 to 3 years and requires replacement of the shingle sections. The Town was approached by Engineering Economics Inc., who provided a cost estimate totaling \$721,000 in 2021 to replace/repair the sloped roof section of the Town Hall.

At this time, DPW is trying to get an estimate to replace the shingle roof along with new flashing. Also, at this time, we should consider repair of the clock tower and air vents on the rooftop.

Note the price listed from 2021 needs to be updated, and with all the work combined, it will be higher.

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

The Town's waste management system was thoroughly reviewed in 2009. It analyzed the 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. This year, no project request or presentation was provided to the CIP Advisory Committee. Based on discussions from prior years, the Committee feels it is prudent to retain solid waste management improvements/transfer station upgrades in the CIP program and await further recommendations from Town officials.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Public Works – Recreation – 127 Elm Street/Keyes Memorial Park Improvements and Community Center - \$11,000,000

The town-owned 127 Elm Street Property, acquired in 2014, comprises the 34,000-square-foot former Permattech 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 information 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. One option is constructing a 32,000-square-foot, multi-generational Community Center located on the 127 Elm Street property and the abutting Keyes Memorial Park.

Compared to the four next-largest and four next-smallest towns in NH by population, Milford is the only town with no community or senior center facility.

Public Works – Recreation Brox - Recreation Fields

This project will 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 athletic fields. The Milford Community Athletic Association (MCAA) *2013 Field Use Needs Analysis* documented and verified a shortage of fields. The schools, youth athletic programs, and community needs create extreme demand.

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 citizen groups have envisioned the development of new recreational facilities on the community lands. In 2005, the Town predicted the development of the Brox Community Lands Conceptual Master Plan. The plan designated acreages to accommodate Town facility requirements for 20 to 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 to 30 acres are designated for future recreational development based on the 2014 update.

In March 2016, the Town approved Warrant Article 23 authorizing the Board of Selectmen to reclaim, sell the material, and restore approximately 43 acres of the Brox Community Lands. The reclamation and restoration project was projected to be completed in about five years. However, the completion of the project has been delayed due to abutter's 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.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

As identified by the Milford Community Athletic Association "Field Needs Analysis," Milford's recreation and sports fields are overutilized to provide for the needed youth and adult recreation and organized sports demands of the community and school district. This overuse results in field decline and high maintenance costs. Phase 1 of the plan involves obtaining funding for design, engineering, and construction costs to implement the recreational field development in the area, as shown in the 2014 conceptual plan.

DPW - Mont Vernon St. Parking Lot

The Mont Vernon St. Parking Lot was submitted after the CIP deadline. It did not include the cost or other vital details, such as potential users and electric vehicle charging, although the cost estimate was subsequently received. This project is currently considered "On the Horizon," although since costs are being developed, it could occur much sooner.

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

This project has been included in previous CIP reports. It seeks to replace the existing 2015 HME Spectra Ladder Truck, a 110' aerial device, in 2036 with a similar vehicle with the same capabilities and functionality. The proposed replacement of this vehicle is part of the department's established vehicle replacement program.

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. An additional station 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 goals for the next 30 years. However, depending on the west end's development over the next 5 to 20 years, a new station may be needed.

Town of Milford 2024 -- 2029 Capital Improvements Plan
Adopted December 05, 2023

Chapter 7. 2023-2028 CIP Projects' Status

The following list reconciles the differences between the CIP Committee's 2023-2028 report and this one.

2023 projects that were approved by the voters:

- Wastewater Treatment Facility Upgrade Project, \$17.3 million
- Fire engine, \$755,000
- Ambulance, \$409,000
- Road reconstruction, \$400,000

2023 projects that were not included as warrant articles or not approved by the voters:

- Renovation of the Bales Building, \$2.7 million
- Bandstand Renovation, \$90,000

Projects included in the 2023 – 2028 CIP but not included in the 2024 – 2029 CIP:

- Bandstand Renovation

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

**Chapter 8. Estimated Tax Impact Table and Plan
Recommendations**

The CIP Estimated Tax Impact Table presents the recommended schedule for project requests reviewed by the CIP Advisory Committee for 2024-2029 on the following two pages. The CIP Advisory Committee intends to prioritize projects for funding, looking at all projects submitted. Based upon the CIP Advisory Committee’s information and subsequent discussions, projects were placed to address the most urgent Town capital project needs. Projects for the following years were placed 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:

<u>PROJECT COST</u>	<u>FUNDING MECHANISM</u>
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
<u>VEHICLE/EQUIPMENT COST</u>	
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

Table 3. Estimated Project Cost Table

Capital Improvement Plan - Citizens Advisory Committee 2024-2029 Estimated Project Cost Table																
Project Number	Department	Project Name	Bond, Cash, or Lease	Payment Term, Years	Requested Vote Year	Recommended Vote Year	Purchase Price (see Note)	Purchase Price Less Offsetting Funds (see Note)	Annual Project Costs To Taxpayers (Water & Sewer User Fees are Not Included)							
									2024	2025	2026	2027	2028	2029		
DPWH23-02	DPW-Hwy	Reconstruction of Roads	Cash	1	2024	2024	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LIBR22-01	Library	Library Lower-level Restrooms	Cash	1	2024	2024	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Library	Library Electrical System Safety and Efficiency Upgrades	Cash	1	2024	2024	\$ 195,000	\$ 195,000	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DPWH18-01	DPW-Hwy	Town Hall HVAC Replacement	Bond	15	2024		\$ 1,100,000	\$ 675,000	\$ -	\$ 62,852	\$ 62,852	\$ 62,852	\$ 62,852	\$ 62,852	\$ 62,852	
DPWH19-03	DPW-Hwy	Replace 2005 Sterling Dump Truck	Lease	5	2024		\$ 252,000	\$ 252,000	\$ -	\$ 56,209	\$ 56,209	\$ 56,209	\$ 56,209	\$ 56,209	\$ 56,209	
WTR22-02	Water	Pennichuck Booster Pump Station	User Fee	1	2024	2024	\$ 2,500,000	\$ 1,507,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DPWH23-02	DPW-Hwy	Reconstruction of Roads	Cash	1	2025		\$ 400,000	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	
FIRE18-01	Fire	Replace Engine 3	Lease	7	2025		\$ 735,000	\$ 735,000	\$ -	\$ -	\$ 120,205	\$ 120,205	\$ 120,205	\$ 120,205	\$ 120,205	
	DPW-Hwy	Clinton St. Parking Lot	Cash	1	2024	2025	\$ 237,000	\$ 232,000	\$ -	\$ 232,000	\$ -	\$ -	\$ -	\$ -	\$ -	
DPWH19-01	DPW-Hwy	Truck: 58K GVW (Replace 2008 International D/S/P/W)	Lease	5	2025		\$ 262,000	\$ 262,000	\$ -	\$ -	\$ 58,028	\$ 58,028	\$ 58,028	\$ 58,028	\$ 58,028	
DPWH23-02	DPW-Hwy	Reconstruction of Roads	Cash	1	2026		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	
LIBR22-02	Library	Library Addition	Bond	20	2026		\$ 4,000,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ 269,066	\$ 269,066	\$ 269,066	\$ 269,066	
CD22-01	Comm. Dev.	Demolish 127 Elm Street Building	Cash	1	2024	2026	\$ 520,000	\$ 520,000	\$ -	\$ -	\$ 520,000	\$ -	\$ -	\$ -	\$ -	
DPWH12-02	DPW-Hwy	Caterpillar (or similar) Wheel Bucket Loader	Lease	5	2026		\$ 222,000	\$ 222,000	\$ -	\$ -	\$ -	\$ 49,169	\$ 49,169	\$ 49,169	\$ 49,169	
FIRE22-01	Fire	Replace Forestry Truck	Lease	5	2026		\$ 190,000	\$ 190,000	\$ -	\$ -	\$ -	\$ 42,081	\$ 42,081	\$ 42,081	\$ 42,081	
DPWH23-02	DPW-Hwy	Reconstruction of Roads	Cash	1	2027		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	
DPWH19-01	DPW-Hwy	Truck: 58K GVW (Replace 2009 International D/S/P/W)	Lease	5	2027		\$ 262,000	\$ 262,000	\$ -	\$ -	\$ -	\$ -	\$ 58,028	\$ 58,028	\$ 58,028	
WTR21-06	Water	Brookview Booster Pump Station	User Fee	1	2027		\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DPWH23-02	DPW-Hwy	Reconstruction of Roads	Cash	1	2028		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	
FIRE19-01	Fire	Replace Engine 1	Lease	7	2028		\$ 890,000	\$ 890,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,554	
	Ambulance	Replace 2013-B Ambulance	Lease	5	2028		\$ 684,645	\$ 684,645	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 151,636	
WTR21-03	Water/Sewer	WWTF Capped Sludge Landfill Remediation	Bond	15	2028		\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	DPW-Hwy	Reconstruction of Roads	Cash	1	2029		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	
WTR22-01	Water	North End AC Main Replacement	User Fee	1	2029		\$ 3,500,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
CD11-02	Comm. Dev.	Osgood/Armory/Melendy Sidewalk Pedestrian Improvements	TBD	TBD	On Horizon		\$ 800,000	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
CD10-03	Comm. Dev.	Community Development - Nashua Street Sidewalk	TBD	TBD	On Horizon		\$ 900,000	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
CD18-01	Comm. Dev.	Souhegan River Pedestrian Bridge	TBD	TBD	On Horizon		\$ 800,000	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DPWH-(TBD)	DPW-Hwy	Bridges (out Years)	Bond	TBD	On Horizon		\$ 7,000,000	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DPWH21-01	DPW-Hwy	Maintenance and Replace Town Hall Roof	Bond	TBD	On Horizon		TBD	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	DPW-Hwy	Solid Waste Mgmt. Improvements / Transfer Station Upgrades	Bond	TBD	On Horizon		TBD	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	DPW-Hwy	Keyes Memorial Park Improvements & Community Center	Bond	TBD	On Horizon		\$ 11,000,000	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	DPW-Hwy	Brox Recreation Fields	Bond	TBD	On Horizon		TBD	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	DPW-Hwy	Mont Vernon St. Parking Lot	TBD	TBD	On Horizon		TBD	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire19-012	Fire	Replace Ladder Truck 1	Lease	TBD	2056		TBD	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire-(TBD)	Fire	West End Fire Station	Bond	TBD	On Horizon		TBD	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
							2023	\$ 1,164,000	New Projects (Town)	\$ 745,000	\$ 751,061	\$ 1,217,294	\$ 1,057,610	\$ 1,115,638	\$ 1,412,828	
							2023	\$ 2,430,594	Existing Projects (Town)	\$ 1,057,193	\$ 747,551	\$ 786,754	\$ 735,241	\$ 665,671	\$ 413,679	
									Sub-Total (Town)	\$ 1,802,193	\$ 1,498,612	\$ 2,004,048	\$ 1,792,851	\$ 1,781,309	\$ 1,826,507	
	SAU - School	Millford High School/CTE Renovation Project		20	2024	2024	\$ 58,900,000	\$ 30,400,000	\$ -	\$ 1,580,539	\$ 1,580,539	\$ 1,580,539	\$ 1,580,539	\$ 1,580,539	\$ 1,580,539	
	SAU - School	Bales School Renovation		10	2024	2024	\$ 4,000,000	\$ 4,000,000	\$ -	\$ 487,045	\$ 487,045	\$ 487,045	\$ 487,045	\$ 487,045	\$ 487,045	
									New Projects (School)	\$ -	\$ 2,067,605	\$ 2,067,605	\$ 2,067,605	\$ 2,067,605	\$ 2,067,605	
									Existing Projects (School)	\$ 643,576	\$ 477,476	\$ 465,821	\$ 435,766	\$ 415,574	\$ -	
									Sub-Total (School)	\$ 643,576	\$ 2,545,081	\$ 2,533,426	\$ 2,503,371	\$ 2,483,179	\$ 2,067,605	
Bond and Lease Interest Rates																
Water and Sewer Projects																
10 Year Bond								3.75%								
20 Year Bond								4.50%								
30 Year Bond								5.00%								
Lease Agreement								3.50%								
									Total New Project Costs	\$ 745,000	\$ 2,818,665	\$ 3,284,898	\$ 3,125,214	\$ 3,183,242	\$ 3,480,433	
									Total Existing Project Costs	\$ 1,700,770	\$ 1,225,028	\$ 1,252,535	\$ 1,171,007	\$ 1,081,245	\$ 413,679	
									Total New & Existing	\$ 2,445,770	\$ 4,043,693	\$ 4,537,434	\$ 4,296,221	\$ 4,264,487	\$ 3,894,112	

Table 4. Estimated Tax Impact Table

Capital Improvement Plan - Citizens Advisory Committee 2024-2029 Estimated Debt Service Tax Impact Table

		2024	2025	2026	2027	2028	2029
Town Debt Service	New Projects (town)	\$ 745,000	\$ 751,061	\$ 1,217,294	\$ 1,057,610	\$ 1,115,638	\$ 1,412,828
	Existing Projects (town)	\$ 1,057,193	\$ 747,551	\$ 786,754	\$ 735,241	\$ 665,671	\$ 413,679
	Total (town)	\$ 1,802,193	\$ 1,498,612	\$ 2,004,048	\$ 1,792,851	\$ 1,781,309	\$ 1,826,507
Town Debt Service Tax per \$1,000 Assessed Value	New Projects (town)	\$ 0.36	\$ 0.36	\$ 0.59	\$ 0.51	\$ 0.54	\$ 0.68
	Existing Projects (town)	\$ 0.51	\$ 0.36	\$ 0.38	\$ 0.36	\$ 0.32	\$ 0.20
	Total (town)	\$ 0.87	\$ 0.72	\$ 0.97	\$ 0.87	\$ 0.86	\$ 0.88
School Debt Service	New Projects (school)	\$ -	\$ 1,580,559	\$ 1,580,559	\$ 1,580,559	\$ 1,580,559	\$ 1,580,559
	Existing Projects (school)	\$ 643,576	\$ 477,476	\$ 465,821	\$ 435,766	\$ 415,574	\$ -
	Total (school)	\$ 643,576	\$ 2,058,036	\$ 2,046,381	\$ 2,016,326	\$ 1,996,134	\$ 1,580,559
School Debt Service Tax per \$1,000 Assessed Value	New Projects (school)	\$ -	\$ -	\$ 0.76	\$ 0.76	\$ 0.76	\$ 0.76
	Existing Projects (school)	\$ 0.31	\$ 0.23	\$ 0.23	\$ 0.21	\$ 0.20	\$ -
	Total (school)	\$ 0.31	\$ 0.23	\$ 0.99	\$ 0.97	\$ 0.96	\$ 0.76
Total Debt Service	New Projects (all)	\$ 745,000	\$ 2,331,620	\$ 2,797,853	\$ 2,638,169	\$ 2,696,197	\$ 2,993,387
	Existing Projects (all)	\$ 1,700,770	\$ 1,225,028	\$ 1,252,575	\$ 1,171,007	\$ 1,081,245	\$ 413,679
	Total (all)	\$ 2,445,770	\$ 3,556,648	\$ 4,050,428	\$ 3,809,176	\$ 3,777,442	\$ 3,407,066
Total Town & School Debt Service Tax per \$1,000 Assessed Value	New Projects (all)	\$ 0.36	\$ 0.36	\$ 1.35	\$ 1.27	\$ 1.30	\$ 1.44
	Existing Projects (all)	\$ 0.82	\$ 0.59	\$ 0.61	\$ 0.57	\$ 0.52	\$ 0.20
	Total (all)	\$ 1.18	\$ 0.95	\$ 1.96	\$ 1.84	\$ 1.82	\$ 1.64

Notes:

Tax Rate Calculation - \$ per \$1,000 assessed value

Assumption:
 \$20,691 of spending equals \$0.01 on the tax rate as of 10/28/23.

2023 Tax Rates Including Debt Service & Operating Costs (as of 10/25/23)	Town	\$ 4.93
	School	\$ 14.57
	State School	\$ 1.53
	County	\$ 1.14
Total		\$ 22.17

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

Table 5. Open Borrowings Table

The Open Borrowings Table provides Town, Water, Sewer, and School District projects financed by bonds, leases, or notes.

	Original Amount Borrowed		Term	Year Started	Final Payment Year	Average Annual Principal Payment (No Interest)	Remaining Principal Balance	Remaining Interest Balance	Remaining Building Aid (Schools)	Net Remaining Payments Due
Town Projects										
Police Station	\$2,925,260	20	20 Year Bond	2004	2024	146,263	300,000	20,100	0	320,100
Clean Water SRF Load - Stormwater Video	\$216,000	5	5 Year Bond	2020	2024	43,200	59,243	1,783	0	61,026
Milesip Road Land Purchase	\$2,300,000	20	20 Year Bond	2005	2025	115,000	260,000	17,640	0	277,640
Ambulance 2020	\$220,685	5	5 Year Lease	2021	2025	44,137	134,189	4,181	0	138,370
Public Works 6-Wheel Snow Plow	\$180,000	5	5 Year Lease	2021	2025	36,000	140,200	11,572	0	151,772
Road Improvements	\$2,000,000	10	10 Year Bond	2019	2028	200,000	1,144,000	83,076	0	1,227,076
Fire Rescue Truck	\$735,000	7	7 Year Lease	2022	2028	105,000	513,784	60,026	0	573,810
HVAC-Town Hall	\$450,000	10	10 Year Bond	2020	2029	45,000	315,000	27,101	0	342,101
Replace 2013(3A) Ambulance	\$283,200		5 Year Lease	2024	2029	56,640	283,200	30,418	0	313,618
Ambulance Building	\$2,214,000	20	20 Year Bond	2013	2032	110,700	1,197,050	210,054	0	1,407,104
Engine 1 Replacement	\$755,000		7 Year Lease	2025	2032	151,000	755,000	81,092	0	836,092
Fire Station Expansion	\$3,864,300	20	20 Year Bond	2019	2038	193,215	2,965,850	643,096	0	3,608,946
Town Projects Total	\$16,143,445					\$1,246,155	\$8,067,516	\$1,190,139		\$9,257,655
Water and Sewer Projects										
Holland Water Tank	\$1,600,000	20	20 Year Bond	2005	2024	80,000	240,000	20,160	0	260,160
Dram Cup Hill Tank Rehab	\$192,710	10	10 Year Bond	2015	2024	19,271	61,038	2,007	0	63,045
Union Street Water Main	\$132,809	10	10 Year Bond	2015	2024	13,281	46,483	2,418	0	48,901
Sanitary Sewer Rehab	\$270,000	10	10 Year Bond	2015	2024	27,000	94,500	4,917	0	99,417
Curtis Well	\$295,000	10	10 Year Bond	2015	2024	29,500	103,250	5,372	0	108,622
West Elm Street Water Main	\$792,000	10	10 Year Bond	2015	2024	79,200	277,200	14,424	0	291,624
Outfall Diffuser	\$337,395	20	20 Year Bond	2006	2025	16,870	60,000	4,274	0	64,274
Elm Street Phase 1 Water Main	\$758,486	20	20 Year Bond	2006	2025	37,924	140,000	10,141	0	150,141
Generator	\$338,895	10	10 Year Bond	2019	2028	33,890	193,850	14,077	0	207,927
Sludge Dewatering Unit	\$502,635	10	10 Year Bond	2020	2029	50,264	351,846	39,407	0	391,253
Septage Facility	\$594,138	20	20 Year Bond	2013	2032	29,707	302,780	45,295	0	348,075
UV Treatment Equipment	\$924,367	20	20 Year Bond	2019	2038	141,889	709,446	153,833	0	863,279
Water Mains	\$983,705	20	20 Year Bond	2020	2039	49,185	836,150	244,575	0	1,080,725
WWTF Upgrade	\$17,328,439	20	20 Year Bond	2025	2045	866,422	17,328,439	244,575	0	17,573,014
Water and Sewer Projects Total	\$25,050,579					\$1,474,402	\$20,744,982	\$805,475		\$21,550,457
School District Projects										
VOIP, HS Fire Alarm, MS Roof/Flooring	\$1,404,300	10	10 Year Bond	2013	2024	140,430	140,000	3,745	0	143,745
Middle & High School Renovations	\$3,000,000	10	10 Year Bond	2017	2026	300,000	1,275,000	162,563	0	1,437,563
HS Renovations/Bales Roof/Track	\$4,393,500	20	20 Year Bond	2008	2027	219,675	1,095,000	102,894	(340,988)	856,907
School District Projects Total	\$8,797,800					\$660,105	\$2,510,000	\$269,202	(\$340,988)	\$2,438,214
Grand Total for All	\$49,991,824					\$3,380,662	\$31,322,498	\$2,264,816	(\$340,988)	\$33,246,327

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

Chapter 9. Appendix: CIP Program Definition and Purpose

A. CIP Definition

A municipal Capital Improvements Plan (CIP) covering the Town and School District capital expenditures is essential to Milford'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 is not a static planning tool; it is evaluated annually and adjusted according to the Town's financial considerations.

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 only eligible if the single unit value equals or exceeds \$75,000.

For 2024-2029, these departments submitted project requests: Ambulance, Fire, Recreation, Public Works, Wadleigh Memorial Library Board of Trustees, Water & Sewer Utilities, Community Development Office, and the School District.

These departments submitted no project requests: Assessing, Community Media, Conservation Commission, Finance, Information Technology, Police Department, and Town Administration.

The CIP Committee did not include Capital Reserve Funds in this report other than to reflect the use of existing Funds to offset the costs of specific capital projects. Capital Reserve Funds are bank accounts that can offset future purchases, not capital equipment expenditures.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

B. CIP Purpose

A useful CIP links the provision of facilities, products, or services needed now and in the near future with the spending necessary to acquire and implement the items. The CIP must balance the goals and intent of the Milford Master Plan and department priorities with fiscal realities. A well-supported and thoughtfully prepared CIP alerts residents, business owners, and public officials to these needs:¹

- **Preserving public health, safety, and welfare.** Providing essential services that ensure citizen health and safety is a fundamental responsibility of local government. The CIP points out facility maintenance, upgrades, and expansion of government services needed to meet minimum federal, state, and local standards while highlighting deferred maintenance expenditures.
- **Anticipating the demands of growth.** The capital improvements programming process highlights investments in community facilities needed to serve or shape the Town's land development pattern as envisioned by the Master Plan.
- **Improving communication and coordination.** By highlighting all near- and short-term capital expenditures, the CIP provides a common basis for communication among the Planning Board, Board of Selectmen, School Board, municipal and school district departments and administration, Budget Advisory Committees, and citizens that can save costs and avoid duplication of facilities and expenditures.
- **Avoiding undue tax increases.** Sound community facility planning alerts residents, business owners and elected officials to the expensive projects likely to cause significant property tax increases. The CIP fosters discussion of the tax burden of new capital expenditures over time.
- **Developing a fair distribution of capital costs.** The CIP programming process enables a public discussion of distributing capital investment costs among users and other beneficiaries of capital expenditures.
- **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 land subdivisions. The CIP is one measure the Planning Board uses to judge whether development is spread or premature based on whether essential public services and infrastructure are present.
- **Supporting economic development.** The CIP framework enables elected officials and administration to anticipate the need for quality services and facilities that attract businesses and

¹ *The Planning Board in New Hampshire, A Handbook for Local Officials*, Chapter II, New Hampshire Department of Business and Economic Affairs (2021)

**Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023**

industries and provide quality schools, public safety facilities, recreation opportunities, and cultural amenities such as libraries that attract and retain a vibrant labor force.

Chapter 10. Appendix: Capital Improvements Planning Process

As specified in NH RSA 674:5, the Milford Planning Board directs the capital improvements planning process based on the Town's 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. Members serving on the 2023 CIP advisory committee are:

- Peter Basiliere—Chairman; Planning Board Representative
- Susan Smith—Planning Board Representative
- Terrey Dolan—Community Development Director (non-voting)
- John Andruszkiewicz—Citizen
- Paul Bartolomucci—Budget Advisory Committee Representative
- Bill Cooper—School District Representative
- Dana Dahl—Citizen
- Patti Kenyon—Citizen
- Kathryn Parenti—Library Trustee Representative
- Michael Thornton—Budget Advisory Committee Representative

The Committee met regularly starting in July 2023, meeting with department heads and representatives of the boards and commissions that submitted project requests. The Committee followed a basic five-step process in accumulating, analyzing, evaluating, ranking, and allocating project requests to appropriate years in the upcoming six-year time frame, intending to balance 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. Importantly, individual CIP advisory committee members may or may not support specific project(s).

A secondary aim of the CIP Advisory Committee is to reduce the changes and balance the citizens' overall tax burden, which in 2023 stood at \$22.17 per \$1,000 property valuation (town, school, state, and county tax rates combined).

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

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

- Step 1:** The Community Development Department provides request forms to all applicable department heads, commissions, trustees, and the School District's SAU office. Each project has a Statement of Need in addition to its description. When applicable, project requests are cross-referenced to where they are included in the Milford Master Plan.
- Step 2:** The Committee reviews the requests and meets with department heads to discuss each project.
- Step 3:** CIP members evaluate projects individually and through group discussions. Evaluation includes 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. Each proposed project is ranked by project urgency and then by 12 criteria. For 2025–2029, projects were evaluated and placed within the appropriate year without prioritization.
- Step 4:** Using the requester's suggestion as a starting point, the CIP Advisory Committee discusses and develops a consensus on its recommendation for the year the project should be submitted to the voters. For projects requiring bonding or a lease agreement, the tax impact is estimated for the year when the tax rate impact presumably occurs.
- Step 5:** The Committee prioritizes the projects based on urgency and need. This prioritization is available to the Board of Selectmen, School Board, Budget Advisory Committees, and the public when those bodies determine the following year's budget and warrant articles.

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

- Prepares a draft report with the assistance of the Community Development Office
- Presents the draft to the Planning Board at a Planning Board meeting or work session
- Offers an updated draft to the Board of Selectmen and briefs the Board on its draft recommendations
- Presents the CIP report at a Planning Board meeting for the required public hearing and adoption
- Transmits the final report to the Planning Board, Board of Selectmen, School Board, Budget Advisory Committees, and department heads

Chapter 11. Appendix: CIP Project Evaluation Criteria

By RSA, the CIP ranks projects based on the perceived urgency. Projects are also rated on how the members perceive the projects meet criteria regarding how well the project will effectuate change, provide a benefit, or result in an improvement.

Project Urgency determines the appropriate placement for each project within the applicable six-year CIP cycle. Classification scores are as follows:

1. **Inconsistent** - Contrary to land use planning or community development goals. Further evaluation will not be considered at this time.
2. **Premature** - Needs more research, planning, and coordination. Further evaluation will not be considered at this time.
3. **Deferrable** - Can be placed on hold until after the 6-year CIP cycle but supports community development goals.
4. **Desirable** - Needed within 4 to 6 years to improve quality or level of service.
5. **Necessary** - Needed within three years to maintain a basic level and quality of community services.
6. **Urgent** - Cannot be delayed; needed immediately for health and safety.

The **Rating Criteria** are:

- a. ***Corrects a deficiency in operations, facility, or equipment:*** A qualitative assessment of the degree to which the project addresses the deficiency and whether alternatives exist to work through the deficiency temporarily.
- b. ***Improves the quality of life for residents:*** A qualitative assessment of the degree to which the project will meet residents' goals, expectations, standards, and concerns.
- c. ***Results in departmental operating budget cost savings or improved performance:*** A quantitative assessment of the funds not spent if the project is implemented or the department's enhanced delivery of its activities.
- d. ***Matching funds are available for a limited time:*** An assessment of the amount of the private and public matching funds compared to project cost, the certainty the funds will be received, and the timeframe over which the town will receive the money.
- e. ***Non-property tax revenue and fees offset a portion of costs (excludes capital reserve funds):*** An assessment of the project's income and when the town will receive the payments.
- f. ***Identified in a long-range plan or program:*** An assessment of the degree to which the project supports departmental long-range capital investment plans or the town's master plan.

Town of Milford 2024 – 2029 Capital Improvements Plan
Adopted December 05, 2023

- g. ***Addresses an emergency or immediate public safety need or a state or federal mandate:*** Focused on critical town infrastructure, the current or imminent failure or government requirements require immediate action, including a special town meeting if the loss must be repaired or replaced before the next annual meeting.
- h. ***Benefits residents, businesses, or a segment thereof:*** A qualitative assessment of the degree to which the community benefits from the project.
- i. ***Increases the delivery of social services:*** The degree to which the project provides tangible public services that offer support and assistance to community segments.
- j. ***Supports job creation and development by retail, commercial, or industrial businesses operating in Milford:*** The project enables business expansion within the town that results in job creation or higher-paying jobs.
- k. ***Increases the commercial or industrial tax base:*** The project enables business expansion within the town that increases the tax base.
- l. ***Provides capacity for anticipated or planned residential, commercial, or industrial growth:*** An assessment of the degree to which the project supports known residential or business growth.

9. Approval of Final Minutes December 11, 2023

DRAFT

MINUTES OF THE MILFORD BOARD OF SELECTMEN MEETING

December 11, 2023

PRESENT: Gary Daniels, Chairman Lincoln Daley, Town Administrator
Chris Labonte, Vice Chairman Tina Philbrick, Executive Assistant
Paul Dargie, Member Mitchell Hemmer, Videographer
Tim Finan, Member
Dave Freel, Member, via phone

1. CALL TO ORDER, BOARD OF SELECTMEN INTRODUCTIONS & PUBLIC SPEAKING INSTRUCTIONS:

Chairman Daniels called the meeting to order at 5:30 p.m., introduced Board members, and then led the audience in the Pledge of Allegiance.

2. APPOINTMENTS – (Approximate times)

5:30 p.m. - ATC/MHS Renovation - Christi Michaud, Superintendent, Jan Radowicz, MHS Principal, Samantha Belcourt, Director of Technology Studies, and Fred Hobbs, Steering Committee Member.

Jan Radowicz and Samantha Belcourt provided a presentation of the CTE renovation which includes adding a second floor to the current high school. They are expecting a one-time funding opportunity of 28 million dollars and expect increased enrollment and revenue by attracting students from neighboring communities as well as a reduction of \$70,000 in annual transportation costs. They are expecting to add automotive and health science to existing programs. There will be opportunities to partner with Community College and Adult Education.

They will be putting two warrant articles on the warrants; the ATC/MHS Renovation warrant article at \$58.8 million to include state funding of \$28 million and the Bales School Renovation warrant article at \$3.8 million. A cost analysis was done on energy savings. There was some discussion on how many additional students could attend the new programs and the types of recruitment process.

5:50 p.m. - Land Use Change Tax – Map 45, Lot 3-35 – Assessing Director, Marti Noel

Ms. Noel said that this is a 15.01-acre parcel located in the Autumn Oaks subdivision. Recently construction for a single-family home has begun. The remaining 13.01 acres will remain in Current Use as undisturbed and left in a natural state. Owners have been notified. Ms. Noel recommends approval.

Selectman Dargie made a motion to approve the Land Use Change Tax for Map 45, Lot 3-35 as recommended. Seconded by Selectman Finan. Roll call vote. The motion passed 5/0.

5:55 p.m. - Property Abatement Application Recommendation – Map 47 Lot 13-2 – Assessing Director, Marti Noel

Ms. Noel the abatement presented tonight was a request due to a fire that occurred on 5/21/2023. On November 2, the building received a Certificate of Occupancy indicating the structure had been returned to a usable state. The building was left unusable for a total of 166 days.

Selectman Dargie made a motion to approve the property tax abatement application for Map 47, Lot 13-2 as recommended. Seconded by Selectman Labonte. Roll call vote. The motion passed 4/0.

The phone/zoom connection was lost by Selectman Freel at this time.

6:00 p.m. - Timber Yield Waiver of Tax – Assessing Director, Marti Noel

Ms. Noel reminded the Board that they voted to waive the timber tax for the Timber Operation conducted on Town-owned property known as Map 50, Lot 9, and located at the end of Mile Slip Rd. The timber cut involved a small area where the Conservation Commission was seeking to re-establish and encourage early succession habitat. That Operation has been completed. RSA 79:3-b allows for municipalities to Waive a Timber Tax for Timber cut on their own land:

Selectman Dargie made a motion to approve the Timber Yield form for Map 47, Lot 13-2 as recommended. Seconded by Selectman Labonte. Roll call vote. The motion passed 4/0.

DRAFT MINUTES OF BOARD OF SELECTMEN MEETING – 12/11/2023

58 **6:05 p.m. - Municipal Assessment Data Sheets (MADS) – Assessing Director, Marti Noel**

59 Ms. Noel presented the Municipal Assessment Data Sheets which contain the real estate transfers that have taken
60 place in Milford between October 1, 2022, and September 30, 2023. The report is due for completion and submis-
61 sion to the DRA by December 15 each year. She assured the Board that she reviewed every sale and confirmed
62 the sales data with knowledgeable parties whenever possible. The data is correct and complete to the best of her
63 knowledge. The board's signatures are required when this data is submitted to the DRA for final review and anal-
64 ysis. By March, and hopefully sooner, we can expect to have the Equalization Ratio for 2023 as determined by
65 the NH Department of Revenue.

66
67 **Selectman Labonte made a motion to approve the Municipal Assessment Data Sheets (MADS) as recom-**
68 **mended. Seconded by Selectman Dargie. All were in favor. The motion passed 4/0.**

69
70 **6:15 p.m. - Public Hearing for the Acceptance for Expenditure of Unanticipated Funds over \$10K NH (RSA**
71 **(31:95b)) –**

72 • **FY24 Special One-time Highway Payment – State (HB2) - \$96,194.11 (see specific highway mu-**
73 **nicipal needs)**

74 • **FY24 Special One-time Bridge Payment – State (HB2) - \$95,137.74 (see specific municipal bridge**
75 **needs)**

76
77 **Chairman Daniels opened the public hearing. Chairman Daniels closed the public hearing.**

78
79 **Selectman Labonte made a motion to approve both the FY24 Special One-time Highway Payment – State**
80 **(HB2) - \$96,194.11 and the FY24 Special One-time Bridge Payment – State (HB2) - \$95,137.74. Seconded**
81 **by Selectman Dargie. All were in favor. The motion passed 4/0.**

82
83 **6:20 p.m. - Fire Works Discussion – Recreation Director, Arene Berry**

84 Ms. Berry presented two fireworks quotes.

85 American Thunder Fireworks Inc. proposes to provide a Fireworks Display on 6/29/2024 with a proposed budget
86 of \$15,000. The rain date will be 6/30/2024. Pyrotecnico, formally Atlas Fireworks, proposes to provide a Fire-
87 works Display on 6/28/2024 with a proposed budget of \$13,000. Both companies provided a breakout of shells.

88
89 Selectman Dargie asked if there would be an event going on the same day as the fireworks. Ms. Berry said yes.
90 Selectman Dargie is in favor of the \$15,000 and he likes the Saturday night date. He is in favor of putting it on
91 the ballot. Director Berry recommends American Thunder because of the number of shells and Saturday date.

92
93 Director Berry works with the fireworks company throughout the process. They know that they won't have an
94 official answer until after the Town vote in March. The process has to start early to get the date needed. All the
95 towns do this.

96
97 Jay Duffy, a Milford resident, asked if the Selectman would start looking into a fireworks display for our Country's
98 250th celebration in 2026. It will also be the 80th anniversary of the Labor Day Parade.

99
100 Mike Thornton, a Milford resident, suggests that Milford and Amherst combine their celebration. Director Berry
101 said they could look into it.

102
103 **Selectman Dargie made a motion to put the fireworks on the warrants for \$15,000 and approve American**
104 **Thunder Fireworks Inc. as the distributor. Seconded by Selectman Finan. After some discussion, Selectman**
105 **Dargie withdrew his motion so they could include Selectman Freels's input at the next meeting.**

106
107 **6:35 p.m. - Snowmobile Trail – Joe Vallier**

DRAFT MINUTES OF BOARD OF SELECTMEN MEETING – 12/11/2023

108 Mr. Vallier is before the Board to discuss the potential creation of a snowmobile trail connection through the Class
109 VI portion of Foster Road between Federal Hill Road and Wallingford Road. Maps were provided for review.
110 This portion of Foster Road could be part of a larger trail network connecting contiguous public and private prop-
111 erties. This will require improvements and continued maintenance to the Class VI portion of Foster Road (removal
112 of trees, brush, and general maintenance). Any improvements to Class VI roadway require approval by the Board
113 of Selectmen as the governing authority.

114
115 Mr. Vallier is more interested in preserving the trails and providing access to the trail system, they could install a
116 gate on each end to prevent vehicles from entering. Administrator Daley will look into rules about the shared
117 property. There are over 40 abutters/owners that share the green space in question. Improvements have been made
118 in this area that were not approved by the town. Letters were sent to abutters educating them about improvements.
119 Mr. Vallier said he removed a tree that he felt was a hazard and was blocking the walking/biking path. He works
120 with Milford Conservation at Mile Slip and he maintains paths regularly in that area. He lives at 360 Federal Hill
121 Road.

122
123 Administrator Daley said this will require cooperation from the property owners. The trail system should be
124 mapped out and given to the property owners. There was some discussion about riding a snowmobile on a class
125 VI road. Mr. Vallier said when the subdivision was implemented, they were mandated to build trails and the
126 developer never made the trails.

127
128 Ryan Retelle, a Milford resident and abutter of this property in question, isn't in support of snowmobile trails on
129 this property. Dan Allen, a Milford resident and abutter of this property in question is in support of a walkway
130 through this property, but not snowmobiles. He questioned a map that was put on Facebook about a snowmobile
131 trail. Mr. Vallier said he's never seen the map in question.

132
133 David Wilson, a Milford resident and abutter of this property in question, walks his dogs in this area daily. No
134 one rides in this area. Mr. Vallier is the master of trails for Hollis, not Milford. This benefits his club and riders
135 only. He doesn't want a parking lot in his neighborhood. This proposal benefits an outside Hollis club. He
136 requests a more formal meeting to include all property owners in that area.

137
138 Jeff Wells, a Milford resident said there has been unauthorized clearing on Foster Road. Trash has been dumped
139 out there as well. He approached Mr. Vallier about cutting a tree in November and Mr. Vallier said he was
140 making a snowmobile trail and providing access to the public for hiking and hunting. Mr. Wells isn't in favor of
141 this.

142
143 Lea Frost, a Milford resident and abutter of this property in question, isn't in favor of this snowmobile trail.
144 Permission has not been granted from the Society governing the land in that area. There has been no formal request
145 about this with the NH Bureau of Trails.

146
147 Stephanie Desrochers, a Milford resident and abutter of this property in question, isn't in favor of this snowmobile
148 trail. Here concern is the blind corner where children play and there is drainage that goes out to the protected
149 wetlands.

150
151 Douglas Rick, a Milford resident and abutter is not in favor of the snowmobile. He's concerned about the noise
152 this will bring.

153
154 Mr. Vallier said no one permitted him to cut the trails. He would love to see a trail up to the fire tower but is not
155 asking for that at this time. He was clearing the underbrush. His club is the Nor'easters and has 40% of their trails
156 in Milford and they meet in Hollis. His interest is walking the area but it's currently congested and overgrown.
157 The trail is difficult to walk.

158

159 Administrator Daley said the map referred to this evening is one that was introduced in 2014 and was only made
160 as a potential town-wide trail network study.

161
162 David Wilson said the trails are not necessary and not needed. He's never seen Mr. Vallier in his neighborhood.

163
164 Jeff Wells said if there isn't a long-term agenda, why is there a need for a snowmobile trail on a dead end?

165
166 John Philbrick, a Milford resident, said there are a lot of inaccurate statements tonight. Clearing the road would
167 be a benefit to the town whether it's a trail or not. The Town should maintain the road.

168
169 It is recommended that the Board direct staff reach out to the abutters to receive stakeholder input and continue
170 the discussion to the next meeting in December.

171
172 **3. PUBLIC COMMENTS (items not on the agenda) -**

173 Jay Duffy, a Milford resident, said all the American flags at all the cemeteries had been retired for the winter with
174 the help of baseball teams and they will be placed back before Memorial Day. Marie Gurella donated Christmas
175 wreaths which have been placed at the monuments at Riverside Cemetery. Mr. Duffy would also like to thank the
176 Public Works department for their light display this year.

177
178 **4. DECISIONS**

179 **a. CONSENT CALENDAR**

- 180 1. Request for Road Acceptance - Curtis Commons Circle
181 2. Acceptance and Appropriations of Unanticipated Revenues Under \$10K NH (RSA (31:95(b))

182 • **Bandstand Upkeep/Restoration Special Purpose Fund**

- 183 1. Fae M. O'neill \$100.00
184 2. Mary Kelly Carter Rev. Trust \$250.00
185 3. Martha Anne Goodwine \$50.00
186 4. Milford Historical Society \$515.38

187 • **Adam's Field Upkeep Special Purpose Fund**

- 188 1. Haley Mitchell (remaining monies from the Eagle Scout project \$12.13
189 3. Acceptance and Appropriations of Gifts of Property under \$5K NH (RSA (31:95(e))

190 • **Donation of an Elm Tree for the Oval**

- 191 1. Robert Kokko \$500
192 4. Donation to the Granite Town Rail Trail Revolving Fund from Faye Richey - \$500.00

193
194 Paul asked to remove number 4 a) 4) from the consent calendar because the memo wasn't included in the BOS
195 package.

196
197 Selectman Labonte made a motion to accept the consent calendar except for 4. a) 4). Seconded by Selectman
198 Dargie. All were in favor. The motion passed 4/0.

199
200 Mr. Palance, Heritage Commission Chair, would like to withdraw the donation from the Milford Historical Society
201 because the check hasn't been received yet. He will resubmit with a letter at a later date.

202
203 **Selectman Dargie moved to reconsider the previous vote because of the approval of the Milford Historical**
204 **Society. Seconded by Selectman Finan. All were in favor. The motion passed 4/0.**

205
206 Item number 4. a) 2) 4) was removed from the consent calendar.

207
208 **Selectman Dargie made a motion to accept the consent calendar except for item number 4. a) 2) 4. and 4.**
209 **a) 4). All were in favor. The motion passed 4/0.**

210 **b. OTHER DECISIONS**

211 **1. N/A**

212

213 **5.TOWN STATUS REPORT –**

214 **1. Transfer Station Proposed Holiday Hours**

215 Leo Lessard, Public Works Director, provided a schedule to the Board and is proposing to modify the Transfer
216 Station’s hours of operations for holidays that fall on Mondays. This is to provide a three consecutive day holiday
217 break for Transfer Station employees to be consistent with other non-emergency town employees. He proposed
218 a more reasonable schedule to accommodate Transfer Station Hours. Any changes to the hours will be posted at
219 many places including nixle.

220

221 Administrator Daley mentioned the floating holidays in 2024 as Martin Luther King Day on January 15, 2024,
222 and Columbus Day on October 14, 2024. Those can be taken at any time so he suggests removing them from the
223 list.

224

225 There was some discussion about banked hours and not being able to use those hours because they were too busy.
226 Staff is for the hour changes.

227

228 **Selectman Labonte made a motion to approve the proposed holiday Transfer Station Hours except for the**
229 **two Floating holidays of Columbus Day and Martin Luther King Day. Seconded by Selectman Finan. All**
230 **were in favor. The motion passed 4/0.**

231

232 **2. Milford Downtown Oval Improvement Project (NHDOT – Milford #42470)**

233 Administrator Daley said the Milford Downtown Oval Improvement is underway and advancing through the draft
234 engineering phase to preliminary design. This is slated to begin in 2025. The required environmental impact anal-
235 ysis is also advanced and nearing completion. Everything has been submitted to NH DES and EPA for environ-
236 mental review.

237

238 Katherine Kokko, a Milford resident asked about comments for the downtown area from the Heritage Commis-
239 sion. Administrator Daley said that was part of the initial study a decade ago. He will have the Heritage Commis-
240 sion contacted directly for any additional questions.

241

242 **3. Employee Benefit/Compensation**

243 Karen Blow, HR Director, presented recommendations to the Board for review and implementation beginning in
244 2024. The Compensation workgroup researched 18 Salary Exempt positions and 61 Hourly Non-exempt positions.
245 The combined total recommendation is an increase of \$30,554. A recap was provided of what was provided last
246 year for a point of reference. The focus was on data from 10 communities.

247

248 **SALARIED EXEMPT EMPLOYEES**

249 The Workgroup recommended adjusting the Recreation Director and Human Resource Director by \$3,129 (com-
250 bined, not per) to bring them to 80.4% of the max and 80.3%, respectively, of the max on the wage scale.

251 **FIRE DEPARTMENT**

252 The Workgroup recommends the starting rates for Call Firefighters should be adjusted to at least \$15.00/hr. by
253 2024. In

254 **ADMINISTRATIVE POSITIONS**

255 The Workgroup found the Police Admins (6 positions in total – 2 full-time, 4 part-time) to be outside the range of
256 other Town Administrative positions. To better align the Police Admins with other administrative positions within
257 the Town, the Workgroup recommended increases in Police Admins (6 positions in total – 2 full-time, 4 part-
258 time) with an approximate cost of \$13,884 in wages.

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POLICE PATROL AND SERGEANTS

The Workgroup would like the BOS to establish a 5% wage differential between Police Patrol and Sergeants. There is a lack of incentive for Patrols to bid for Officer positions because of some of the benefits they lose (Opt-Out reimbursement rates; Education Stipend, etc.) transitioning from a Union to a Non-Union position. Establishing this 5% differential would serve to remedy this obstacle and create a greater incentive for this opportunity.

AMBULANCE DEPARTMENT

The Workgroup was provided recommendations for adjustments by the Department Director. The department has seen high turnover over the last few years. Staff is leaving for jobs that pay anywhere between \$5 and 7 dollars more than the Town is currently paying. To ensure continuity of services these adjustments, with an approximate cost of \$120,718, are considered essential. Without these adjustments, the Town may experience a loss of services (taking one ambulance out of service or only running the second ambulance 12 hours/day down from 16 hours/day). That is the reality of what we are dealing with in the recruitment arena.

The Workgroup met throughout the year (2023). Collection of information and any drawn conclusions were established utilizing methodologies from similar studies and reports from, primarily, municipalities and to some degree the private sector. Director Blow gave examples of savings and incentives to attract people.

She provided ongoing turnover information. We need to be mindful of natural attrition. We have 37 staff, (19%) between the ages of 50 and 59. We have 33 staff, (17%) between the ages of 60 to 69 and 7 staff (3.61%) at 70+ years of age. Of these numbers, 48 staff, (25%) are full-time and 29 staff (14.95%) are part-time. They will continue to monitor positions and wages yearly.

Selectman Labonte asked if they were trying to get employees at the mid-level or 80%. Director Blow said mid-level of the Towns wage scale. There was additional discussion about the process worked to get to these numbers. Selectman Labonte questioned some of the minor increases. Director Blow said Selectmen Labonte likes details and if she had omitted the smaller ones, it would have been brought to her attention. Selectman Labonte asked if was a fair statement that our employees are not far out of this realm. Director Blow said she would not say that was a fair statement.

Administrator Daley said this is phase II and recognizes the value of our employees. There will be significant changes in the outer years. Milford is still below many towns. There was discussion about losing benefits by being promoted in some of the departments. Selectman Labonte asked if money was the answer or if culture was the answer. Director Blow stated some of the things that employees brought to her.

Selectman Labonte asked where the money would come from for these increases. Administrator Daley said surplus. Selectman Labonte said he won't vote on anything until he sees what the list for surplus is. Administrator Daley appreciates that but would like the Board to support the idea of moving forward with Phase II.

Selectman Finan feels the increasing number of \$30,554 is reasonable but we should be looking at the range, not the target. Director Blow agrees but the scale needs to be adjusted first.

Selectman Dargie questioned a number on page 13. Director Blow said it was a mistake. The number should be 14% plus NHRS. Selectman Dargie supports the \$30,554 increase.

Selectman Labonte said Milford has always been known as a training ground, doesn't matter what department. Administrator Daley said they try hard to train and recruit employees. There is a high turnover rate in all industries. Director Schelberg said industry turnover at 10% is normal. Higher than that is bad for business. Money doesn't buy everything but culture starts with the Board of Selectmen on how they want to see the Town of Milford run. There was additional discussion about a reasonable budget and spending money more smartly.

311 Chairman Daniels asked Administrator Daley where the additional money would come from to support the in-
312 crease. Administrator Daley said surplus for this year. They can look at other areas while reviewing the budget.
313 Selectman Labonte asked what the would cost be in 2024 if this were to pass. Director Calabria said about
314 \$31,200.

315
316 Paul Calabria said the difference between the default for 2024 and the proposed for 2024 is \$856,000.

317
318 After additional discussion, the Board decided to wait to make any decisions on this until after the budget meeting
319 on Wednesday.

320
321 **4. Third-Party Payroll Services Request for Proposal**

322 Administrator Daley previously provided a DRAFT request for a proposal to outsource payroll services to a third-
323 party company on November 27th. To give the Board time to review it, the RFP was tabled for this meeting. He
324 asked for the board's input at this time.

325
326 Selectman Labonte would like the RFP simplified. Administrator Daley followed a model from another town.

327
328 There was additional discussion on what should or shouldn't be included in the RFP. The hard copy of the RFP
329 was copied incorrectly. Administrator Daley said this would be a good time to understand the payroll system to
330 see if there are better efficiencies and understand what the true issues are. We need to understand where this
331 system isn't working for all departments. In some cases, the employees don't understand how to use the system.
332 Using the system effectively needs to be addressed first. Is our current system effective or truly faulty?

333
334 Selectman Labonte said putting an RFP forward is just giving you additional information. Selectman Finan agrees
335 but he feels they are moving forward too quickly. Administrator Daley said in some cases, there will be human
336 error no matter who you go with. There is a lot involved in going forward.

337
338 **5. Town Department Transfer Request**

339 Administrator Daley provided transfer request forms submitted by Department Heads exceeding \$10,000 for the
340 boards review. Administrator Daley said in some cases these requests have already occurred. They will be get-
341 ting up to speed to bring these to the Board regularly.

342
343 There was a lengthy discussion about following the policy and when things should have started. Director Calabria
344 said the final modified policy didn't happen until late October. We were waiting for the final wording from the
345 Chairman of the Board. Selectman Labonte wants to see when the money was spent as of now. We should be
346 following our policies.

347
348 Chief Viola said we have to have coverage for services and verbally, the Board has been informed of overspend-
349 ing. It was discussed at the joint BOS/BAC meeting in November. Selectman Labonte feels he's been wasting
350 his time going over the policies. What do we do to enforce our policies?

351
352 Selectman Finan said having a policy like this is procedurally impracticable because of the way things happen.
353 He knows another community close to us that tried this for a year and they stopped this for that very reason. You
354 can't keep your thumb on it constantly. What did you expect, we said this was going to happen.

355
356 Selectman Labonte said regardless if it becomes redundant or wrong, we put a policy in place and we should be
357 following it. Selectman Finan said this is where micromanagement gets tied up in knots. This is why people
358 argue against micromanaging. Selectman Labonte doesn't consider this micromanaging. Selectman Finan said it
359 doesn't matter if he considers it micromanaging or not, this is what happens when you do it. We could say that

360 we trust our Town Administrator to make sure things don't get out of control and then we wouldn't be having this
361 conversation at all. Chairman Daniels said we will look into it and address it.

362
363 Selectman Finan would like to see the Chairman and Town Administrator discuss this and see if any issues have
364 come up that need addressing.

365
366 **6. Mason Road Bridge Replacement Project (NHDOT #43115)**

367 Administrator Daley said the purpose of this agenda item is to award the contract bids for the construction of the
368 bridge and construction inspection services for the Mason Road Bridge Project. The Board will also need to
369 determine whether the project will include a temporary bridge or closure of a portion of the road during construc-
370 tion. The Town previously received \$1.5 million in state bridge aid from NHDOT. State funding is subject to an
371 80%/20% split and the town will be responsible for approximately \$249,460 of the total cost.

372
373 Director Lessard said that Hansen Bridge, LLC was the low bidder for both scenarios. GM2 has completed a
374 review of the bids and determined that the bids received from Hansen Bridge were complete and correct. There-
375 fore, the DPW would like to recommend that the construction of the bridge be awarded to Hansen Bridge, LLC.
376 As required by the DOT, the Town also has to obtain construction engineering services from a third-party engi-
377 neering firm. We have followed the Qualifications-Based Selection process as outlined by the DOT and inter-
378 viewed the two firms that submitted qualifications. The firms were ranked by an in-house panel consisting of
379 myself, Town Administrator, Lincoln Daley, and Town Engineer, Nicole Crawford. As the higher-ranking firm,
380 the DPW would like to recommend the selection of Fuss & O'Neill to perform construction engineering services
381 for this project.

382
383 Selectman Dargie is in favor of a full road closure. Emergency services were on board with these suggestions.

384
385 Selectman Finan asked if there were public disclosure requirements. Director Lessard said we should and we
386 have time.

387
388 Scott Kimball, a Milford resident asked if a study has done on the impact of the added traffic next to Market
389 Basket once this bridge is being closed. Director Lessard said no. Mr. Kimball suggests something be put in place
390 if the area gets busy.

391
392 Selectman Dargie made a motion to go with Hansen Bridge LLC, for both scenarios. Seconded by Selectman
393 Finan. All were in favor. The motion passed 4/0.

394
395 **Selectman Dargie made a motion to allow staff to enter into a scope fee with Fuss & O'Neill. Seconded by**
396 **Selectman Finan. All were in favor. The motion passed 4/0.**

397
398 **7. Board, Commission, Committee Volunteers**

399 The Town is actively seeking volunteers to serve on the various boards, commissions, and committees. The fol-
400 lowing is a listing of current vacancies:

- | | | |
|-----|---|-----------------------|
| 401 | • Board of Adjustment | 2 Alternate positions |
| 402 | • Conservation Commission | 2 Alternate positions |
| 403 | • Economic Development Advisory Council | TBD (January 2024) |
| 404 | • Recycling Committee | 1 Full-Time position |
| 405 | • Planning Board | 2 Alternate positions |

406 If you are interested in applying, please contact the Administration Office or visit the Town website at [www.mil-](http://www.milford.nh.gov)
407 [ford.nh.gov](http://www.milford.nh.gov) and download /complete the volunteer application.

408
409 **6. DISCUSSIONS**

410 1. **2024 DRAFT Warrant Articles**

411 **WARRANT ARTICLE – DISCONTINUE OSGOOD POND CAPITAL RESERVE TRUST FUND - \$0**

412 At the last meeting, Chairman Daniels never called for reconsideration of the vote at the last meeting for removal
413 of this warrant.

414 Chairman Daniels moved for reconsideration on the warrant article – Discontinue Osgood Pond Capital Reserve
415 Trust Fund. Seconded by Selectman Dargie. All were in favor. The motion passed 4/0.

416
417 The original motion was to remove the Discontinue Osgood Pond Capital Reserve Trust Fund from the warrants.
418 The motion failed 1/3 with Selectman's Daniels, Dargie, and Finan opposed.

419
420 **WARRANT ARTICLE – PENNICHUCK BOOSTER PUMP STATION - \$1,507,000 BOND – NEEDS TO**
421 **REFLECT THE FULL AMOUNT OF THE WARRANT ARTICLE.**

422
423 **WARRANT ARTICLE - TOWN HALL HVAC REPLACEMENT - \$674,000 BOND NEEDS TO**
424 **REFLECT THE FULL AMOUNT OF THE WARRANT ARTICLE.**

425
426 **WARRANT ARTICLE - WADLEIGH LIBRARY ELECTRICAL SYSTEM SAFETY AND**
427 **EFFICIENCY UPGRADES - \$100,000**

428 Selectman Labonte asked Director Lessard if he was aware of this warrant article since we have determined that
429 the library is a town building. Director Lessard said no. Kathy Parenti, Library Trustee said the electrician will
430 give her a more accurate price. Selectman Labonte asked if this is a town building, should these repairs go through
431 DPW. Director Lessard will get with the Library Trustees on this.

432
433 **WARRANT ARTICLE - WADLEIGH LIBRARY MAINTENANCE AND UPKEEP CAPITAL**
434 **RESERVE - \$25,000**

435 Selectman Labonte asked if this should be on the ballot. If we keep this for the library, how do we change it so
436 the Board can be the ones spending the money? Since the town is now taking care of the library building, should
437 this be changed? Director Calabria said it would need to be changed through a warrant article. Administrator
438 Daley will look into this.

439
440 **7. SELECTMEN’S REPORTS/DISCUSSIONS**

441 Chairman Daniels said the JLMC committee met but didn’t have a quorum. There was additional discussion about
442 how to run this committee to have a quorum.

443
444 **a) FROM PROJECTS, SPECIAL BOARDS, COMMISSIONS & COMMITTEES**

445
446 **b) OTHER ITEMS (not on the agenda)**

447
448 **8. PUBLIC COMMENTS -**

449 Katherine Kokko referenced the bandstand warrant article. It was removed from the warrants and put into the
450 budget. She asked if they could take the surplus this year and put it into the restricted bandstand account. Admin-
451 istrator Daley said it could be done. Ms. Kokko said she would like to be part of the conversation when there is
452 a discussion about surplus funds. Selectman Labonte asked if they would have numbers on Wednesday about the
453 surplus. Director Calabria said it could be done by Wednesday.

454
455 **9. APPROVAL OF FINAL MINUTES – November 13, 2023 and November 27, 2023.**

456
457
458
459

460 **Selectman Dargie made a motion to approve the Final minutes of November 13, 2023, as amended. Se-**
461 **conded by Selectman Finan. All were in favor. The motion passed 4/0.**

462
463 **Selectman Dargie made a motion to approve the Final minutes of November 27, 2023, as amended. Se-**
464 **conded by Selectman Finan. All were in favor. The motion passed 4/0.**

465
466 Tina Philbrick, Executive Assistant, suggested having the next Board meeting on Wednesday, December 27th
467 instead of Tuesday, December 26th which is the day after Christmas. The Board agreed.

468
469 **10. INFORMATION ITEMS REQUIRING NO DECISIONS.**

470 a. Selectmen’s Goals and Initiatives

471
472 **11. NOTICES.** Notices were read.

473
474 **12. NON-PUBLIC SESSION – Selectman Dargie made a motion to go into non-public at 9:38 in accordance**
475 **with (RSA 91-A:3, II(a)) Personnel and (RSA 91-A:3, II(c)) Reputation. Seconded by Selectman Finan. All**
476 **were in favor. The motion passed 4/0 by roll call vote.**

477
478 In nonpublic the board approved two sets of non-public minutes.

479
480 **Selectman Labonte made a motion to partially un-seal the non-public minutes of September 11, 2023. Se-**
481 **conded by Selectman Dargie. All were in favor. The motion passed 4/0.**

482
483 **13. ADJOURNMENT: Selectman Finan moved to adjourn at 9:50. Seconded by Selectman Dargie. All**
484 **were in favor. The motion passed 4/0 by roll call vote.**

485
486
487
488 _____
489 Gary Daniels, Chairman

490 _____
491 Tim Finan, Member

492 _____
493 Chris Labonte, Vice-Chairman

494 _____
495 Dave Freel, Member EXCUSED

496 _____
497 Paul Dargie, Member

498

10. 1) Selectman's Goals and Initiatives

2023 BOS Goals and Initiatives

Initiative	Status	Target Date
Financial		
Budget Expenditure Policy	Adopted 8/28/23	Completed
Reduce Warrant Articles		In Progress
Town Budget Development		In progress
Town Budget Passage		Not started
Projects		
Oval Improvements	Concept Design Completion	In progress
127 Elm Street Study Feasibility Study	Presented 6/12/23	Completed
Reactivate EDAC		Not started
Gravel Operation	Meeting w/ F&G 6/15/23	In progress
Master Plan	Questions deadline 6/8	In progress
Personnel		
4.5-day work week	Trial period started 05/01/23	In progress
Policy Updates	Workers' Compensation	In progress
	Right to Know Policy adopted 6/12/23	Completed
	BOS Rules of Procedure	In progress
	Personnel	Not started
	Compensation	Not started
Partnerships – school, private	School	In progress
Communication		
BOS Representative to Committees		Completed
Agenda and Minutes Updates		In progress
Social Media utilization?		Not started
5 th Monday Forums		In progress
Website Update		In progress
Department/Committee Updates – Quarterly		In progress

10/23/2023