

Town of Milford, New Hampshire  
2013-2018 Capital Improvements Plan  
October 16, 2012



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

Adopted by the Milford Planning Board: October 16, 2012

Planning Board Chairperson: Jane Talangsdell

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

### A. Introduction and Definition

A municipal capital improvements plan is an essential component of the Town's short-term and long-range community planning process. As authorized by NH RSA 674:5 and by Article 25 of the 1995 Milford Town warrant, the Town of Milford annually prepares a six-year capital improvements plan (CIP) to lay out a framework of municipal programs and projects that require significant capital outlays. The CIP encompasses major projects currently underway, and/or future projects to be undertaken in most cases with public funds. Tailoring the CIP to the community allows projects to be classified according to urgency and the need to see them realized to support Town services. Included in the CIP analysis are estimated costs for each project, probable operating costs, eligibility for impact fee assessment, and anticipated funding sources. A project is deemed eligible for inclusion in the CIP if the total cost is a minimum of \$75,000 and is reasonably expected to have a useful life of at least five (5) years. Replacement vehicles, although often acquired in groups, are not eligible unless the single unit value is equal to or greater than \$75,000.

The Capital Improvements Plan (CIP) contains the capital improvement projects reviewed by the Capital Improvements Plan Citizens' Advisory Committee (Advisory Committee) based on its analysis of project requests submitted and orally presented by Town department heads, the Milford Conservation Commission, the Water and Sewer Commission, and the Milford School District. For the 2013-2018 CIP, project requests (both new and recurring) were submitted by the following: Ambulance Service; Administration; Community Development; Fire Department; Public Works; Wadleigh Memorial Library; Water Utilities; and the School District. No project requests were submitted this round by the Assessing, Community Media, Finance, Information Technology, Police, or Recreation departments, or the Conservation Commission.

### B. Purpose of the Capital Improvements Plan

The Milford Capital Improvements Plan (CIP) attempts to link, within a rational framework, the provision of needed facilities, products, or services with the spending necessary to attain such items. The CIP must address the goals and intent of the master plan with fiscal realities. A well-supported and thoughtfully prepared CIP should provide the following benefits to the community (as noted in The Planning Board in New Hampshire, A Handbook for Local Officials, November 2012, New Hampshire Office of Energy and Planning, Chapter VI):

- ***Preserving public health, safety, and welfare.*** Providing the basic services which ensure citizen health and safety is a fundamental responsibility of local government. Programs of regular facility maintenance, upgrades and expansion of government services to meet minimum federal, state, and local standards are

essential to any community. The cumulative effect of deferring major maintenance expenditures and basic improvement of essential services is often an expensive series of stopgap measures which fail to address comprehensive long-term goals.

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

### **C. Capital Improvements Planning Process**

The Milford Planning Board is charged with directing the capital improvements planning process, based upon the Town's adopted master plan goals and recommendations. The CIP process begins in late spring of each year with a request for project submittals distributed by the Community Development Office (see Appendix II, 2013-2018 CIP Project Request Form). The Planning Board appoints a seven regular member/one alternate member committee representing several areas of Town operation and general citizenry. Members serving on the 2013 -2018 Advisory Committee were:

Planning Board Representative:	Steve Duncanson, CIP Committee Chair
Planning Board Representative:	Judy Plant
School Board Representative:	Kevin Drew
Budget Advisory Committee Representative:	Matt Lydon
Member-at-Large:	Joe O'Neil
Member-at-Large:	Conrad Koch
Member-at-Large:	Gil Archambault
Alternate Member-at-Large:	Vacant position

The Committee meets regularly starting in late spring with the goal of completing a final draft Capital Improvements Plan for public review in early fall. During this time the Advisory Committee meets with department heads and representatives of the boards and commissions that submit project requests. The Committee generally follows a basic five-step process in accumulating, analyzing, evaluating, ranking, and allocating project requests to appropriate years in the upcoming six-year time frame, with the intent of balancing needs and costs with Town financial constraints and reasonable and logical implementation timeframes.

**It is important to note that individual Advisory Committee members may or may not support the actual project(s). The role of the Advisory Committee is to recommend the *placement* of funding for projects in the six-year capital improvements plan. The objective is to create a funding profile that minimizes yearly fluctuations of tax rate burden on the citizens of Milford. An unstated but genuine objective of the Advisory Committee is to not only reduce the fluctuations but to reduce the citizen's overall tax burden which in 2011 stood at \$24.73 per \$1000 property valuation. Thus the Capital Improvements Plan becomes an important tool to be utilized by the Board of Selectmen, Budget Advisory Committee, department heads, and citizens in the evaluation of spending on capital projects both in the short and long-term.**

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

**Step 1:** The Community Development Department transmits project request forms to all applicable department heads, commissions, and the Milford School District SAU office. Projects are referenced by either a new or previously given project number to facilitate easier identification and review of projects. Each project is also to have a Statement of Need in addition to the Description. The Statement of Need enables the Advisory Committee to understand why the project is required for continuation or increase of Town services and the impact of delaying or not accomplishing the project. When applicable, project requests are cross-referenced to where they are included in the Milford Master Plan.

Additionally, the Project Request form seeks project rationale and justification based on a series of factors used to evaluate. The specific project request addresses whether it:

- a. removes imminent threat to public health or safety,
- b. alleviates substandard conditions or deficiencies,
- c. responds to federal or state requirements to implement,
- d. improves the quality of existing services,
- e. provides added capacity to serve growth,
- f. reduces long-term operating costs,
- g. provides incentive to economic development,
- h. is eligible for matching funds available for a limited time,
- i. is a continuation of an existing project,
- j. addresses public demand,
- k. extends the useful life of the current facility or equipment, and,
- l. any "other" if there are additional extenuating circumstances justifying project inclusion in the CIP.

**Step 2:** The Advisory Committee reviews project requests, and schedules a meeting with the respective department if needed to discuss each project.

**Step 3:** The Advisory Committee studies projects individually and through group discussions. Evaluation includes review of the level of preparation applied to the requested project. The Advisory Committee utilizes a policy that a minimum of a conceptual drawing or architect's rendering is required for any facility which is expected to be placed in the next three (3) year "window". Not all projects submitted each year are necessarily recommended for inclusion in the CIP Plan. This may result if the Committee determines that a project has not established sufficient need or if it is unlikely to achieve support to implement during the plan years. The Planning Board can bring back a project back into the CIP based on its review, public input, and further department justification.

**Step 4:** Once all project requests have been reviewed, the Advisory Committee may utilize a ranking process reviewing each project on a 1-5 numerical scale based on perceptions of Need (is the project vital to Town operation); Urgency (what will be the consequences if the project is postponed or never accomplished); and Completeness of Request (concept, rationale, pictures, drawings, cost estimates, and demand level by citizens). The Advisory Committee has the latitude to modify this process if deemed necessary or practical.

**Step 5:** Using the requestor's recommendation as a starting point, the Advisory Committee discusses and develops a consensus on the recommendation for the year in which the Project should be placed on the Town Warrant. A project that is included in the CIP does not mean the project will be implemented as implementation is subject to additional factors. For projects requiring bonding the tax impact is noted the year after the warrant article is presumed to pass which is when the tax rate impact occurs. The CIP Committee adjusts recommended warrant article and funding years to smooth and balance the fiscal impact and maintain a reasonable debt level each year. The Committee considers the overall debt load from all bonded or lease purchase acquisitions by the Town and the School District.

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

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

## **Chapter 2. 2013 – 2018 Project Requests: Project Descriptions and Advisory Committee Recommendations**

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

Twenty-one capital projects from Town departments, one from the Water Utilities Department, and six from the School District were submitted for this year's CIP. Two projects are proposed to be implemented in phases (Nashua Street Sidewalk Phases I-III and High School Parking Phase I and II) and consequently are listed as phases over multi-year periods. A brief description of each project and the Advisory Committee recommendation follows below. Members of the Advisory Committee voted on the placement of each project. Results are included in the Advisory Committee Recommendation paragraph that follows each project request.

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

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

## **1. Town Projects**

### **Ambulance Service (AMBS01-01) – Replacement of 1999 Ambulance and Replacement of 2003 Ambulance – \$ 335,000**

<b>Department Request:</b>	<b>2013 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2013 Funding</b>

This year's CIP project request by the Ambulance Service is for the purchase of two ambulances in 2013 to replace the currently utilized 1999 and 2003 ambulances. The 1999 ambulance was first submitted as a CIP request in 2001 for replacement in 2007, and was most recently programmed for replacement in 2013. The 2003 ambulance was first submitted as a CIP request in 2006 and was also most recently programmed for replacement in 2013.

The current ambulance vehicles are 'mini-modular', or box-style units mounted on Ford E-350 chassis with an 80-inch wide patient compartment that is no longer manufactured. Minimum-sized replacement vehicles have 84-inch wide patient compartments.

Ambulance replacement over the past 35 years has averaged one vehicle every 9 years. The industry standard ambulance replacement schedule is 6 to 8 years. By the recommended replacement year of 2013, the 1999 ambulance will have been in service for 14 years (with 152,175 miles as of 05/30/12) and the 2003 ambulance (with 140,973 miles as of 05/30/12) will have been in service 10 years. Replacement timing is proposed to correspond with the completion of a new facility for the Ambulance Service approved by Town vote in March 2012 and to be located at 66 Elm Street. The Ambulance Director recommends that both the 1999 and 2003 vehicles be replaced at the same time for more cost-effective future maintenance and service due to having similar units. It is anticipated by the Service that the 2003 ambulance will be retained and be available as a 'ready-spare' ambulance in case needed if either one or both the new ambulances are unavailable or inoperable due to unforeseen circumstances.

The project meets the following CIP project criteria: alleviates substandard conditions and deficiencies, improves the quality of existing services, reduces long-term operating costs, and addresses expanded public demand based on continued growth in call volume.

***Advisory Committee Recommendation:*** The Advisory Committee, by vote of 5 in favor with 2 opposed, recommends this replacement be programmed for 2013 to correspond with upgraded facilities for the Ambulance Service as currently planned. Discussion by the Committee noted that there was rationale to distribute the acquisition of two vehicles over two years instead of one to lessen the property tax burden on Milford residents, however, the Committee also felt that the Director's explanation and justification to purchase two ambulances at once would result in greater long-term cost savings and allow the needed and necessary upgrades to both the facility and vehicles to occur in a well-timed and expeditious manner. The Advisory Committee also felt that the annual revenue generated by the Ambulance Service supports this one-time expenditure for two ambulances. This decision by the Committee allows the Ambulance

Service requirements to be 'put to bed' for the foreseeable future and allow Town decision-makers to prioritize other capital projects.

### **Administration (ADMN10-01) – Town Hall Renovations - \$ 500,000**

**Department Request:** 2014 Funding  
**Advisory Committee Recommendation:** 2014 Funding

The comprehensive Community Facilities Committee review of the Fire Department and Ambulance Service in 2008/2009 included in-depth documentation of the existing space needs and facility deficiencies of the Town Hall, last renovated in the late 1980s. The CFC analysis and findings from SMP Architecture (refer to *Fire/Ambulance/EMO Space Needs Study*) document critical operational, accessibility, and security deficiencies which must be addressed to support administrative and governmental services for the public and staff. In addition to these documented existing conditions of Town Hall, Town social services will need to be relocated from "the Annex" once the Wadleigh Library begins its expansion project within the next several years (see project description for the Library Addition/Renovation). The relocation of the Ambulance Service from Town Hall to the new facility on Elm Street in late 2013 will provide valuable additional space that can be renovated for increased efficiencies and service delivery.

Although only a preliminary space needs and deficiencies assessment of Town Hall has been completed, the Town Administrator explained to the Advisory Committee that funding will be included in proposed 2013 budget for more detailed architectural and mechanical systems planning in anticipation of renovations occurring in 2014. An estimate of \$500,000 has been included in the CIP, but that figure is subject to further refinement either up or down based on the scope, phasing, and implementation of improvements.

The project meets the following CIP project criteria: removes imminent threat to public health or safety, alleviates substandard conditions or deficiencies, improves the quality of existing services, provides added capacity to serve growth, reduces long-term operating costs, provides incentive to economic development, serves expanded public demand, and extends useful life of current facility or equipment.

**Advisory Committee Recommendation:** The Advisory Committee first included this project in the 2010-2015 CIP as the Committee felt that costs for Town Hall renovation must be planned for when the Ambulance Service is relocated. The Committee supports funding be budgeted in 2013 for design and renovation cost estimates. The Advisory Committee, by a vote of 7 in favor with 0 opposed, recommends Town Hall renovations be programmed for 2014 to maximize and improve Town Hall efficiency, safety, access, and security.

### **Community Development (CD11-02) – Osgood Road Sidewalk/Bicycle Lane Phase II - \$ 75,000**

**Department Request:** 2013 Funding – Revised to 2014  
**Advisory Committee Recommendation:** 2014 Funding

This project request is for approximately 1700 linear feet of new 5' asphalt sidewalk, granite curbing, and a striped bicycle lane to be constructed within the existing right-of-way of Osgood Road. The sidewalk will extend from the intersection of West Street and Osgood Road and provide for a safe pedestrian and bicycle route along a heavily travelled roadway, linking the Osgood Pond and Adams Field natural resource and recreation areas to existing sidewalks at the Middle and High Schools. This project is Phase II of a sidewalk improvement project. Phase I was the 2004 construction of sidewalks, curbing, and parking between the two school facilities. This current phase was not built at that time due to funding limitations. The 2004 project was funded 80% by Federal Transportation Enhancement (TE) funds, and 20% by local matching funds. In 2009 the Town applied for TE matching funding through the 2009 NH Department of Transportation TE process. The project was one of the top three ranking projects submitted by the Nashua Regional Planning Commission, however it was not awarded TE funding in 2010, nor did it receive voter approval on the 2010 warrant for matching funds.

Although it was explained by the Community Development Director that it was originally anticipated federal funding would be available in 2012 for the TE program, the date was revised based on information the Director received from both the NH Department of Transportation and the Nashua Regional Planning Commission that distribution and programming of federal funding is uncertain and it was unlikely that any funding would be available until sometime in 2013. The Town's matching funds share is currently estimated at \$75,000 (20%) and the Federal match will be \$300,000 (80%). The project is supported by the Planning Board, Traffic Safety Committee, Conservation Commission, and School District and the submittal of the 2009 application was supported by the Board of Selectmen. Making Milford more pedestrian-friendly, to reduce reliance on motorized vehicles and subsequently reduce vehicle-miles travelled, as well as for public safety and public health purposes, is a high priority goal in the 2012 Transportation Chapter of the Milford Master Plan

The project meets the following CIP project request criteria: removes imminent threat to public health or safety, alleviates substandard conditions or deficiencies, improves the quality of existing services, provides incentive to economic development, is eligible for matching funds available for limited time, it is a continuation of an existing project, and responds to expanded public demand.

***Advisory Committee Recommendation:*** The Advisory Committee discussed the relative need and urgency of constructing additional sidewalks in relation to the goals of the Milford Master Plan. The Committee recommends by a vote of 7 in favor with 0 opposed, that the project funding be programmed for 2014 if federal matching funds are available, applied for, and awarded.

**Community Development (DPWH10-03) – Nashua Street Sidewalk Project – Phase I \$ 127,000; Phase II, \$ 159,000; Phase III \$ 159,000**

<b>Department Request:</b>	<b>Phase I - 2013; Phase II – 2014; Phase III – 2015 Funding</b>
<b>Advisory Committee Request:</b>	<b>Phases I and II – 2013 Funding; Phase III – 2015 Funding</b>

This project request is for the construction of approximately 2600 linear feet of new sidewalk between 504 Nashua Street (Medlyn Monument) and Walgreen's to provide a completed pedestrian connection from The Oval to the Lorden and Richmond Plaza commercial area. The entire length of Nashua Street is a high-traffic high-density mixed-use corridor and pedestrian usage continues to increase. The Planning Board, in its transportation master planning has made pedestrian and bicycle links a high priority. The Board in the past has encouraged sidewalks to be constructed as part of new commercial development and has received contributions that have paid for engineering for sidewalks in this corridor. Engineering was completed in 2009, and the project is set for implementation. Phase I will be sidewalk construction from 504 Nashua Street to the intersection of Nashua Street and Ponemah Hill Road; Phase II will be sidewalk construction from the intersection to the existing sidewalk at Walgreen's; and Phase III is sidewalk construction on Ponemah Hill Road from Nashua Street southerly to connect with a sidewalk built as part of the Quarrywood Green development.

This project was first submitted for the CIP by the Department of Public Works in 2009 for phased construction to begin in 2011. This project request, as are all capital roadway and sidewalk project requests have been generated by the Community Development Office since 2010 to reflect transportation-related improvements that are identified by the Planning Board and reflected in the 2012 Transportation chapter update of the Milford Master Plan.

This project meets the following CIP project request criteria: removes imminent threat to public health or safety, alleviates substandard conditions or deficiencies, improves the quality of existing services, provides incentive to economic development, and responds to expanded public demand.

***Advisory Committee Recommendation:*** The Advisory Committee discussed the relative need and urgency of constructing additional sidewalks in relation to Master Plan goals. Additionally, the Committee felt that completion of both Phases I and II in 2013 would be a practical and reasonable approach in keeping the final tax rate impact as level as possible. It was further discussed that completion of Phase III in 2015 would allow for a combined project with the proposed signalization of the Nashua Street/Ponemah Hill Road intersection. The Committee recommends, by a vote of 7 in favor with 0 opposed, that project funding for Phases I and II be programmed for 2013 and Phase III for 2015.

### **Community Development (CD11-03) – Nashua Street/Ponemah Hill Road Signalization and Intersection Improvements - \$ 368,800**

<b>Department Request:</b>	<b>2015 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2015 Funding</b>

This project request is for the installation of a traffic signal at the intersection of Nashua Street and Ponemah Hill Road with associated intersection improvements. Engineering and design was completed for this project in 2007 to address traffic safety and congestion at the intersection. Traffic studies required by the Planning Board for new

development along the Nashua Street corridor in the past ten years identified this intersection as meeting several of the NHDOT criteria for signalization based on traffic growth in the corridor. A 2006 Traffic Signal analysis of this intersection that was conducted as part of the Walgreen's development indicated that this intersection operates at Level of Service 'F' and is considered to be at failure with forced flow, jammed intersections, and long delays. Signalization and improvements at this intersection are identified as a high priority capital expenditure in the 2012 Transportation chapter update of the Milford Master Plan.

A 2007 warrant article for signalization of this intersection, supported by the Planning Board and the Public Works, Police, Fire, Ambulance, and Community Development Departments was defeated by a vote of 958 in favor, 1132 opposed.

This project meets the following CIP project request criteria: removes imminent threat to public health or safety, alleviates substandard conditions or deficiencies, improves the quality of existing services, provides added capacity to serve growth, provides incentive to economic development, and responds to public demand.

***Advisory Committee Recommendation:*** Although there was a difference of opinion within the Advisory Committee as to the urgency and need for this project, by a vote of 5 in favor, 0 opposed, and 2 abstentions, recommends this project request be programmed for 2015 and be coordinated with the Nashua Street Phase III sidewalk improvements.

**Community Development (CD11-04) – Kaley Park Center-Turning Lane - \$302,500**

<b>Department Request:</b>	<b>2016 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2016 Funding</b>

This project request is for the construction of an eastbound center turning lane on Nashua Street adjacent to St. Joseph Medical Center for access to Kaley Park. Upon the full development and utilization of Kaley Park as a major community recreational area, a center turning lane for eastbound traffic was deemed necessary to alleviate traffic congestion and mitigate safety concerns on Nashua Street. Engineering design has been completed for this project. Construction of this project, which will include roadway widening for additional pavement width, is planned to be phased in to complete Nashua Street corridor improvements planned to begin in 2013 with sidewalk construction. If redevelopment of the Milford Medical Center site occurs, these planned improvements will be incorporated to the required site planning for that site.

This project meets the following CIP project request criteria: removes imminent threat to public health or safety, alleviates substandard conditions or deficiencies, improves the quality of existing services, and is the continuation of an existing project.

***Advisory Committee Recommendation:*** The Advisory Committee, by a vote of 7 in favor with 0 opposed, recommends programming this project for 2016, bringing completion to the overall sidewalk, signalization, and roadway improvements planned for

Nashua Street as identified in the 2013-2018 Capital Improvements Plan and Milford Master Plan.

**Public Works – Solid Waste (DPWSW09-01) – Solid Waste Management Improvements - \$ 846,000**

**Department Request:** 2018 Placeholder  
**Advisory Committee Recommendation:** 2018 Placeholder

In 2009 a project request for curbside pickup of solid waste was introduced into the Capital Improvements Plan with a suggested implementation year of 2011. The project implementation year was adjusted in the 2011–2016 for implementation in 2016. The curbside pickup project was formulated to implement a conversion to town-wide pickup of solid waste and single stream recyclables. The cost included the purchase of two solid waste pickup vehicles, construction of site modifications at the Transfer Station/Recycling Center, and receptacles ('totes') for property owners. The goal for curbside pickup of solid waste and recyclables is intended to increase recycling, reduce vehicle trips to the existing Transfer Station/Recycling Center (allowing for a reduction in traffic congestion in the downtown Oval area), energy and resource conservation, and avoidance of cost to either rehabilitate or relocate the existing Transfer Station/Recycling Center located on North River Road.

In the summer of 2011 the Board of Selectmen reactivated the Town Recycling Committee to formulate recommendations on how to enhance recycling efforts and solid waste management as curbside pickup, as a stand-alone project, is currently not being actively pursued.

The Advisory Committee, in reviewing information provided by the Town Administrator and Public Works Director, felt that because recycling and solid waste management is being actively studied by the Recycling Committee with recommendations for long range to the Board of Selectmen, that it was prudent to retain solid waste management improvements in the CIP program. With this in mind, and with information and recommendations forthcoming on solid waste management and recycling improvements, the Advisory Committee renamed the project request for 'Curbside Pickup' with a new title of 'Solid Waste Management Improvements'.

This project, although undefined at this time meets the following CIP project request criteria: improves the quality of existing services, alleviates substandard conditions or efficiencies, provides added capacity to serve growth, provides incentive to economic development, and extends the useful life of current facility or equipment.

**Advisory Committee Recommendation:** Although determining a policy and program for solid waste management is outside the purview of the Advisory Committee, the Committee unanimously felt that it was essential to keep a cost (currently undetermined) for program improvements in the CIP, even though the extent and plan for improvements is unknown at this time. It was reported to the Advisory Committee that the Selectmen have made the study on how best to handle solid waste management a priority, and in order to be prepared for potential costs the Advisory

Committee, by a vote of 7 in favor with 0 opposed, recommends maintaining a 'placeholder' for a project in the CIP anticipating possible implementation of a defined improvement plan to be presented by 2018.

**Public Works – Highway (DPWH04-10) – Sidewalk Tractor/Plow with Sander  
- \$ 95,000**

**Department Request:** 2014 Funding  
**Advisory Committee Recommendation:** 2014 Funding

This project request is for a new sidewalk tractor/plow with sander to replace the 17 year-old 1995 'Holder' tractor plow with sander that has exceeded its useful life by more than ten years. This piece of equipment is used for winter maintenance to plow more than ten miles of sidewalks during winter conditions. As it is anticipated that there will be continuing expansion of the Town's sidewalk network, reliable equipment is essential.

This project meets the following CIP project request criteria: alleviates substandard condition or deficiencies, improves the quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor with 0 opposed, recommends that the sidewalk tractor/plow with sander be programmed for funding in 2014.

**Public Works – Highway (DPWH04-01) – 8 CY 36,000 GVW Dump Truck with  
Plow and Sander Assembly (#1) - \$ 150,000**

**Department Request:** 2013 Funding  
**Advisory Committee Recommendation:** 2013 Funding

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with plow and sander assembly. This piece of equipment will replace a 1983 International truck that went to State auction in April 2010. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. Replacement of the International truck was first included in the CIP in 2001.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor with 0 opposed, recommends this 8 CY 36,000 GVW dump truck with plow and sander assembly (#1) be programmed for 2013.

**Public Works – Highway (DPWH10-01) – 8 CY 36,000 GVW Dump Truck with Plow and Sander Assembly (#2) - \$ 150,000**

**Department Request:** 2015 Funding  
**Advisory Committee Recommendation:** 2015 Funding

This project request is for an 8 cubic yard 36,000 gross vehicle weight dump truck with plow and sander assembly. This piece of equipment will replace a 2000 Sterling truck that will be 14 years old at time of replacement. Its primary purpose will be for maintenance of Town roadways, particularly for winter maintenance and snow removal. This is the first year this project has been submitted for the CIP.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor with 0 opposed, recommends this 8 CY 36,000 GVW dump truck with plow and sander assembly (#2) be programmed for 2015.

**Public Works – Highway (DPW11-02) – Vacuum Sweeper - \$230,000**

**Department Request:** 2013 Funding  
**Advisory Committee Recommendation:** 2013 Funding

This request is for a Vacuum Sweeper that would replace the 20-year old street sweeper. The current sweeper has a life expectancy of 15 years. A replacement street sweeper had been included in the Capital Improvements Plan each year from 2002 through 2010, and was last recommended for replacement in 2015. The current proposed acquisition includes a multi-purpose vacuum system capable of cleaning catch basins, ditches and swales allowing the Town more flexibility and ability to comply with federal MS-4 (Municipal Separate Stormwater Systems) stormwater management requirements.

The project meets the following CIP project request criteria: alleviates substandard condition or deficiencies, responds to federal or state requirements to implement, improves the quality of existing services, and provides added capacity to serve growth.

**Advisory Committee Recommendation:** The Advisory Committee acknowledged the need to meet federal MS-4 compliance requirements and the need to replace equipment that has outlived its ability to be properly maintained and repaired. However, the Advisory Committee also questioned whether the stormwater system maintenance could be handled more cost-efficiently by private contracting. The Advisory Committee felt that was a question not under its charge but for other decision-makers. The Advisory Committee, by a vote of 6 in favor and 1 opposed, recommends that this project be programmed for 2013.

**Public Works – Highway (DPW11-03) – West Milford Tax Increment Financing (TIF) District Commercial- Industrial Infrastructure - \$500,000**

**Department Request:** 2014 Funding  
**Advisory Committee Request:** 2014 Funding

This project request is for the first phase of funding for design and construction of roadway and utilities (water, sanitary sewer, and stormwater) to access the West Milford TIF District which includes the BROX commercial-industrial properties. The Town-owned parcels are subject to a multi-year purchase and sale agreement with a development company. This agreement, the product of many years of Town efforts to market and sell the property, was signed by the Board of Selectmen in March 2011. The agreement also includes the sale of the former police station property to the same developer. An understanding in the agreement allows for the monies from the sale of the police station site to be placed in a special fund (the BROX Infrastructure Improvements Fund) approved in 2012 and be utilized for the development of infrastructure to and within the TIF District in accordance with Town economic development goals and objectives. The agreement further allows for repayment to the Town of the \$500,000 as portions of the BROX properties are sold for development. Current projections are that infrastructure construction could begin in 2015.

This project is included in the CIP as it identifies a significant construction project associated with the development of the TIF District. Because the expenditure of this sum is not contingent on property tax revenue and it does not have an impact on the estimated tax impact rate table. The anticipated development of the TIF District will utilize many sources of funding, inclusive of this project.

The project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies; improves the quality of existing services; provides added capacity to serve growth; provides incentive to economic development; and is a continuation of existing project.

***Advisory Committee Recommendation:*** The Advisory Committee supports this project request by a vote of 7 in favor with 0 opposed, with the anticipated use of the funds from the special purpose fund in 2014.

**Public Works – Highway (DPW12-01) – 6 CY Under 26,000 GVW Dump Truck with Plow, Wing, and Sander - \$ 90,000**

**Department Request:** 2013 Funding  
**Advisory Committee Recommendation:** 2013 Funding

This is a new request for a 6 cubic yard under 26,000 gross vehicle weight dump truck with a plow, wing, and sander. This dump truck will replace the 1995 International dump truck that was transferred to the Water Utilities Department, leaving a void for replacement for a utility truck with this capacity. This vehicle will be utilized for maintenance of Town rights-of-way and winter maintenance.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor with 0 opposed, recommends this 6 CY 26,000 GVW dump truck with plow, wing, and sander assembly be programmed for 2013.

**Public Works – Highway (DPW12-02) – Loader, 2-3 CY - \$125,000**

<b>Department Request:</b>	<b>2016 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2017 Funding</b>

This is a new request for tractor/loader to be utilized for right-of-way maintenance and winter snow maintenance. This loader will replace the 1996 Kobelco bucket loader which will be 20 years old in 2016.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee voted 7 in favor and 0 opposed that replacement of the 1996 Kobelco occur in 2017 rather than the requested 2016.

**Public Works – Highway (DPW12-03) – 8 CY 36,000 GVW Dump Truck with Plow and Sander Assembly (#3) – \$ 150,000**

<b>Department Request:</b>	<b>2017 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2017 Funding</b>

This is a new project request for a needed replacement of the 2002 International dump truck which will be 15-years old in 2017. The truck is needed to meet continued demand for maintenance of Town rights-of way and snow removal.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends this 8 CY 36,000 GVW dump truck with plow and sander assembly (#3) by programmed for 2017.

**Public Works – Highway (DPW12-14) – Sidewalk Tractor/Plow with Sander - \$ 95,000**

**Department Request:** 2018 Funding  
**Advisory Committee Recommendation:** 2019 Funding

This is a new project request to be utilized to replace a 2000 sidewalk plow which will 18 years old in 2018. The sidewalk tractor/plow is needed to meet continued increased demand for maintenance of Town sidewalks, particularly with snow removal.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends this sidewalk tractor/plow with sander be programmed for 2019.

**Public Works – Highway (DPW12-05) – Cat Bucket Loader, 2-3 CY - \$165,000**

**Department Request:** 2018 Funding  
**Advisory Committee Recommendation:** 2019 Funding

This is a new project request intended to replace the 2002 Cat tractor/bucket loader. This piece of equipment is used to meet the demand for right-of-way maintenance and winter snow maintenance.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends this Cat bucket loader, 2-3 CY be programmed for 2019.

**Fire (FIRE09-01) – Ladder 1 Replacement - \$ 950,000 (Estimated cost to be \$ 735,000 if combined with purchase of Engine 1)**

**Department Request:** 2014 Funding  
**Advisory Committee Recommendation:** 2014 Funding

This project request is for the replacement of the 1991 Pierce Manufacturing 105' aerial ladder truck. The Department proposes to replace the apparatus with a ladder truck with similar capabilities. A minimum ladder height of 100' is required to meet current specifications of the National Fire Protection Association standards.

Ladder 1 was first submitted for the CIP in 2009 as a result of inspections completed in 2007 as part of the vehicle refurbishment program. It was noted by two different apparatus inspection programs that the vehicle would become a significant maintenance problem within 5-7 years of the evaluation, or as soon as 2012.

This project request meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, responds to federal or state requirements to implement, improves the quality of existing service, and reduces long-term operating costs.

***Advisory Committee Recommendation:*** The Advisory Committee recognizes the need to maintain, equip, and insure the adequacy of firefighting equipment, and supports the implementation schedule for vehicle upgrades and replacements provided by the Fire Department. The Advisory Committee recommends, by a vote of 7 in favor and 0 opposed, that the project be programmed for 2014. The Committee additionally recommends that, due to an estimated cost savings of \$350,000, that a warrant article for Ladder 1 and Engine 1 be combined for 2014.

#### **Fire (FIRE04-05) – Rescue 1 Replacement - \$ 675,000**

<b>Department Request:</b>	<b>On horizon</b>
<b>Advisory Committee Recommendation:</b>	<b>On horizon</b>

This project request is for the replacement of the Rescue 1 truck, the Department's heavy rescue unit which carries the 'Jaws of Life' and all other technical rescue equipment utilized on a regular basis. The current rescue vehicle is a 1989 GMC commercial chassis vehicle with a custom body and responds to all motor vehicle accidents, hazardous materials incidents, and water and technical rescue situations. Replacement will be with a vehicle with similar capabilities.

Based on the current condition of the 1989 GMC, its high mileage and heavy usage it is in need of replacement due significant routine maintenance issues, particularly electrical. The vehicle lacks current required equipment and safety features. Upon replacement the vehicle will have exceeded its useful life and be over 25 years old.

This project request meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, responds to federal or state requirements to implement, improves the quality of existing services, provides added capacity to serve growth, reduces long-term operating costs.

***Advisory Committee Recommendation:*** The Advisory Committee recognizes the need to maintain, equip, and insure the provision of adequate firefighting equipment and the cumulative costs of continual maintenance and upkeep of old equipment. This piece of equipment was originally requested by the Fire Chief for 2017, but upon further discussion with the Chief it was determined that the vehicle useful life could be extended and the adjustment to 2019 would be appropriate and reasonable. The Advisory

Committee recommends, by a vote of 7 in favor and 0 opposed, that the project be on the horizon, and likely submitted for funding in 2019.

**Fire (FIRE10-01) – Engine 1 Replacement - \$ 600,000 (Estimated cost to be \$ 465,000 if combined with purchase of Ladder 1)**

**Department Request:** 2016 Funding  
**Advisory Committee Recommendation:** 2014 Funding

This project request is for the replacement of the 1991 Pierce Manufacturing custom fire engine with a vehicle with similar capabilities and capacity. The replacement engine will require a minimum 1000 gallons of water capacity to meet the current National Fire Protection Association standards.

Engine 1 is a 1991 engine and should technically be utilized as a 'reserve engine'. Although it receives regular maintenance according to the the Departmental maintenance schedule, it will require a new pump within two years. The extent of this required work is not yet known, however it will be evaluated with a cost/benefit analysis prior to work being performed for a vehicle of its age (25 years old in 2016).

This project request meets the following CIP project request criteria: alleviates substandard condition or deficiencies, responds to federal or state requirements to implement, improves the quality of existing services, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee supports the need and urgency for replacement of Engine 1. Although originally requested for 2016, further discussion with the Fire Chief noted that there could be substantial savings on the tax rate impact if the purchase of Engine 1 was combined in one warrant article the urgently needed Ladder 1 replacement. The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends that Engine 1 be programmed for replacement in 2014 at the same time Ladder 1 is replaced for an estimated cost savings if \$350,000 if both vehicles are purchased at the same time.

**FIRE (FIRE11-01) – Upgrades to Downtown Station - \$1,200,000**

**Department Request:** 2017 Funding  
**Advisory Committee Recommendation:** 2017 Funding

This project request is for needed electrical upgrades, roof repairs, parking lot expansion, and facility renovations. As identified by the in-depth work conducted by the Community Facilities Committee in 2008 and 2009, the existing Fire Department facility was found to be in need of code upgrades, building renovations, space efficiency improvements, and additional parking. These necessary upgrades were proposed to be incorporated in the plans for a co-located Fire/Ambulance/Emergency Management facility that did not receive voter approval. With the change in direction to construct the separate high priority stand-alone Ambulance Facility, the needed improvements to the

existing Fire Station still remain. Current Department plans are to move forward with upgrades in 2017.

The project request meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves the quality of existing services, provides incentive to economic development, expanded public demand, and extends the life of current facility or equipment.

***Advisory Committee Recommendation:*** The Advisory Committee acknowledges that the current Station is in need of upgrades based on recent studies and analysis and the recommendation of the Fire Chief. The Advisory Committee recommends, by a vote of 7 in favor and 0 opposed, that the project be programmed for 2017.

### **Wadleigh Memorial Library (LIBR01-01) – Addition and Renovation of Wadleigh Memorial Library - \$ 5,065,052**

<b>Department Request:</b>	<b>2015 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2015 Funding</b>

This project request is for an approximately 12,000 square foot addition and renovations to the current Library facility on Nashua Street. The main portion of the Library was designed more than half a century ago. An addition built in 1986 was designed for a 20-year lifespan. The entire facility was constructed before computers and associated technology became a mainstay to support library services. The current facility does not adequately address library service demands of the 21<sup>st</sup> century – either for staff or library users. Continued population growth and variable local and national economic conditions have resulted in the Library seeing one of the highest per capita usage rates in the State of New Hampshire. The facility was built for a community of a population of 12,000. Current Milford population estimates give Milford a population of over 15,100.

The Library staff and Board of Trustees have been planning for the necessary expansion for over eleven years, having purchased (with Trustee funds) abutting properties and undertaking space needs planning and conceptual design work. These efforts have been supported by a community needs survey, professional in-depth needs analysis, and nationally recognized library building consultants. Impact fees, implemented by the Town to fund impacts from population growth have been, and will continue to be, utilized to supplement expenses for facility expansion to meet population growth.

The Library Trustees and Library Director, at the recommendation of the Advisory Committee, spent considerable time and resources during 2010 and 2011 to refine and further evaluate facility needs as presented to the Committee and is currently awaiting updated information from their consultants. A preliminary report with recommendations was completed in November 2011.

This project meets the following criteria for CIP project requests: alleviates substandard conditions or deficiencies, improves the quality of existing services, provides added capacity to serve growth, reduces long-term operating costs, provides incentive to

economic development, addresses expanded public demand, and extends the useful life of the current facility and equipment.

***Advisory Committee Recommendation:*** The Advisory Committee recognizes the value and necessity of the Wadleigh Memorial Library services and acknowledges the amount of work the Trustees and Director have accomplished during the past year to develop a plan that they will formally move forward on. Knowing that the Trustees and the Community Facilities Committee have been charged to analyze and refine existing study completed thus far, with anticipated plans to be ready for the public vote in 2015. The Advisory Committee by a vote of 7 in favor and 0 opposed, recommends this project be programmed for funding in 2015.

### **3. Water and Sewer Commission Projects**

#### **Water Utilities (WTR10-01) – New Water Source: Phase III - \$ 500,000**

<b>Department Request:</b>	<b>2015 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2015 Funding</b>

This project request is for preliminary expenses that are required to develop a new water source for the municipal water supply. The Town currently relies on a single source (Curtis Wells) and supplements its supply with water from Pennichuck Water Works. The Town is required by law to provide a back-up water source and the Water Utilities Department and Water and Sewer Commissioners have been exploring feasible and cost-effective potential water supply locations as an alternative to reliance on the Pennichuck Water Works back-up supply. The Commissioners believe that the cost for funding the development of this additional supply source is a Town-wide cost and should not be borne by only the water customers, as it is necessary to supply the needs of the entire community whether or not one is a municipal system rate-payer.

The project meets the following project request criteria: removes imminent threat to public health or safety; responds to federal or state requirements to implement; provides incentive to economic development; is a continuation of an existing project; expanded public demand

***Advisory Committee Recommendation:*** The Advisory Committee acknowledges that the provision for additional municipal water supplies is a Town-wide responsibility and benefit. The Advisory Committee, by vote of 7 in favor and 0 opposed, recommends this project be programmed for 2015.

### **4. School District Projects**

Capital improvement projects proposed by the School District are included in the Town's capital improvements plan in order to present a comprehensive overview of all potential large capital expenditures that may need to be funded in the six-year capital improvements plan. The Board

of Selectmen and the School Board, and their respective departments, continue to cooperate in projecting and timing major expenses so to avoid dramatic jumps in the property tax rate. The Capital Improvements Plan Citizens' Advisory Committee reviews School District project requests with this in mind, however the Advisory Committee's recommendations for School District information and analysis only as the District is governed by a separate funding structure than the Town.

### **School District (SCH09-02a) – High School Parking Phase I - \$ 110,000**

<b>Department Request:</b>	<b>2013 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2013 Funding</b>

This project request is for the purchase of property adjacent to the High School on West Street to be developed for additional parking to serve the High School staff, visitors, students, and customers of Windows on West Street.

For many years there has been a shortage of parking to serve the High School facility. The District has explored several options relative to property acquisition to provide expanded parking, as well as reviewing options on existing District property. The availability and location of the West Street property is currently the preferred option supported by the District. It is anticipated that approximately 80 additional parking spaces will be made available upon development of this property.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, provides added capacity to serve growth, and responds to expanded public demand.

***Advisory Committee Recommendation:*** The Advisory Committee discussed this project request at length and there is strong sentiment within the Committee that other alternatives to provide additional parking may be available and should be further explored by the School District. As reported to the Committee, further discussion will be undertaken by the School Board. The Advisory Committee recommends, by a vote of 4 in favor, 3 opposed, that the project be programmed for 2013.

### **School District (SCH09-02b) – High School Parking Phase II - \$ 119,676**

<b>Department Request:</b>	<b>2014 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2014 Funding</b>

This project request is the second phase to planned District efforts to provide additional needed parking at the High School (see Project Request SCH09-02a) and anticipates the site development and construction on the parcel funded for acquisition in 2013.

The project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, provides added capacity to serve growth, and responds to expanded public demand.

**Advisory Committee Recommendation:** The Advisory Committee, after lengthy discussion, has split opinions on the need and urgency of this project which follows up on the acquisition of property in 2013. The Advisory Committee recommends, by a vote of 4 in favor and 3 opposed, that this project be planned for 2014.

**School District (SCH12-01) – Milford High School Fire Alarm System  
Upgrades - \$ 279,000**

**Department Request:** 2013  
**Advisory Committee Recommendation:** 2013

This project request represents further District review of priority needs and improvements previously identified in the CIP as District-Wide Renovations. The proposed upgrades involve replacement of the fire alarm panel and fire alarm system at the High School, planned to begin in 2013/2014 to be completed in three years.

The fire alarm panel at the High School is old and is very difficult to operate. It is an ongoing frustration for the Fire Department when responding to calls as the locater is not always accurate. In addition, it is extremely difficult to reset the system, at times requiring an expensive fire details and/or emergency service call from the company that supports the system. The plan is to finance the full amount of the project and implement the replacement of the system over a three-year period as use of the building permits, with the panel and smoke alarm replacement the first year, followed by pull alarms, then by rewiring.

The project meets the following CIP project request criteria: removes imminent threat to public health or safety/ alleviates substandard condition or deficiencies; improves the quality of existing services; reduces long-term operating costs; and extends useful life of current facility or equipment.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends that this project be programmed for 2013.

**School District (SCH12-02) – District-Wide VOIP System - \$ 263,320**

**Department Request:** 2013  
**Advisory Committee Request:** 2013

This project request represents further District review of priority needs and improvements previously identified in the CIP as District-Wide Renovations. The proposed upgrades involve needed replacement of the phone, voice mail, and public announcement systems in all the District schools with a centralized VOIP system. It is planned to begin in 2013/2014 and be completed in two years.

The telephone system is an antiquated system and is no longer supported by the manufacturer, there are limited options for vendor support for maintenance and repair,

and parts are difficult to obtain. In addition, sections of the system structure have been customized over the years which further reduces the qualified vendors and leaves the District in a vulnerable position. At a number of the schools, the systems are 'maxed out' and new phones cannot be added. The voice mail system can be easily overwhelmed resulting in teacher substitute requests and parent notifications not being received in a timely fashion. Not all buildings have a public address system. The plan is to finance the full amount of the project and implement the replacement of the entire system over a period of two years – with the main server and software and high school installation the first year, followed by the remainder of the buildings the second year.

The project meets the following CIP project request criteria: removes imminent threat to public health or safety, alleviates substandard condition or deficiencies, improves the quality of existing services, provides added capacity to serve growth, and reduces long-term operating costs.

***Advisory Committee Recommendation:*** The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends that this project be programmed for 2013.

**School District (SCH12-03) - Milford Middle School Carpet and Tile Replacement - \$ 105,181**

**Department Request:** 2013 Funding  
**Advisory Committee Recommendations:** 2013 Funding

This project request represents further District review of priority needs and improvements previously identified in the CIP as District-Wide Renovations. This project involves replacement of carpet and tile at the Middle School and is planned to begin in 2012/2014 and require up to two years to complete.

The Middle School carpet replacement project has been underway for a few years. This is the last of the work that needs to be completed is because the underlying tile contains asbestos. The existing carpet is in poor condition creating unsafe conditions. The existing tile is also in poor and unsafe condition. Where asbestos tile is present it must be abated, followed by new tile and carpet. As much of the work as possible will be done during the summer months when school is not in session.

The project meets the following CIP project request criteria: removes imminent threat to public health or safety, alleviates substandard conditions or deficiencies, and improves the quality of existing services.

***Advisory Committee Recommendation:*** The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends that this project be programmed for 2013.

**School District (SCH12-04) – Milford Middle School Roof Replacement - \$ 584,000**

**Department Request:** 2013 Funding  
**Advisory Committee Recommendation:** 2013 Funding

This project request represents further District review of priority needs and improvements previously identified in the CIP as District-Wide Renovations, and involves replacement of the Middle School roof. The project is planned for 2013/2014.

The Middle School Roof is in urgent need of replacement. It leaks regularly even though the Buildings and Grounds staff is constantly repairing it. At times outside roofers are called for assistance with stubborn problems.

The project meets the following CIP project request criteria: alleviates substandard condition or deficiencies, reduces long-term operating costs, and extends the useful life of current facility or equipment.

**Advisory Committee Recommendation:** The Advisory Committee, by a vote of 7 in favor and 0 opposed, recommends that this project request be programmed for 2013.

### **School District (SCH09-03) – Renovations District-Wide - \$ 5,000,000**

<b>Department Request:</b>	<b>2016 Funding</b>
<b>Advisory Committee Recommendation:</b>	<b>2017 Funding</b>

This project request is for district-wide building renovations including, but not necessarily limited to the following: Bales Building – window replacements, carpet and flooring replacements, and general fit-up improvements including but not limited to an elevator at the Bales School; continuation and completion of a full building renovation plans including energy upgrades, HVAC, and electrical and mechanical improvements at the High School

The total cost of this project request is estimated at \$10 million, anticipated State education building aid is uncertain due to State budget cuts.

This project meets the following CIP project request criteria: alleviates substandard conditions or deficiencies, improves the quality of existing services, and reduces long-term operating costs.

**Advisory Committee Recommendation:** The Advisory Committee recommends, by a vote of 6 in favor, 1 opposed, that this project be programmed for 2017.

### **B. Major Town Projects On Horizon**

The CIP Committee included three capital improvements that are considered to be 'on the horizon' and thus not included as projects planned for the six-year CIP time period of 2012 through 2017. However, these projects are identified so that prioritization, planning, and funding can be considered in the next several years. These projects are as described below.

**BROX Recreation Fields:** When the BROX Property was purchased by the Town in 2000 it was acquired with the intent of setting aside the Residential 'R' portion of the site for future community needs, including school sites, cemetery lands, open space preservation, municipal facilities, and recreation facilities. In 2005 the Town commissioned the development of a master land use plan which designated approximately 46 acres to accommodate recreational

field/facility needs to accommodate a Town population to be projected at approximately 18,000 people in 2030-2035.

The Recreation Commission is currently working on a Recreation Chapter for the Milford Master Plan and the development of the BROX recreational area has been identified as a high priority action. Funding source alternatives to the general tax rate (and in addition to) will be sought. The anticipated start of construction is projected for 2019-2020.

This project alleviates substandard conditions or deficiencies, improves the quality of existing services, provides added capacity to serve growth, provides incentive to economic development, expanded public demand, and extends useful life of current facilities.

**Kaley Park:** Kaley Park, as originally envisioned and planned, included formal sports and ball fields. Development of the facility has been ongoing for over 15 years due to incremental funding, most of which came from private sources. Currently two large open recreation field areas (built to soccer/lacrosse field standards) have been constructed. The Recreation Commission, as part of its current recreation master planning process, is reviewing further development of the Park for formal recreation such as ballfields.

The project alleviates substandard conditions or deficiencies, improves the quality of existing services, provides added capacity to serve growth, provides incentive to economic development, expanded public demand, and extends the life of current facilities. Timing and funding of further construction is projected for 2019.

**West End Fire Station:** This project has previously been included within 6-year capital improvement plans in anticipation of population growth and commercial/industrial development in the westerly portion of Milford, as it will be necessary to meet national response time and distance standards. Current Fire Department planning includes improvements to the Downtown Station to meet the Town's needs for the next ten years. However, with the planned development of the West Milford Commerce and Community District over the next 5-20 years a West End Station will be needed. The Fire Department notes this project as required in 2022.

### **Chapter 3. Listing of Projects Restructured, Removed From, or Fully Funded from 2012 – 2017 Capital Improvements Plan**

In order to provide an accurate year to year record of project changes and implementation, the following listing explains significant changes from the 2012 - 2017 Capital Improvements Plan.

1. 2012 CIP Project Request (AMBS11-01) for an *Ambulance Facility* was approved by Warrant Article 3 on March 13, 2012 in the amount of \$2,214,000.
2. 2012 CIP Project Request (DPWH11-01) for *South Street Drainage Improvements* for \$75,000 was included in the 2012 Department of Public Works operating budget for that project.
3. 2012 CIP Project Request (DPW11-01) for *Osgood Pond Dredging*, in the amount of \$319,750, was not resubmitted for 2013 to allow for a reevaluation of the project cost and feasibility.

4. 2012 CIP Project Request (Fire04-08) for the *Replacement of Engine 4* was approved by Town Warrant Article 4 on March 13, 2012 in the amount of \$437,000 (total purchase price).
5. 2012 CIP Project Requests (SCH10-01, 11-01, and 11-02) for *District Renovations* in the amount of \$300,000 each, were submitted as specific improvements requests for the 2013-1018 CIP (Milford High School Alarm System Upgrades, District Wide VOIP System, and Milford Middle School Carpet/Tile Replacement, respectively).

## **Chapter 4. Additional Advisory Committee Comments and Recommendations**

The Capital Improvements Plan Citizens' Advisory Committee annually discusses with both Department Heads and between themselves when reviewing projects how projects are formulated, funded, and prioritized. Discussion often focuses on the ability of the Town to fund all project requests knowing that funding all projects suggested for a particular year may be financially constrained by how much additional property tax burden can be realistically borne by the property owner. The Committee would like to express the following comments and recommendations:

**Regarding project requests submitted by the Department of Public Works:** The Advisory Committee was very appreciative of the equipment replacement schedule provided by the Director of Public Works as it shows a comprehensive overview and strategic plan for needed equipment replacement, an effort that had not been provided with as much forward planning in previous years. There were several new project requests that had previously not been included in the CIP due to this in-depth analysis. However, several pieces of equipment were adjusted from the requested year to later years, not to minimize the need for this equipment based on the judgment of the Director, but to fulfill the Committee's charge of keeping the anticipated tax rate impact as level as possible over the next six years.

**Regarding project requests submitted by the Fire Department:** The Advisory Committee was also very appreciative of the equipment replacement schedule provided by the Fire Chief as it showed for the first time a thorough replacement schedule. In discussions with the Fire Chief, it was noted that there could be an opportunity for significant savings to the taxpayer by combining the replacement of Ladder 1 and Engine 1 in a single warrant article as it was found that obtaining the two pieces at the same time would result in a total cost reduction estimated at \$350,000 as opposed to two separate purchases. Engine 1 replacement was requested by the Fire Chief for 2016, however due to the urgency for replacement of Ladder 1 requested in 2014, the Advisory Committee recommended combining Engine 1 for purchase at the time of the purchase of Ladder 1, and adjusted the project funding request for Engine 1 from 2016 to 2014.

**Regarding 'cost for purchase of equipment' vs. 'contracting services':** The Advisory Committee annually questions the relative costs for the Town to perform needed maintenance work, and thus requiring new and replacement equipment, versus the cost to contract for private enterprises to perform these required functions. However, the Committee is not charged with this budgetary discussion, and recommends that this discussion take place between

appropriate department heads and the Town Administrator, Board of Selectmen, and the Budget Advisory Committee.

**Regarding the establishment of specified capital reserve funds:** The Capital Improvements Plan lays out all submitted project requests in an annual six-year schedule that is intended to minimize spikes in the tax rate impact. As in the past several years, the Advisory Committee strongly recommends again that the Board of Selectmen consider implementing capital reserve funds, as was once commonplace in the Town budgeting and warrant process for repair and purchase of high cost items. This consideration should be given, but not limited to capital improvement projects in the CIP. Capital reserve funds would need to be dedicated to specified projects, equipment, and maintenance. Funds will be available when unanticipated replacement or repairs are needed. The need to borrow funds is reduced or eliminated, and the costs of bonds, interest, loans, or other financial services can be reduced and/or avoided in certain circumstances. To make an analogy, if an individual is intent on purchasing a home or new vehicle, a down payment is needed. Capital reserve funds are analogous to a down payment. The Advisory Committee feels that given the uncertain economy in the next 5-10 years that establishing specified capital reserve fund is a realistic and appropriate consideration for the overall Town and School budgeting process.

The Advisory Committee would recommend that the Town Administrator, Finance Director, Board of Selectmen, and Budget Advisory Committee investigate establishing capital reserve funds for CIP projects that have been identified as critical improvements or needs. The Town up until about ten years ago would utilize capital reserve funds for specific needs to lessen the impact of all-at-once tax rate impacts. Capital reserve funds should also be explored as a means for departments to plan for equipment or vehicle expenditures on the horizon that do not meet the \$75,000 CIP project threshold, and allow funds specified for a special purpose to be utilized if needed for a cost-effective and cost-savings expenditure if an occasion arises.

The Advisory Committee was appreciative of the comprehensive Equipment and Vehicle Maintenance and Replacement Schedule provided by the Public Works Director as a means to forecast timing and need for expenditures, and would recommend that appropriate departments utilize a similar approach to forecast projected costly expenditures that either qualify for the CIP threshold or may not.

## **Chapter 5. CIP Estimated Tax Impact Table and Plan Recommendations**

The CIP Estimated Tax Impact Table on the next page presents the recommended schedule for project requests reviewed by the Advisory Committee for the period 2013-2018. The intent of the Advisory Committee is to prioritize projects for funding, looking at all projects submitted. Based upon the information presented to the Advisory Committee and subsequent discussion, projects were placed in a manner to address the most urgent (2013) Town capital project needs. Projects for subsequent years were placed to try to keep the overall debt service, both existing and new, as level as possible. Note that the bottom line of the Table indicates a Total Debt Service that varies within \$0.05 between the years 2013 and 2017.

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

