

A decorative graphic of a scroll with a black outline, featuring a vertical strip on the left side and a small circular flourish at the top right corner. The text is centered within the scroll.

**CAPITAL IMPROVEMENTS
PROGRAM
FY 2015-2022 PLAN
WINDHAM,
NEW HAMPSHIRE**

**Adopted by the Windham Planning Board
October 15, 2014**

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I. Introduction

New Hampshire Revised Statutes delegate to the Planning Board the responsibility for preparing a Master Plan to guide the development of the municipality. The Windham Planning Board adopted a Master Plan in 1985 and, has since, updated the plan every five years. The update for the 2005 Master Plan was completed during the first half of calendar year 2005. In January the Planning Board reviewed outstanding goals of the 2005 Master Plan and determined which goals to prioritize for accomplishing in 2014. Starting in the late spring 2014, the Board began working with a consultant, the Southern New Hampshire Planning Commission (SNHPC), to begin formulating the 2015 Master Plan Document. The first volume expected to be published in early 2015. The second volume is anticipated to be published later in 2015. A Capital Improvement Program (CIP) is the financial counterpart to a Master Plan. The CIP is a financial master plan for charting a municipality's capital needs over a specified time frame. The programming of capital expenditures into a rational planning and budgeting process is an important management tool for the allocation of tax revenue.

Growth can have a substantial impact on the municipal services and facilities. CIP's have become associated with efforts to manage growth and tax impact. Revised Statutes Annotated 674:22 requires municipalities, which regulate development through a growth management ordinance, to prepare and adopt a Master Plan and a CIP. Although it is a prerequisite of a growth ordinance, a CIP can stand alone on its own merits as a planning tool.

At the 1986 Town meeting, the voters of Windham authorized the Planning Board to prepare a CIP. A Planning Board CIP Sub-Committee was formed to undertake this task. While NH RSA 674:5-8 states that it is the Planning Board which prepares the plan, it is important to involve the Board of Selectmen, School Board, Town department heads, and other Town boards and commissions. Since it is the Selectmen and School Board who prepare the budget in Windham, they are a vital part of the CIP process.

According to the Windham Planning and Zoning Board bylaws, the CIP Sub-Committee's membership is as follows:

- One Selectman appointed by the chairman of the Board of Selectmen whose term shall be one year.
- One School board member appointed by the chairman of the School Board whose term shall be one year.
- Two members of the Planning Board appointed by the chairman of the Planning Board whose term shall be one year.
- Three members of the general public appointed by the chairman of the Planning Board whose terms shall be three years, limited to a six-year tenure.

Throughout this document, "department" will be used to encompass all town boards, commissions, committees, trustees, and departments.

The CIP Sub-Committee has the following tentative meeting schedule:

JUNE	Appoint new members and organize for the coming year.
JULY	Request written capital project proposals from town departments and School Board.
AUGUST/SEPT	Meet with all departments and committees to discuss their capital needs.
SEPTEMBER	Meet to review submitted capital projects and develop the plan.
OCTOBER/NOV	Conduct a workshop with the Planning Board followed by final presentation to the Planning Board and hold a public hearing.

The Capital Improvements Program is a budgetary document that forecasts major Town expenditures for a legally mandated six-year period. Windham has traditionally created a CIP for a longer eight-year period. A summary analysis of each project is included in the CIP.

The program, when adopted and fully utilized, serves to ensure that the necessary services and facilities to meet the community's needs are provided in accordance with the financial capabilities of Windham.

For the purpose of this document, a capital improvement is defined as a major expenditure (usually non-recurring) for public facilities costing more than \$75,000. In previous years the minimum amount for a capital request was \$50,000. The amount was increased this year.

CIP expenditures are considered beyond the scope of normal annual operating or maintenance expenses. Included are:

- Land acquisition for public purpose
- New buildings or additions
- Vehicles and other machinery with a useful life of greater than five years
- Major building or facility renovations with a useful life of greater than ten years
- Road renovations resulting in long-term improvement in road capacity or conditions
- Special studies such as assessments or a Master Plan
- Studies or architectural plans costing more than \$75,000 for the above capital improvements

A Capital Improvements Program offers many advantages:

- Stabilizes year-to-year variations in capital outlays.
- Makes acquisitions more feasible and defensible (e.g., land for water supply, waste disposal, recreation).
- If used in conjunction with a pooled investment reserve fund, can offset total costs of capital expenditures by reducing interest payments.
- Enables the town to establish growth control measures (in conjunction with a master plan).
- Facilitates implementation of the master plan by scheduling proposed projects over a period of time. The program can eliminate duplication and a random approach to expenditures.
- Furnishes a total picture of the municipality's major needs, discourages piecemeal expenditures and serves to coordinate the activities of various departments.
- Establishes priorities for projects on the basis of needs and cost.

The CIP Annual Process:

- Request from each of the Town departments detailed individual capital improvement requests.
- Schedule presentations, by department, of each request.
- CIP Sub-committee discusses and classifies each request by need and funding amount. (See Section IIA – Method of Classification for definition of need)
- CIP Sub-committee prepares eight year appropriations spreadsheet which is presented to Planning Board.

The Planning Board and the CIP Sub-Committee together review the CIP and make desired revisions. After a public hearing is held, the Planning Board adopts the CIP. The CIP recommendations for the budget for the upcoming year are presented to the Selectmen and School Board for their consideration. The Board of the Selectmen, the School Board, and the electorate, should adopt the first year of the CIP program as the capital budget for that year.

The capital budget, the school department's operating budget, and the town's operating budget together make up the total municipal budget for the year.

II. Background: CIP 2014 Plan

A. Method of Classification and Prioritization of Capital Projects

New Hampshire RSA 674:6 requires that the Capital Improvements Program (CIP) classify projects according to urgency and need and to contain a time sequence for their implementation. In accordance with the Capital Improvements Programming Handbook prepared by the Southern New Hampshire Planning Commission, the Windham CIP Sub-Committee has adopted a classification schedule that uses six (6) possible classifications as outlined below. In deliberations leading up to the CIP Sub-Committee's proposed capital allocations, each submitted project is assigned a class. The list of projects requested for this year's plan is attached hereto as Appendix B.

After each project is classified, projects falling into the same class are reviewed against town needs as identified by the town master plan and further prioritization is established based upon available funds in each year.

Class	Category	Description
Class I	Urgent	Cannot be delayed, needed immediately for health and safety needs.
Class II	Necessary	Necessary. Needed within 1- 3 years to maintain basic level and quality community services.
Class III	Desirable	Desirable. Needed within 4-6 years to improve quality and level of service.
Class IV	Deferrable	Can be placed on hold until after the 6-year period, but supports community development goals.
Class V	Premature	Premature. Needs more research, planning and coordination.
Class VI	Inconsistent	Inconsistent. Contrary to land use planning or community development

B. Year 2015 Available Capital Improvement Funds

The CIP Sub-Committee used the official tax valuation less utilities figure for 2014 to determine the proposed CIP funding for the subsequent years in its plan. This official tax valuation is determined by the Windham Tax Assessor and approved by the New Hampshire Department of Revenue Administration. For year 2014 the town valuation figure was set at \$2,065,724,410.

To compute the available CIP funds for year 2015, the sub-committee used the actual 2014 valuation and applied a 1.0% increase to reach \$2,086,381,654 as an estimated tax valuation figure. For FY 2015-2022 planning, the sub-committee estimated available CIP funds using a range of increases each year to determine the valuation figures for the subsequent 2016 – 2022 years.

The CIP Sub-Committee has recognized the enormity of the costs attributable to the new high school. The current CIP Appropriations Chart Plan does not include the costs of the new high school bond. However, it is shown as "Other Appropriations" in order for the community to be aware of its impact on the overall tax rate for the Town of Windham. The sub-committee believes that in order to continue to fund needed town-wide capital improvement projects, the high school bond costs should be removed from the core CIP plan. If not, the bond costs would exceed the annual allocated funding and preclude any funding for other needed projects.

The CIP Sub-Committee has adopted a CIP rate of \$0.75 per thousand to fund the non-high school capital projects. It is desired that the first year of the CIP plan be balanced to zero (2015 in this plan).

III. CIP FY 2015 Plan

FUNDING AMOUNTS

2014 Actual Town Tax Valuation Less Utilities	\$2,065,724,410
2015 Estimated Town Tax Valuation less Utilities with 1.0% estimated growth	\$2,086,381,654
CIP funding at \$0.75 per thousand of 2015 Estimate	\$ 1,564,786
Other CIP Contributions:	
Current Use Penalties for Land Fund	\$ 85,779
TAP Grant (Greenway Trail Improvements)	\$ 640,000
Library Capital Reserve Fund applied to Boiler	\$ 24,000
School Capital Reserve Fund applied to Roof Repair	\$ 18,589
School Capital Reserve Fund applied to Roof Repair	\$ 42,195
Engine 2 Bond	\$ 500,000
Spruce Pond Bond	\$ 275,000
TOTAL AVAILABLE CIP FUNDING FOR 2015	\$ 3,150,349
FIXED CIP OBLIGATIONS FOR 2015	
Ambulance Lease	\$ 75,100
Campbell Farm Conservation Land Bond	\$ 85,779
Engine 2 Replacement, Bond	\$ 155,470
Spruce Pond Bond	\$ 95,000
REMAINING CIP FUNDS AVAILABLE FOR REQUESTED PROJECTS	\$ 2,739,000

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IV. CIP FY 2015 – 2022 Appropriations Chart

CIP FY 2015 - 2022 Appropriation Chart (Summary)

Notes	CRF Balances	2015	2016	2017	2018	2019	2020	2021	2022
CIP Projected Availability		\$1,564,786	\$1,580,434	\$1,604,141	\$1,628,203	\$1,652,626	\$1,685,678	\$1,719,392	\$1,753,780
Fixed CIP Obligations									
Ambulance Lease	1	75,100	75,100						
Campbell Farm Conservation Land Bond	2	85,779	85,779	85,779	85,779	85,779	85,779	85,779	85,779
Engine 2 Replacement, Bond	3	155,470	92,700	92,700	92,700	92,700			
Spruce Pond Bond	4	95,000	95,000	95,000					
1980 Ladder 1 Replacement (Quint) Bond	5		100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Fixed Obligations		\$411,349	\$448,579	\$373,479	\$278,479	\$278,479	\$185,779	\$185,779	\$185,779
Effective Availability Other		\$1,153,437	\$1,131,855	\$1,230,662	\$1,349,724	\$1,374,147	\$1,499,899	\$1,533,613	\$1,568,001
Other CIP Annual Contributions		-	1,585,563	935,779	85,779	85,779	85,779	85,779	85,779
Net to Annual Appropriations	\$ -	\$ 2,739,000	\$ 2,067,634	\$ 1,316,441	\$ 1,435,503	\$ 1,459,926	\$ 1,585,678	\$ 1,619,392	\$ 1,653,780
Annual Appropriations									
MAINTENANCE DEPARTMENT	-	0	150,000	200,000	0	0	0	0	0
FIRE DEPARTMENT	122	575,000	850,000	0	265,000	0	0	0	1,500,000
HIGHWAY AGENT	-	390,000	420,000	450,000	485,000	520,000	760,000	800,000	850,000
LIBRARY	24,878	24,000	85,000	0	0	0	0	0	0
ADMINISTRATION	-	800,000	0	0	0	0	0	0	0
SOLID WASTE MANAGEMENT	-	0	0	0	100,000	150,000	0	150,000	100,000
RECREATION	-	275,000	0	0	0	0	0	0	0
SCHOOL DEPARTMENT	89,609	675,000	0	0	0	0	0	0	0
Total Annual Appropriations		\$ 2,739,000	\$ 1,505,000	\$ 650,000	\$ 850,000	\$ 670,000	\$ 760,000	\$ 950,000	\$ 2,450,000
Variance		\$0	\$562,634	\$666,441	\$585,503	\$789,926	\$825,678	\$669,392	(\$796,220)

CIP FY 2015 - 2022 Appropriation Chart (Details)

Notes	CRF Balances	2015	2016	2017	2018	2019	2020	2021	2022
Effective Availability Other		\$ 1,153,437	\$ 1,131,855	\$ 1,230,662	\$ 1,349,724	\$ 1,374,147	\$ 1,499,899	\$ 1,533,613	\$ 1,568,001
OTHER CIP ANNUAL CONTRIBUTIONS		2,739,000	3,150,349						
Current Use Penalties for Land Fund	6	85,779	85,779	85,779	85,779	85,779	85,779	85,779	85,779
TAP Grant (Greenway Trail Improvements)	7		640,000						
Library Capital Reserve Fund applied to Boiler	8	24,000							
School Capital Reserve Fund applied to Roof Repair	9	18,589							
School Capital Reserve Fund applied to Roof Repair	10	42,195							
Engine 2 Bond	11	500,000							
Spruce Pond Bond	12	275,000							
1980 Ladder 1 (Quint) Bond	13		850,000						
Total Other contributions		\$ 1,585,563	\$ 935,779	\$ 85,779	\$ 85,779	\$ 85,779	\$ 85,779	\$ 85,779	\$ 85,779
Net to Annual CIP Appropriations		\$ 2,739,000	\$ 2,067,634	\$ 1,316,441	\$ 1,435,503	\$ 1,459,926	\$ 1,585,678	\$ 1,619,392	\$ 1,653,780
ANNUAL APPROPRIATIONS									
MAINTENANCE DEPARTMENT									
HVAC System for Police Department			150,000						
HVAC System for Fire Department				200,000					
Sub-Total		\$0	\$150,000	\$200,000	\$0	\$0	\$0	\$0	\$0
FIRE DEPARTMENT									
Vehicle Exhaust Capture System		75,000							
1994 Engine-2 Replacement	122	500,000							
1980 Ladder 1 Replacement (Quint)			850,000						
2006 Ambulance Replacement					265,000				
Public Safety Substation									1,500,000
Sub-Total	\$122	\$575,000	\$850,000	\$0	\$265,000	\$0	\$0	\$0	\$1,500,000
HIGHWAY AGENT									
Road Improvements	-	390,000	420,000	450,000	485,000	520,000	560,000	600,000	640,000
5 Ton Dump Truck Replacement							200,000		
5 Ton Dump Truck Replacement								200,000	
5 Ton Dump Truck Replacement									210,000
Sub-Total	\$0	\$390,000	\$420,000	\$450,000	\$485,000	\$520,000	\$760,000	\$800,000	\$850,000

CIP FY 2015 - 2022 Appropriation Chart (Details)

Notes	CRF Balances	2015	2016	2017	2018	2019	2020	2021	2022	
ANNUAL APPROPRIATIONS (continued)										
LIBRARY										
Replace carpet & paint interior			85,000							
Boiler for Perimeter Heating		24,000								
Maintenance and Capital Reserve Fund	14	24,878								
		\$24,878	\$24,000	\$85,000	\$0	\$0	\$0	\$0	\$0	
ADMINISTRATION										
Greenway Trail Improvements			800,000							
		\$0	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	
SOLID WASTE MANAGEMENT										
Wheel Loader					\$100,000					
Truck Replacement								\$150,000		
Wheel Loader						\$150,000				
Truck Replacement									\$100,000	
		-	\$0	\$0	\$100,000	\$150,000	\$0	\$150,000	\$100,000	
RECREATION										
Spruce Pond			275,000							
		-	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	
SCHOOL DEPARTMENT										
Repair/Replace Septic	15	1,646								
Paving/Parking Repair	16	27,179								
School Building and Ground Maintenance	17	18,589								
Bldg Roof Repair/Replace	18	42,195								
Repair and Replacement of Failing Roofs			675,000							
		\$89,609	\$675,000	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL ANNUAL APPROPRIATIONS			\$2,739,000	\$1,505,000	\$650,000	\$850,000	\$670,000	\$760,000	\$950,000	\$2,450,000
VARIANCE			\$0	\$562,634	\$666,441	\$585,503	\$789,926	\$825,678	\$669,392	(\$796,220)
OTHER ANNUAL APPROPRIATIONS										
Primary High School Bond		3,388,250	3,292,250	2,350,250	2,282,250	2,214,250	2,146,250	2,078,250	2,010,250	
Secondary High School Bond		463,069	443,381	423,694	399,138	379,713	-	-	-	
State Building Aid Received (Offset)		(949,486)	(830,361)	(616,596)	(596,023)	(576,590)	(477,071)	(461,956)	(446,841)	
		\$ 2,901,833	\$ 2,905,270	\$ 2,157,348	\$ 2,085,365	\$ 2,017,373	\$ 1,669,179	\$ 1,616,294	\$ 1,563,409	
Total cost per thousand town valuation		1.39	1.38	1.01	0.96	0.92	0.74	0.71	0.67	

CIP FY 2015-2022 Footnotes

Fixed CIP Obligations:

- 1 Represents last two years of three year lease to purchase of Ambulance.
- 2 Represents ten year bond for Campbell Farm Conservation Land Purchase.
- 3 Represents proposed five year bond for Engine 2 replacement with higher up front payment.
- 4 Represents proposed three year bond for Spruce Pond.
- 5 Represents proposed ten year bond for Ladder 1 replacement (Quint).

Other CIP Annual Contributions:

- 6 Revenue from Current Use Penalties for Land Fund.
- 7 Required 80% funding from Transportation Assistance Program (TAP) Grant.
- 8 Library Maintenance and Capital Reserve Fund (see footnote 12).
- 9 School Building and Ground Maintenance Capital Reserve Fund (see footnote 15).
- 10 School Building Roof Repair/Replace Capital Reserve Fund (see footnote 16).
- 11 Anticipated Bond for Engine 2 Replacement.
- 12 Anticipated Bond for Spruce Pond.
- 13 Anticipated Bond for Ladder 1 Replacement (Quint).

Capital Reserve Fund:

- 14 Unexpended CIP funds from prior years.
- 15 Unexpended CIP funds from prior years.
- 16 Unexpended CIP funds from prior years.
- 17 Unexpended CIP funds from prior years.
- 18 Unexpended CIP funds from prior years.

TAX VALUATION PROJECTION

PROPERTY VALUATION	% Increase	YEAR	PROJECTED CIP TAX RATE	\$	
				AVAILABLE	
\$2,065,724,410		2014	\$0.75	\$1,549,293	
\$2,086,381,654	1.0	2015	\$0.75	\$1,564,786	
\$2,107,245,471	1.0	2016	\$0.75	\$1,580,434	
\$2,138,854,153	1.5	2017	\$0.75	\$1,604,141	
\$2,170,936,965	1.5	2018	\$0.75	\$1,628,203	
\$2,203,501,019	1.5	2019	\$0.75	\$1,652,626	
\$2,247,571,040	2.0	2020	\$0.75	\$1,685,678	
\$2,292,522,461	2.0	2021	\$0.75	\$1,719,392	
\$2,338,372,910	2.0	2022	\$0.75	\$1,753,780	

V: Requested Capital Projects and Action Taken

A. Maintenance Department

Project Title: HVAC Replacement at the Police Department

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$150,000 FY2016

Proposal: Based on the recommendation of the Energy Audit, the Police Department is looking to replace the existing system and upgrade the overall quality and efficiency while reducing operating costs. This is a scheduled replacement of the existing system due to age and the system currently in use. This is a new application.

CIP Recommendation: The CIP Sub-committee assigned the request a Classification II (Necessary) with funding of \$150,000 in FY 2016.

Project Title: HVAC Replacement at the Fire Department

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$200,000 FY2017

Proposal: Based on the recommendation of the Energy Audit, the Fire Department is looking to replace the existing system and upgrade the overall quality and efficiency while reducing operating costs. This is a scheduled replacement of the existing system due to age and the system currently in use. This is a new application.

CIP Recommendation: The CIP Sub-committee assigned the request a Classification II (Necessary) with funding of \$200,000 in FY 2017.

B. Fire Department

Project Title: Engine -2 (1994 E-ONE) Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$500,000 Requested for FY2015

Proposal: Engine 2 is a 1994 E-One on a Freightliner Chassis with 5,788 engine hours. It is equipped with a 1,250gpm pump and has a 1500 gallon water tank. As discussed with all our vehicle replacements, the scheduled rotation of our fleet is safe and cost effective. The service requirements placed on these vehicles coupled with the many intricate systems require a tremendous amount of service as they age. The town needs to keep in mind that this engine is a commercial chassis and as such NFPA Standards indicate that a 15 year replacement of this vehicle is recommended. In 1994, the department made this purchase as an Engine/Tanker because of the town's position with respect to water supply. In 2006 the department added a 3,000 gallon Fire Tanker which has been a vital asset in the department's fire suppression operations and overall response. Today, as most know, the town lacks a municipal water supply system thereby fire suppression needs throughout residential, commercial and business development, are dependent upon fire cisterns, static water sources and privately installed fire protection systems. It is the fire department's intent that with the potential future purchase of a Quint, the department would benefit greatly by adding an additional 3,000 gallon Tanker as the replacement for this vehicle.

**Potential exists to participate in a Tax-exempt Municipal Lease-Purchase financing plan. Lease terms range from 5/7/10 years with interest rates as low as 2.99%*

CIP Recommendation: The CIP Sub-committee assigned the request a Classification I (Urgent) with funding from a 5 year bond. The payment schedule would be as follows, \$155,470 in FY2015 and subsequent payments of \$92,700 for the remaining four years.

Fire Department (Cont'd)

Project Title: Vehicle Exhaust Capture System

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$75,000 Requested for 2015

Proposal: A Vehicle Exhaust Capture System (VECS) is a closed system installed within the apparatus bay area of the Fire Department designed to eliminate the health hazards associated with diesel Exhaust. The systems are designed with a number of fans, rails and hoses throughout the bays that attach to the vehicles exhaust pipes capturing and eliminating virtually all Diesel Exhaust fumes. The current facility built in 2000, provides no means of capturing the exhaust. As is currently, there is a "wind sock" which once the vehicles are started either during daily equipment checks or emergency response, the apparatus bays are opened and the air system is manually turned on to provide fresh air circulation. This system does not capture any of the exhaust, it merely circulates the air movement. Diesel Exhaust has been shown to contain 20 to 100 times more fine particles than exhaust produced from a comparable size gasoline engine. These fine particles carry with them known cancer causing chemicals. The noxious gases produced are also damaging to humans and the surrounding environment. All vehicles parked inside have diesel engines. In addition with the size of the bay doors, energy consumptions have increased especially during the colder season. Hazardous vehicle exhaust in fire stations is a firefighter's most significant cancer health risk. This system will help improve upon the health and safety of our firefighters and also increase the energy efficiencies in the building,

**It is the department's intent to apply to the Department of Homeland Security Assistance to Firefighter's Grant Health and Safety in 2014. If awarded, this grant would provide for ninety five percent (95%) federal funding for the purchase and installation of the system*

CIP Recommendation: The CIP Sub-committee assigned the request a Classification I (Urgent) with full funding of \$75,000 in FY2015.

Project Title: Ladder-1 (1980 Spartan) Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$850,000 Requested for 2016

Proposal: Ladder 1 is a 1980 Spartan 100' Aerial which was generously donated by a resident of Windham on September 11, 2002 in memoriam of the victims of 9/11. Previously, this truck was a front line vehicle for many years serving the Town of Merrimack, NH. This vehicle is not equipped with water, a fire pump, or a pre-piped waterway. As discussed previously with our vehicle replacement plan, the scheduled rotation of our fleet is safe and cost effective. The service requirements placed on these vehicles coupled with the many intricate systems require a tremendous amount of service as they age. In 2007, the department spent nearly \$11,000 replacing the engine due to major oil leak. Additional repairs to the ladder, body, brakes and air system will be needed in the foreseeable future. Replacement consideration of our aerial ladder needs to be based upon function, combined with potential use of this vehicle. In today's fire service, an aerial truck is indispensable in that the personnel assigned, perform very specific tasks such as ventilation of roofs, laddering structures for Firefighter safety, salvage and overhaul operations and extrication. A recurring theme surfaces yet again, which is staffing. This Aerial truck is a vital piece of equipment not being used to its potential due to a lack of manpower. It is dispatched on almost 3 times as many calls as it responds to. This alone should not be the deciding factor on its replacement. The factors that should be considered are; current staffing and operational response, the age of the vehicle, the many years of previous service, the deficiencies with respect to current National Fire Protection Association (NFPA) Safety Standards, and the foreseeable costs in repairs as mentioned earlier are just some of what needs to be weighed when considering the replacement of the ladder truck. For the reasons stated and many more to be discussed, the department requests the replacement of this vehicle with the purchase of a "Quint". A Quint, which is a combination Engine/Ladder, is a fire service piece of apparatus that serves dual purposes of an engine and aerial device. The "Quint" which is Latin meaning (five) refers to its functions which provides for a; pump, water tank, fire hose aerial device and ground ladders. The benefits of this type of vehicle with respect to an aggressive fire suppression and rescue operations response will increased the department's capabilities.

**Potential exists to participate in a Tax-exempt Municipal Lease-Purchase financing plan. Lease terms range from 5/7/10 years with interest rates as low as 2.99%*

**It is the department's intent to apply to the Department of Homeland Security Assistance to Firefighter's Grant. If awarded, this grant would provide for ninety five percent (95%) funding for the purchase of the vehicle, all necessary equipment and personnel training costs.*

CIP Recommendation: The CIP Sub-committee assigned the request a Classification II (Necessary) with funding of \$850,000 based on a 10 year bond starting in FY2016.

Project Title: 2006 Ambulance Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$265,000 Requested for 2018

Proposal: As stated many times, timely replacement of this high use equipment is critical to the safe and effective delivery of pre-hospital care. This replacement allows the department to stay on course for scheduled apparatus replacement. Over the past several years, the department has maintained a rotation of these vehicles to maximize the useful life of these vehicles without placing strain on the mechanical operation. Typically, each front line ambulance is operated for 4 years before being downgraded to a backup ambulance. The current backup ambulance is then downgraded and kept in service as the department's rescue for cold water/Ice Rescue emergencies. This is equipped in the winter time with Ice rescue Suits, a rescue a-live sled and a variety of rescue ropes and loose equipment. During the summer months, Kayaks are placed into service and carried on the rescue to serve as rapid deployment vessels which allows rescuers to enter the water without delay.

CIP Recommendation: The CIP Sub-committee assigned the request a Classification III (Desirable) with of \$265,000 in FY2018.

Project Title: Public Safety Sub-Station

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$1,500,000 Requested for 2021

Proposal: The need for a Fire Safety Sub-Station, along with additional staffing needs still exists and will continue to go hand in hand. However, these two subjects, in and of its self should remain a separate issue. Some statistics which continue to illustrate the need for additional personnel and a satellite sub-station is that today, nearly 36% of our call volume is simultaneous runs. This means that for every one call that duty personnel are actively engaged in whether it be a Fire or EMS incident, another one or two are in queue. The response to these additional calls is delayed due to the lack of personnel available to immediately respond or to having to rely on the assistance of mutual aid which again is a delay because of excess travel time. In years past, the department saw a paid on-call part time firefighter's staff consisting of nearly 30 individuals. Today, the call staff level is at four (4) with most having limitations. Another statistic is that the longest and farthest response time from our current location is in the northern corner of the community (Route 28) which on average is 8-10 minutes with an ambulance and nearly 12 minutes with a fire apparatus. These numbers are below National Standard Averages. These increased response times are very important in that a fire doubles in size every minute and that patients in cardiac arrest have a better chance of survival if pre-hospital medical treatment along with rapid delivery to an emergency room are administered within the first hour of symptom onset.

In previous requests, there still remains the need for a sub-station. The location of a sub-station should evolve around the ability to provide an adequate and timely response to all residents and businesses. As the need for a sub-station evolved, there had always been an added emphasis to the Route 28 and I-93 areas of our community. Historical data shows that our average response times to the northern section of the Route 28 corridor, continues to be of concern for our ambulance and fire apparatus responding from our current location on Fellows Road. The completion of the Route 111 By-pass has been an asset in reducing lengthy response with certain apparatus but has not resolved the issue. The intersection on Route 28 and the new Route 111 are now in our response jurisdiction, thus adding a very busy and congested intersection.

Although, the Town currently owns property along Route 28 specifically in the area of Seavey Road, preliminary information indicates that this location once talked of would not be a suitable site to build a Sub-station, as it would not provide the proper coverage needed for this area of Windham. Continued research and statistical data collection also needs to be looked at as to whether or not the Route 28 corridor should continue to be of primary focus.

Information gathered from the construction of other Sub-stations in the area, cost estimates have ranged from \$185 to \$200 per square foot, not including the purchase of land. There's no question that as long as this project is deferred, construction costs and land purchase will increase. **(See Town of Windham Impact Fee for Public Safety Facilities Study February 6, 2008 specifically page 25)**

With future economic factors being unpredictable, it would be premature to provide the CIP committee with any actual cost estimates for this Sub-station. In previous discussions with Police Chief Lewis, he too agrees that the location of a building should be based on the most appropriate response times for Fire Department equipment.

Many benefits can be derived from sub-station operations. There is the ability to provide greater and more rapid life saving services within our community. Knowing that time is critical, having apparatus responding sooner rather than later can mean the difference between life and death. There is also the potential to reduce local insurance costs due to the increased level of protection. Lastly, bringing all this together would be a strong community presence which supports greater interaction with our residents and increase local life safety education.

The re-alignment and construction of Route 93 continues. The installation of an emergency access road located off North Lowell Road is now complete. The use of this gate has proven itself to be beneficial in responses along the northern tier of the corridor. As previously stated, as response times increase, they will continue to exceed the national response averages of 4-6 minutes for an ambulance and 5-8 minutes for an engine response. The department continues to track the annual numbers of responses in this area. It should be well stated that all responses still impact our overall operations by the commitment of our resources to the incident, thereby creating a delay in services to the rest of the community. Therefore, I would suggest construction of this Sub-station be in FY2021.

CIP Recommendation: The CIP Sub-committee assigned the request a Classification V (Premature) with funding of \$1,500,000 shown in FY2022.

C. Highway Department

Project Title: Roads

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$390,000 in 2015, Total of \$4,065,000 for Years 2015-2022

Proposal: This is an annual request to provide funding to rebuild roads throughout Windham. Funding would help to improve drainage, infrastructure, (both to improve conditions for daily travel and a reduction in plowing problems), and paving reclamation. If the Highway Department completes all projects proposed, they will repave/reconstruct approximately 2.5 miles of roads per year. However, this is only half of what we should be addressing each year. Windham has just over 100 miles of town maintained roads. A new road lasts 20-25 years before it needs to be repaved. Hence, we should be repaving 4-5 miles of roads per year.

By not keeping up with the repaving cycle, we are then forced to reconstruct additional miles of roads each year. It should be noted that the cost to reconstruct a road is 10 times the cost to repave one.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent) with funding of \$390,000 in FY2015, \$420,000 in FY2016, \$450,000 in FY2017, \$485,000 in FY2018, \$520,000 in FY2019, \$560,000 in FY2020, \$600,000 in FY2021 and \$640,000 in FY2022.

Project Title: Small Rubber Track Excavator

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$100,000 in Year 2017

Proposal: To purchase a small rubber track excavator for multiple uses including shoulder repairs, treatment swale and detention pond maintenance, culvert repair or replacement and basin or other drainage structure repairs.

CIP Recommendation: The sub-committee assigned a Classification V (Premature) with no funding shown in the plan.

Highway Department (Cont'd)

Project Title: Five Ton Truck Replacement

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$200,000 in Year 2020

Proposal: First scheduled replacement due for a newer 5 ton truck. The amount may vary depending on the condition of accessories mounted on existing truck

CIP Recommendation: The sub-committee assigned a Classification IV (Deferrable) with funding in FY 2020.

Project Title: Five Ton Truck Replacement

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$200,000 in Year 2021

Proposal: Second scheduled replacement due for a newer 5 ton truck. The amount may vary depending on the condition of accessories mounted on existing truck

CIP Recommendation: The sub-committee assigned a Classification IV (Deferrable) with funding in FY 2021.

Project Title: Five Ton Truck Replacement

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$210,000 in Year 2022

Proposal: Third scheduled replacement due for a newer 5 ton truck. The amount may vary depending on the condition of accessories mounted on existing truck

CIP Recommendation: The sub-committee assigned a Classification IV (Deferrable) with funding in FY 2022.

D. Library

Project Title: Painting and Carpeting

Proposed by: Carl Heidenblad, Library Director

Estimated Cost: \$85,000 in Year 2015

Proposal: The carpet inside Nesmith Library is 17 years old and has not been changed since it was constructed. The wear and tear on the carpet is not just unsightly but is also a tripping hazard especially in the high traffic areas. The Library will have to be closed for the installation of the new carpet and it would be the best time to paint the interior walls as they too are in need some repairs and a fresh coat. The cost of the carpeting including installation is \$73,000 and the interior painting is \$12,000. Total application submitted to the CIP is \$85,000 for the carpeting and interior painting. This project has a useful life of 15 years. This is a repeat request.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent/Safety) with funding of \$85,000 in FY2016. Originally the sub-committee had funded this in FY 2015, however with more requests than funding this had to be moved to FY2016.

Library (Cont'd)

Project Title: HVAC Repair and Replacement

Proposed by: Carl Heidenblad, Library Director

Estimated Cost: \$24,000 in Year 2015

Proposal: Based in recommendations of the Energy Audit, the Library has decided to replace the existing system HVAC system and applied to the CIP in 2013. The Town voted to approve the improvements in March, 2014. The cost of upgrading the heating and air-conditioning systems and reconfiguring the ventilation systems was \$94,871. The Library has an additional request for a Boiler for Perimeter Heating for higher efficiency, fuel savings and greater reliability than the existing systems. The additional costs would have no tax impact on the Town and the \$24,000 for the boiler will come from Library Building Maintenance capital reserve Fund. This is an additional request to the application approved last year.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent/Safety) with funding of \$24,000 in FY2015.

E. Administration

Project Title: Greenway Trail Improvements

Proposed by: David Sullivan, Town Administrator

Estimated Cost: \$800,000 Funding, Year 2015. Offsetting revenues of \$640,000 from the State through a Transportation Assistance Program (TAP) Grant. Town portion, \$160,000, will be contingent on the town being awarded the grant.

Proposal: Provide a bicycle and pedestrian path to connect the Greenway Recreational Trail west of Interstate 93 to the Rockingham Recreational Trail, east of Interstate 93. The path will be 8 foot paved width and 2 foot shoulder stone dust extending 13,000 linear feet. The State will construct a box culvert under 93 to connect the two trails. The proposal will improve the trail beginning at the intersection of Meetinghouse Road and Old Mill Road and running to the intersection of the westerly right-of-way line of Interstate 93.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary: Needed within 1 – 3 years to maintain basic level and quality community services) with funding of \$800,000 in FY2015. However, the project is contingent upon the Town receiving the 80% grant. Grant monies are shown in the plan under Other CIP Annual Contributions.

F. Solid Waste Management

Project Title: Wheel Loader

Proposed by: David Poulson

Estimated Cost: \$100,000 FY2018

Proposal: This will replace the 2009 Takeuchi loader that was purchased used with 90 hours in 2010. The current operational hours are 4,022. This loader has recently been relegated to second line so the rate of accumulating hours should be greatly reduced. This proposal is within the Town replacement policy for vehicles. The loader is used to move the waste stream into the trailer.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable: Needed within 4 – 6 years to improve quality and level of service) with funding in FY 2018.

Solid Waste Management (Cont'd)

Project Title: Truck for Pulling Trailers

Proposed by: David Poulson

Estimated Cost: \$150,000 FY 2019

Proposal: This will replace the 2005 Sterling truck that was purchased in 2007. This truck was purchased used with 99,000 miles in 2007 for \$68,000. The current mileage is 176,000. The projected mileage at replacement is 231,000. The Sterling truck is the second line truck and is used less than the Mack truck. These trucks haul the municipal solid waste in the trailers to disposal sites and also the construction waste.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable: Needed within 4 – 6 years to improve quality and level of service) with funding in FY2019.

Project Title: Truck for Pulling Trailers

Proposed by: David Poulson

Estimated Cost: \$150,000 FY 2021

Proposal: This will replace the 2007 Mack truck that was purchased in 2009. This truck was purchased used with 54,000 miles in 2007 for \$89,000. The current mileage is 116,000. The projected mileage at replacement is 203,000. The Sterling truck is the second line truck and is used less than the Mack truck. These trucks haul the municipal solid waste in the trailers to disposal sites and also the construction waste.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable: Needed within 4 – 6 years to improve quality and level of service) with funding in FY2021.

Project Title: Wheel Loader

Proposed by: David Poulson

Estimated Cost: \$100,000 FY 2022

Proposal: This will replace the 2013 Takeuchi loader that was purchased used with 160 hours in 2014 for \$74,000. This loader was placed in service in July, 2014 with no significant use. When this loader is commissioned to first line, the anticipated hours will increase to 900-1,000 hours per year or about 5 hours per day. This proposal is within the Town replacement policy for vehicles. The loader is used to move the waste stream into the trailer.

CIP Recommendation: The sub-committee assigned a Classification IV (Can be placed on hold until after the 6 year period, but supports community development goals) with funding in FY2022.

G. Recreation Committee

Project Title: Sports Facility (Spruce Pond)

Proposed by: Dennis Senibaldi on behalf of the Recreation Committee

Estimated Cost: \$275,000 FY2015

Proposal: The proposal is to construct recreation fields on land off Route 28 adjacent to Spruce Pond residential development (Tax Map Sheet 3-B Lot 601). This is a repeat request for phase one (of a two-phase project) of the Spruce Pond Field Project. Phase I of the Spruce Pond recreational project is the construction of a rectangular multi-use field to accommodate the needs of the Soccer and Lacrosse Organizations for their increased enrollment. Over the years, the participation in youth sports has increased significantly in Windham leading to scheduling conflicts and lack of maintenance to fields. All the permits and approvals for the project are in place and donations with an estimated value of \$250,000 to engineer, strip, prep and fill the 330' X 240' field have been secured. These donations are in addition to the funding requested and do not offset the requested funds for this project. Construction on the project is ready to begin. An application will be submitted for a LWCF grant. The grant amount is for up to \$100,000 and is a matching grant.

CIP Recommendation: The CIP Sub-Committee gave this project a Classification I (Urgent) with funding coming from a 3 year bond over FY2015, FY2016, and FY2017. The amount of the bond, if approved, will be approximately \$95,000 per year.

H. Windham School District

Project Title: Repair and Replacement of Failing Roofs

Proposed by: Jerome Rekart on behalf of the Windham School Board

Estimated Cost: \$675,000 in FY2015

Proposal: To place \$675,000 in an existing Building and Ground Maintenance Capital Reserve Fund (CRF; established by the voters in 2006-2007) to complete the infrastructure and maintenance projects identified in the Windham School District (WSD) 20-year Capital Needs Assessment (CNA) Project for the 2015-2016 school year. These scheduled improvements will be used only to fund projects identified in the CNA, which include \$395,000 for WMS roof replacement, \$127,420 for WMS classroom HVAC systems, and \$152,580 for WMS classroom finishes. It should be noted that per WSD School Board motion, funds may only be used for those projects identified in the warrant and approved by the voters. Approximately \$60,000 of the cost will be offset by existing balances in the Building and Ground Maintenance Capital Reserve Fund (CRF) and the Roof Repair and Replacement CRF.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent) with funding of \$675,000 in FY2015.

I. Departments/Committees with No Requested Projects for the FY 2014-2021 CIP:

**Tax Department
Senior Center
Housing Authority
Cable
Community Development Department
Town Clerk's Department
Cemetery Trustees
Planning Board
Assessing Department
Police Department
Windham Economic Development Committee
Forestry Committee
Local Energy Committee
IT/GIS Department
Conservation Committee
Historic District Heritage Committee
Windham Historic Commission (Searles School & Chapel)
Rail Trail Alliance**

APPENDIX A

2014 CIP SUB-COMMITTEE MEMBERSHIP

- ❖ Rob Gustafson - Chairman (Citizen Volunteer)
- ❖ Jennifer Simmons – Vice Chair (Citizen Volunteer)
- ❖ Steven Bookless – Secretary, Planning Board Member
- ❖ Neelima Gogumalla – Member (Citizen Volunteer)
- ❖ Roger Hohenberger - Board of Selectmen Representative
- ❖ Jerome Rekart – School Board Representative
- ❖ Dennis Senibaldi – Alternate School Board Representative
- ❖ Al Letizio, Jr – Alternate Board of Selectmen Representative

APPENDIX B

PROJECT CLASSIFICATIONS

Department	Project	Year	Cost	Class								Total	Avg.
				Class	Class	Class	Class	Class	Class	Class	Class		
Nesmith Library	Boiler for Perimeter Heating	2015	\$24,000	1	1	1	1	1	1	1	1	7	1.00
Fire Department	Vehicle Exhaust Capture System	2015	\$75,000	1	1	1	1	1	1	1	1	7	1.00
Nesmith Library	Interior Paint and Carpet	2015	\$85,000	1	1	1	1	1	1	1	1	7	1.00
Highway	Roads	2015	\$390,000	1	1	1	1	1	1	1	1	7	1.00
Fire Department	Engine-2 Replacement	2015	\$500,000	1	1	1	1	1	1	1	1	7	1.00
School District	Repair and Replacement of Failing Roofs	2015	\$675,000	1	2	1	1	1	1	1	1	8	1.14
Recreation	Spruce Pond Fields	2015	\$275,000	1	1	1	3	1	2	1	1	10	1.43
Administration	Greenway Trail Improvements	2015	\$800,000	1	1	2	2	2	2	2	2	12	1.71
Maintenance	HVAC System for Police Department	2016	\$150,000	2	2	2	2	2	2	2	2	14	2.00
Maintenance	HVAC System for Fire Department	2017	\$200,000	2	2	2	2	2	2	2	2	14	2.00
Fire Department	Ladder-1 Replacement	2016	\$850,000	2	2	2	3	2	2	2	2	15	2.14
Solid Waste Management Dep	Loader Purchase	2018	\$100,000	3	3	3	3	3	3	3	3	21	3.00
Solid Waste Management Dep	Truck Replacement	2021	\$150,000	3	3	3	3	3	3	3	3	21	3.00
Fire Department	Ambulance Replacement	2018	\$265,000	3	3	3	3	3	3	3	3	21	3.00
Solid Waste Management Dep	Truck Replacement	2019	\$150,000	3	4	4	3	3	3	3	3	23	3.29
Highway	5 Ton Truck Replacement	2020	\$200,000	4	4		4	4	4	4	4	24	4.00
Highway	5 Ton Truck Replacement	2021	\$200,000	4	4		4	4	4	4	4	24	4.00
Highway	5 Ton Truck Replacement	2022	\$210,000	4	4		4	4	4	4	4	24	4.00
Solid Waste Management Dep	Loader Purchase	2022	\$100,000	4	4	4	4	4	4	4	4	28	4.00
Highway	Small Rubber Track Excavator	2017	\$100,000	5	5		5	5	5	5	5	30	5.00
Fire Department	Public Safety Substation	2021	\$1,500,000	5	4	5	6	5	5	5	5	35	5.00

Blank values for one member were due to the member abstaining from classifying four Highway Agent requests which the member did not see presented to the committee.