

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

**CAPITAL IMPROVEMENTS
PROGRAM
FY 2017-2024 PLAN
WINDHAM,
NEW HAMPSHIRE**

**Presented to the Windham Planning Board
October 5, 2016**

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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, 2014 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. Two chapters of the 2015 Master Plan Document have been completed in 2015 with eight more chapters to be completed. 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. As of 2015, an alternate citizen member of the committee appointed by the chairman of the Planning Board whose term shall be one year.

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 \$50,000. In the previous year the minimum amount for a capital request was \$75,000. The amount was decreased last 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 2016 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 2017 Available Capital Improvement Funds

The CIP Sub-Committee used the official tax valuation less utilities figure for 2016 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 2016 the town valuation figure was set at \$2,252,833,574.

To compute the available CIP funds for year 2017, the sub-committee used the actual 2016 valuation and applied a 1.0% increase to reach \$2,275,361,910 as an estimated tax valuation figure. For FY 2017-2024 planning, the sub-committee estimated available CIP funds using a range of increases each year to determine the valuation figures for the subsequent 2018 – 2024 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.

To adjust for the increase in the valuation of the town last year, the CIP Sub-Committee has adopted a CIP rate of \$0.70 per thousand to fund the non-high school capital projects. The adjustment was made last year (from \$0.75 to \$0.70) to keep the funding level similar to the projection from the previous year. It is desired that the first year of the CIP plan be balanced to zero (2017 in this plan).

III. CIP FY 2017 Plan

FUNDING AMOUNTS

2016 Actual Town Tax Valuation Less Utilities	\$2,252,833,574
2017 Estimated Town Tax Valuation less Utilities with 1.0% estimated growth	\$2,275,361,910
CIP funding at \$0.70 per thousand of 2017 Estimate	\$ 1,592,753
Other CIP Contributions:	
TAP Grant – Greenway Project	\$ 720,000
TOTAL AVAILABLE CIP FUNDING FOR 2017	\$ 2,312,753
FIXED CIP OBLIGATIONS FOR 2017	
Engine 2 Replacement, Bond	\$ 85,715
REMAINING CIP FUNDS AVAILABLE FOR REQUESTED PROJECTS	\$ 2,227,038

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IV. CIP FY 2017 – 2024 Appropriations Chart

CIP FY 2017 - 2024 Appropriation Chart (Summary)

Notes	CRF Balances	2017	2018	2019	2020	2021	2022	2023	2024
CIP Projected Availability		\$1,592,753	\$1,608,681	\$1,632,811	\$1,657,303	\$1,682,163	\$1,715,806	\$1,750,122	\$1,785,125
Fixed CIP Obligations									
Engine 2 Replacement, Bond	1		85,715	85,715	85,323				
1980 Ladder 1 Replacement (Quint) Bond	2				104,146	104,146	104,146	104,146	104,146
Total Fixed Obligations			\$85,715	\$85,715	\$85,323	\$104,146	\$104,146	\$104,146	\$104,146
Effective Availability Other		\$1,507,038	\$1,522,966	\$1,547,488	\$1,553,157	\$1,578,017	\$1,611,660	\$1,645,976	\$1,680,979
Other CIP Annual Contributions		-	720,000	0	850,000	0	0	0	0
Net to Annual Appropriations		\$ -	\$ 2,227,038	\$ 1,522,966	\$ 2,397,488	\$ 1,553,157	\$ 1,578,017	\$ 1,611,660	\$ 1,645,976
Annual Appropriations									
POLICE DEPARTMENT		-	100,000	184,450	0	0	0	0	0
FIRE DEPARTMENT	6,207	-	0	0	850,000	275,000	0	110,000	2,000,000
HIGHWAY AGENT	1,646	-	390,000	420,000	450,000	680,000	510,000	800,000	885,000
ADMINISTRATION/BOARD OF SELECTMEN	1,645	-	900,000	100,000	200,000	0	0	0	0
LIBRARY		-	85,000	0	80,000	0	0	0	0
TOWN CLERK		-	0	50,000	0	0	0	0	0
SOLID WASTE MANAGEMENT		-	0	155,000	210,000	0	215,000	167,500	67,500
RECREATION		-	0	90,000	0	0	0	0	0
RAIL TRAIL ALLIANCE		-	0	130,000	0	0	0	0	0
IT/GIS DIRECTOR		-	50,000	0	0	0	0	0	0
SCHOOL DEPARTMENT	1,509,281	-	700,000	800,000	800,000	800,000	800,000	800,000	800,000
Total Annual Appropriations			\$ 2,225,000	\$ 1,929,450	\$ 2,590,000	\$ 1,755,000	\$ 1,525,000	\$ 1,877,500	\$ 1,752,500
Variance			\$2,038	(\$406,484)	(\$192,512)	(\$201,843)	\$53,017	(\$265,840)	(\$106,524)

CIP FY 2017 - 2024 Appropriation Chart (Details)

Notes	CRF Balances	2017	2018	2019	2020	2021	2022	2023	2024
Effective Availability Other		\$ 1,507,038	\$ 1,522,966	\$ 1,547,488	\$ 1,553,157	\$ 1,578,017	\$ 1,611,660	\$ 1,645,976	\$ 1,680,979
OTHER CIP ANNUAL CONTRIBUTIONS									
TAP Grant - Greenway Project	3		720,000						
1980 Ladder 1 (Quint) Bond	4			850,000					
Total Other contributions			\$ 720,000	\$ -	\$ 850,000	\$ -	\$ -	\$ -	\$ -
Net to Annual CIP Appropriations			\$ 2,227,038	\$ 1,522,966	\$ 2,397,488	\$ 1,553,157	\$ 1,578,017	\$ 1,611,660	\$ 1,645,976
ANNUAL APPROPRIATIONS									
POLICE DEPARTMENT									
Communications Center Upgrade CRF			100,000	184,450					
Sub-Total			\$100,000	\$184,450	\$0	\$0	\$0	\$0	\$0
FIRE DEPARTMENT									
1980 Ladder 1 Replacement (Quint)				850,000					
Ambulance Replacement	5	122			275,000				
Forestry Truck Replacement							110,000		
Public Safety Substation	6	6,084							2,000,000
Sub-Total		\$6,207	\$0	\$850,000	\$275,000	\$0	\$110,000	\$0	\$2,000,000
HIGHWAY AGENT									
Road Improvements			390,000	420,000	450,000	480,000	510,000	540,000	570,000
Wood Chipper								50,000	600,000
Small Rubber Truck Excavator									100,000
5 Ton Dump Truck Replacement					200,000				
5 Ton Dump Truck Replacement							210,000		
5 Ton Dump Truck Replacement								215,000	
Salt Shed Capital Reserve Fund	7	1,646							
Sub-Total		\$1,646	\$390,000	\$420,000	\$450,000	\$680,000	\$510,000	\$800,000	\$885,000
ADMINISTRATION/BOARD OF SELECTMEN									
Greenway Trail Improvements			\$900,000						
Town Complex Beautification - Phase 1	8	\$1,476		\$100,000					
Town Complex Beautification - Phase 2	9	\$169			\$200,000				
Sub-Total		\$1,645	\$900,000	\$100,000	\$200,000	\$0	\$0	\$0	\$0
LIBRARY									
Carpet/Floors/Exterior Painting	10	4,735	85,000						
Re-roof Library					80,000				
Sub-Total		\$0	\$85,000	\$0	\$80,000	\$0	\$0	\$0	\$0

CIP FY 2017 - 2024 Appropriation Chart (Details)

	Notes	CRF Balances	2017	2018	2019	2020	2021	2022	2023	2024
ANNUAL APPROPRIATIONS (continued)										
TOWN CLERK										
Vault and Record Project				50,000						
Sub-Total		\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
SOLID WASTE MANAGEMENT										
2005 Trailer Replacement				55,000						
Wheel Loader Replacement				100,000						
2007 Trailer Replacement					60,000					
Truck Replacement					150,000					
2008 Trailer Replacement							65,000			
Truck Replacement							150,000			
2008 Trailer Replacement								67,500		
Wheel Loader Replacement								100,000		
2010 Trailer Replacement									67,500	
Trailer Replacement										68,000
Sub-Total		-	\$0	\$155,000	\$210,000	\$0	\$215,000	\$167,500	\$67,500	\$68,000
RECREATION										
Griffin Park Passive Recreation Area				90,000						
Sub-Total		-	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0
RAIL TRAIL ALLIANCE										
Rail Trail Rainforest Re-pavement				130,000						
Sub-Total		-	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0
IT/GIS DIRECTOR										
Phone System Replacement			\$50,000							
Sub-Total		-	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SCHOOL DEPARTMENT										
Capital Reserve for Future Building and/or Renovation	11	800,000	700,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Repair/Replace Septic	12	24,884								
Paving/Parking Repair	13	27,183								
School Building and Ground Maintenance										
Bldg Roof Repair/Replace	14	657,214								
Sub-Total		\$1,509,281	\$700,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
TOTAL ANNUAL APPROPRIATIONS			\$2,225,000	\$1,929,450	\$2,590,000	\$1,755,000	\$1,525,000	\$1,877,500	\$1,752,500	\$3,468,000
VARIANCE			\$2,038	(\$406,484)	(\$192,512)	(\$201,843)	\$53,017	(\$265,840)	(\$106,524)	(\$1,787,021)
OTHER ANNUAL APPROPRIATIONS										
Primary High School Bond			2,206,175	1,923,338	2,142,000	2,091,000	2,040,000	1,989,000	1,942,250	1,895,500
Secondary High School Bond			423,694	399,138	379,713	-	-	-	-	-
State Building Aid Received (Offset)			(723,426)	(433,500)	(510,000)	(510,000)	(510,000)	(510,000)	(510,000)	(510,000)
Total Payments		\$	\$ 1,906,443	\$ 1,888,975	\$ 2,011,713	\$ 1,581,000	\$ 1,530,000	\$ 1,479,000	\$ 1,432,250	\$ 1,385,500
Total cost per thousand town valuation			0.84	0.82	0.86	0.67	0.64	0.60	0.57	0.54

CIP FY 2017-2024 Footnotes

Fixed CIP Obligations:

- 1 Represents last three years of five year bond for Engine 2 replacement.
- 2 Represents proposed ten year bond at 3.875% for Ladder 1 replacement (Quint).

Other CIP Annual Contributions:

- 3 Required 80% funding from State TAP grant for Greenway project.
- 4 Anticipated Bond for Ladder 1 Replacement (Quint).

Capital Reserve Fund:

- 5 Unexpended CIP funds from prior years for Fire Station renovation (established in 1994).
- 6 Unexpended CIP funds from prior years for Old Fire Station renovation (established in 1998).
- 7 Unexpended CIP funds from prior years for Salt Shed (established in 2005).
- 8 Unexpended CIP funds from prior years for Route 111 Complex (established in 1997).
- 9 Unexpended CIP funds from prior years for Senior Center (established in 1993).
- 10 Unexpended CIP funds from prior years for Library (established in 2000, and repurposed in 2014).
- 11 Unexpended CIP funds from prior years for future School Building, Renovation and Land Acquisition (established in 2016).
- 12 Unexpended CIP funds from prior years for School District Repair/Replace Septic (established in 2002).
- 13 Unexpended CIP funds from prior years for School District Paving/Parking Repairs (established in 2006).
- 14 Unexpended CIP funds from prior years for School District Roof Repairs and Replacement (established in 2011).

TAX VALUATION PROJECTION

PROPERTY VALUATION	% Increase	YEAR	PROJECTED CIP TAX RATE	\$	
				PROJECTED CIP TAX RATE	AVAILABLE
\$2,252,833,574		2016	\$0.70		\$1,576,984
\$2,275,361,910	1.0	2017	\$0.70		\$1,592,753
\$2,298,115,529	1.0	2018	\$0.70		\$1,608,681
\$2,332,587,262	1.5	2019	\$0.70		\$1,632,811
\$2,367,576,071	1.5	2020	\$0.70		\$1,657,303
\$2,403,089,712	1.5	2021	\$0.70		\$1,682,163
\$2,451,151,506	2.0	2022	\$0.70		\$1,715,806
\$2,500,174,536	2.0	2023	\$0.70		\$1,750,122
\$2,550,178,027	2.0	2024	\$0.70		\$1,785,125

V: Requested Capital Projects and Action Taken

A. Police Department

Project Title: Communications Center Upgrade

Proposed By: Chief of Police Gerry Lewis

Estimated Cost: \$284,450 Requested for 2017

Proposal: This project is intended to upgrade and replace an outdated and aged Communications Center in the Police Department Dispatch Center. The existing center, in operation and staffed 24 hours a day, 365 days a year, was constructed and equipped in 1998. The facilities and equipment have exceeded their useful life and are in dire need of replacement. Primary communications equipment (radio infrastructure) has now reached obsolescence with parts no longer available from the manufacturer for repairs. The Comparator (Voter) is no longer supported by the manufacturer. The Department's main radio, the Quantar, will be unsupported in the 2018 timeframe; the current audio recorder is presently 8 years old with a normal life of 7 years. The Astro Spectra used for school communications is no longer supported and with the initiative to stream live video from the schools, additional video connections will require reconfiguration of the bay. The current workstations are not conducive to multi-tasking. To provide for more efficiency and customer service, a restructuring of the Dispatch Bay is proposed.

CIP Recommendation: The CIP committee ranked this plan a Classification I (Urgent). After further discussions the committee, due to limited resources, recommended setting up a Capital Reserve Fund in the amount of \$100,000 specifically for this project and funding the balance of this request in next year's plan.

B. Fire Department

Project Title: Ladder-1 (1980 Spartan) 100' Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$850,000 Requested for 2017

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.

CIP Recommendation: After serious deliberation the CIP Sub-Committee assigned the request a Classification II (Necessary) with funding of \$850,000 in FY2019. This decision was made due to limited funds and the fact that there are still two years of bond payments left to fund the replacement of Engine 2.

Fire Department (Cont'd)

Project Title: Ambulance Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$275,000 Requested for 2020

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 this request a Classification of III (Desirable) based on the timing of this request with funding in FY 2020.

Project Title: Forestry -1 Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$110,000 Requested for 2022

Proposal: Forestry-1 is a 2006 KME manufactured unit mounted on a Ford F-550 chassis. This vehicle is equipped with a CET 650 GPM (gallons per minute) pump, a 300 gallon water tank, and a 10 Class A Foam for fighting fires in ordinary combustibles such as wood, paper, cloth, trash, and plastics. This vehicle is a vital piece of equipment in the protection and preservation of the town's open space and natural wooded preserves and Town Forests. In addition to more open space, the town also continues to experience increased development of homes and businesses which continue to be located close to densely populated woods, increasing the risk of brush fires.

CIP Recommendation: The CIP Sub-committee assigned the request a Classification III (Desirable) with funding of \$110,000 in FY 2022.

Project Title: Public Safety Sub- Station

Proposed by: Chief Thomas L. McPherson

Estimated Cost: \$2,000,000.00 Requested Year 2024

Proposal: The longest and farthest response time from the existing station location is Route 28. On average it takes 8 – 10 minutes with an ambulance and nearly 12 minutes with a fire apparatus to respond to this area. These numbers are far above the national standard averages. Continued study will determine if the sub-station should be located in the area of Route 28 or another area in town. The reconstruction of Exit 3 and widening of I-93 with increasing traffic will impact this study. In summary, the Fire Department believes that a sub-station will be needed in the future to meet the life safety needs of the community.

CIP Recommendation: The CIP Sub-Committee assigned this request a Classification V (Premature) with funding of \$2,000,000 shown in FY 2024.

C. Highway Department

Project Title: Road Improvements

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$420,000 Request for 2017, Total of \$4,240,000 for Years 2017-2024

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. This however does not take into account the usage, which is whether it is a collector street, through street or dead end.

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 FY2017, \$420,000 in FY2018, \$450,000 in FY2019, \$480,000 in FY2020, \$510,000 in FY2021, \$540,000 in FY2022, \$570,000 in FY2023, and \$600,000 in FY2024.

Project Title: Wood Chipper

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$50,000 in Year 2017

Proposal: To purchase a wood chipper to aid in brush work and damage to trees due to storms. The town currently does not own a wood chipper and subcontracts the work. Although owning the chipper would not reduce the cost to the Town as opposed to subcontracting the services, it would provide the convenience of having it available when required.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable) with funding of \$50,000 in FY2022.

Project Title: Small Rubber Track Excavator

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$100,000 in Year 2018

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 III (Desirable) with funding of \$100,000 in FY2019.

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 III (Desirable) with funding of \$200,000 FY2020.

Project Title: Five Ton Truck Replacement

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$210,000 in Year 2022

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 III (Desirable) with funding of \$210,000 FY2022.

Highway Department (Cont'd)

Project Title: Five Ton Truck Replacement

Proposed by: Jack McCartney, Highway Agent

Estimated Cost: \$215,000 in Year 2023

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 of \$215,000 FY2023.

D. Administration/Board of Selectmen

Project Title: Greenway Trail Improvements

Proposed by: David Sullivan, Town Administrator

Estimated Cost: \$900,000 Funding, Year 2017. Offsetting revenues of \$720,000 from the State through a Transportation Assistance Program (TAP) Grant. Town portion, \$180,000, 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 I (Urgent) with funding of \$900,000 in FY2017, split between the state Grant for \$720,000 and the Town matching for \$180,000. However, the project is contingent upon the Town receiving the 80% grant. Grant monies are shown in the plan under Other CIP Annual Contributions.

Project Title: Town Complex Beautification

Proposed by: David Sullivan, Town Administrator

Estimated Cost: \$300,000 Funding in Two Phases, \$100,000 Year 2017 and \$200,000 in Year 2018.

Proposal: This is a multi-phase project to upgrade the area in the Town Center between the Bartley Building and Senior Center and the Town Hall, Community Development and the Old Town Library, Nesmith Building. Phase I of the project involves improving the area behind the Bartley Building including the Veterans Memorial and Flag Fire Pit, the Town Common Bridge over the brook, erecting a Gazebo on the commons and building the sidewalks in front of the Bartley Building on North Lowell going onto Church Street.

Phase II of the project includes removing the pavement in front of the Community Development building, providing sidewalks on North Lowell to the Town Hall, providing a "stamped textured" cross walk across Lowell Road, restructuring the sloping and parking in front of the Town Hall and putting additional parking in the rear of the Community Development Department building.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent) with funding of \$100,000 in FY2018, and a Classification II (Necessary. Needed within 1 – 3 years) for Phase II with funding of \$200,000 in 2019.

E. Library

Project Title: Replace carpets/vinyl and exterior painting.

Proposed by: Carl Heidenblat

Estimated Cost: \$85,000 (\$65,000 for carpeting and \$20,000 for painting) FY2017

Proposal: The carpeting at the library is 19 years old. The application would cover the cost of the carpeting and hard flooring (\$65,000) and exterior painting (\$20,000). The carpets will be replaced with tiled carpets squares which can be replaced in spots when needed in the future and the hard linoleum floors with vinyl tiles. Both are considered safety issues as old carpet has puckered and most of the adhesive had broken down. The hard floors are chipped and broken and are difficult to clear in the bathrooms and kitchen. The exterior of the library was last painted over 6 years ago and will need a fresh coat and protect it from rot.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent) with funding of \$85,000 in FY 2017.

Project Title: Replace Roof

Proposed by: Carl Heidenblad

Estimated Cost: \$80,000 FY2019

Proposal: The Nesmith Library was built in 1996 and opened in 1997. The original roof is approaching its 20th year and has held up well. However, a few spots especially an area above the furnace room have some significant wear due to the recent ice storms. Though not an urgent matter, it would be best to start planning for a roof replacement in the near future. If, however, a proposal by the Windham Local Energy Committee (LEC) to install solar panels on the roof is approved, the roof replacement might become an urgent matter.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$80,000 in FY 2019.

F. Town Clerk

Project Title: Vault / Records Project

Proposed By: Nicole Bottai

Estimated Cost: \$50,000 Requested for 2017

Proposal: The records vault in Town Hall is in need of a complete reorganization, technology updates, and an ongoing maintenance plan to preserve permanent records. In 2016, the CIP committee recommended Phase I be presented to the voters and the Town Meeting vote passed phase I. During 2016, it was determined a proper bid could not be realized without an inventory, therefore Phase I will provide an inventory of what in the vault is in need of digitization prior to receiving the full scanning bid at the completion of the inventory. Phase II would be the completion of the scanning and recurring maintenance of the records. Within the \$50,000 funding requested for Phase II, a professional company would furnish a plan specific to the Town of Windham, set up new protocols and operating procedures, would complete organization of all records in the vault including indexing, boxing, labeling, scanning of records, completing the capability for keyword searches, setting up a secure controlled access log for both public access from the Town website as well as internal access for staff. In addition, the company will provide a destruction log that coincides with the RSA-33-A Data Retention schedule. Recommendations for Phase III, if required will be provided by the consultant.

CIP Recommendation: Last year, the CIP committee ranked Phase I of this plan a Classification I (Urgent) and Town Meeting approved the appropriation. Discussions this year centered on the delay in completion of Phase I and the CIP Sub-committee assigned the Phase II request a Classification II (Necessary) with full funding of \$50,000 in FY2018 for Phase II of the project.

G. Solid Waste Management

Project Title: 2005 Trailer Replacement

Proposed by: David Poulson

Estimated Cost: \$55,000 FY2018

Proposal: The Transfer Station has a fleet of 6 trailers; 4 open-top, walking floor for trash, demolition, and metal and 2 close-top, push-out for single stream recyclables. The recommended replacement guideline for trailers in the Town's Vehicle Maintenance Policy is every 12 years with optional overhaul every 8 years. The main reason to consider replacement at a prudent timeframe is the condition of the trailer due to use and its salvage value. This request will replace a trailer that was purchased in 2005.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$55,000 in FY 2018.

Solid Waste Management (Cont'd)

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. 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 II (Necessary) with funding of \$100,000 in FY 2018.

Project Title: 2007 Trailer Replacement

Proposed by: David Poulson

Estimated Cost: \$60,000 FY2019

Proposal: As stated above, this request follows the Town's Vehicle Maintenance Policy. This request will replace a trailer that was purchased in 2007.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$60,000 in FY 2019.

Project Title: Truck Replacement

Proposed by: David Poulson

Estimated Cost: \$150,000 FY2019

Proposal: This will replace the 2005 Sterling truck which was purchased used in 2007. This truck is currently a second line truck and is used less. This proposal is within the Town replacement policy for vehicles.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable) with funding of \$150,000 in FY 2019

Project Title: 2008 Trailer Replacement

Proposed by: David Poulson

Estimated Cost: \$65,000 FY2021

Proposal: As stated above, this request follows the Town's Vehicle Maintenance Policy. This request will replace a trailer that was purchased in 2008.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable) with funding of \$65,000 in FY 2021.

Project Title: Truck Replacement

Proposed by: David Poulson

Estimated Cost: \$150,000 FY2021

Proposal: This will replace the 2007 Mack truck which was purchased used in 2009. This truck is currently a front line truck and is used more. This proposal is within the Town replacement policy for vehicles..

CIP Recommendation: The sub-committee assigned a Classification III (Desirable) with funding of \$150,000 in FY 2021.

Solid Waste Management (Cont'd)

Project Title: 2008 Trailer Replacement

Proposed by: David Poulson

Estimated Cost: \$67,500 FY2022

Proposal: As stated above, this request follows the Town's Vehicle Maintenance Policy. This request will replace a trailer that was purchased in 2008.

CIP Recommendation: The sub-committee assigned a Classification IV (Deferrable) with funding of \$67,500 in FY 2022.

Project Title: Wheel Loader

Proposed by: David Poulson

Estimated Cost: \$100,000 FY2022

Proposal: This will replace the 2013 Takeuchi loader that was purchased used with 160 hours in 2014. 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 (Deferrable) with funding of \$100,000 in FY 2022.

Project Title: 2010 Trailer Replacement

Proposed by: David Poulson

Estimated Cost: \$67,500 FY2023

Proposal: As stated above, this request follows the Town's Vehicle Maintenance Policy. This request will replace a trailer that was purchased in 2008.

CIP Recommendation: The sub-committee assigned a Classification IV (Deferrable) with funding of \$67,500 in FY 2023.

Project Title: Trailer Replacement

Proposed by: David Poulson

Estimated Cost: \$68,000 FY2024

Proposal: As stated above, this request follows the Town's Vehicle Maintenance Policy. This request will replace a previously purchased trailer.

CIP Recommendation: The sub-committee assigned a Classification IV (Deferrable) with funding of \$68,000 in FY 2024.

H. Recreation Committee

Project Title: Passive Recreation at Griffin Park

Proposed by: Cheryl Haas, Recreation Coordinator

Estimated Cost: \$90,000 FY2017

Proposal: The voters approved the first \$90,000 of the estimated \$200,000 needed for the passive recreation on the 2016 town meeting ballot. The Recreation department has spent the summer of 2016 fund raising for the shortfall and have raised nearly \$30,000 through sale of named bricks that will form the foundation of the passive recreation area and through sales of consumables at the town beach. This request was for the remaining \$90,000, the estimate for the remainder of funds necessary to complete this project. Recreation will continue to fund raise in order to decrease the full burden on the taxpayers.

CIP Recommendation: The CIP Subcommittee assigned this request a Classification II (Necessary) with funding of \$90,000 in FY2018.

I. Rail Trail Alliance

Project Title: Rail Trail Rain Forest Re-pavement

Proposed By: Mark Samsel

Estimated Cost: \$130,000 Requested for 2017

Proposal: The project involves engineering, excavation, rebasing, drainage and re-pavement of 1,800 feet of the rainforest section of the Rail/Trail. 2016 marks the 10th anniversary of the paving of the original rail/trail. The most challenging part of the trail is this 1800 ft stretch call the “rainforest” that runs through cut ledge, a lined cut of 35-40ft rock wall, the longest in the state. This area is also home to several ledged based birds, flora and ice flows in the winter.

Because of the challenges of the cut through ledge, high water table and difficult maintenance of inadequate ditch lines and remaining of the stone left from the past fiber optic network, this section is in need of re-paving. Freezing of the base with the high water table has caused frost heaves which remain year round because of the size of the rocks and lack of proper drainage. This has become a safety issue with protrusions and accelerated deteriorating of the pavement.

CIP Recommendation: The CIP committee assigned this request a Classification II (Necessary) with funding of \$130,000 in FY2018.

J. IT/GIS Director

Project Title: Phone System Replacement

Proposed By: Eric DeLong

Estimated Cost: \$50,000 Requested for 2017

Proposal: To use \$50,000 to replace the current phone system for town offices, including the police department. This project will replace a 30 year old phone system and provide a current set of functionalities including voicemail, Voice over IP (VoIP) which will leverage the internet to further reduce the total costs for the phone systems. This project has a 3-year return on investment as it replaces a system that has passed its End of Supported Life status, where handsets are increasingly difficult to find when replacements are necessary.

CIP Recommendation: The CIP committee assigned this request a Classification I (Urgent) with funding of \$50,000 in FY2017.

K. Windham School District

Project Title: Capital Needs for Future Building and/or Renovation Project

Proposed by Bill Hickey on behalf of the Windham School Board

Estimated Cost: \$800,000 in FY 2017

Proposal: To use \$800,000 to be put into a CRF (Capital Reserve Fund) to offset cost for future building projects. Currently the Windham School Board is working on a potential expansion project that could be placed on the ballot in March of 2017. The current project that these funds could be used for, if approved by the voters, is the expansion at Golden Brook School. At this time the exact cost for this project is unknown although the district is working vigorously to have budget numbers in November, 2016. This request is in line with qualitative and quantitative data that clearly shows that the district schools are overcrowded. For additional information please visit

www.windhamsd.org

CIP Recommendation: The sub-committee assigned a classification I (urgent) with funding of \$700,000 in FY2017.

L. Departments/Committees with No Requested Projects for the FY 2016-2023 CIP:

- Tax Collector
- Assessor
- Forestry Committee
- Historic District/Heritage Committee
- Maintenance
- Planning Board
- Community Development Department
- Local Energy Committee
- Economic Development Committee
- Solid Waste Management
- Housing Authority
- Cemeteries
- Cable
- Senior Center
- Windham Historic Commission (Searles)
- Museum Trustees/Historical Society
- Conservation Commission

APPENDIX A

2016 CIP SUB-COMMITTEE MEMBERSHIP

- ❖ Rob Gustafson - Chairman (Citizen Volunteer)
- ❖ Steven Bookless – Vice Chair (Citizen Volunteer)
- ❖ Dan Guttman – Secretary, Planning Board Member
- ❖ Neelima Gogumalla – Member (Citizen Volunteer)
- ❖ Kathleen DiFruscia – Planning Board Member
- ❖ Roger Hohenberger - Board of Selectmen Representative
- ❖ Ken Eyring – School Board Representative
- ❖ Dennis Senibaldi – Alternate School Board Representative
- ❖ Joel Desilets – Alternate Board of Selectmen Representative

APPENDIX B

PROJECT CLASSIFICATIONS

Department	Project	Year	Cost	Class								Class		
				Class	Class	Class	Class	Class	Class	Class	Class	Total	Avg.	
IT/GIS Director	Phone System Replacement	2017	\$50,000	1	1	1	1	1	1	1	1	1	7	1.00
Police Department	Communications Center Upgrade	2017	\$284,450	1	1	1	1	1	1	1	1	1	7	1.00
Highway	Roads (\$4,240,000 for all 8 years)	2017	\$420,000	1	1	1	1	1	1	1	1	1	7	1.00
Library	Carpet/Floors/Exterior Painting	2017	\$85,000	1	1	1	1	1	1	1	1	2	8	1.14
Administration/BOS	Greenway Trail Improvements	2017	\$900,000	1	1	1	1	1	1	1	1	2	8	1.14
Administration/BOS	Town Complex Beautification - Phase 1	2017	\$100,000	1	1	2	1	1	2	2	2	10	10	1.43
School District	Capital Reserve for future building and/or reno	2017	\$800,000	1	1	1	1	1	1	4	1	10	10	1.43
Clerk's Department/Records Retention Committee	Vault Project, Records Digitized	2017	\$50,000	2	1	2	2	2	2	2	1	12	12	1.71
Recreation	Passive Recreation Area at Griffin Park	2017	\$90,000	2	1	1	3	2	1	2	2	12	12	1.71
Fire Department	Ladder-1 Replacement (Quint)	2017	\$850,000	1	1	1	4	3	1	1	1	12	12	1.71
Rail Trail Alliance	Rail Trail Rainforest Re-pavement	2017	\$130,000	2	2	1	5	2	2	2	1	15	15	2.14
Library	Re-roof Library	2019-2020	\$80,000	2	2	3	2	2	2	2	2	15	15	2.14
Solid Waste Management Department	Loader Replacement	2018	\$100,000	2	2	2	3	3	2	2	2	16	16	2.29
Administration/BOS	Town Complex Beautification - Phase 2	2018	\$200,000	2	2	2	2	4	2	2	2	16	16	2.29
Solid Waste Management Department	2005 Trailer Replacement	2018	\$55,000	2	3	2	2	3	2	3	3	17	17	2.43
Solid Waste Management Department	2007 Trailer Replacement	2019	\$60,000	2	3	2	2	3	3	3	3	18	18	2.57
Solid Waste Management Department	Truck Replacement	2019	\$150,000	2	3	2	3	3	3	3	3	19	19	2.71
Highway	5-Ton Truck	2020	\$200,000	3	2	3	3	4	3	3	3	21	21	3.00
Fire Department	Ambulance Replacement	2020	\$275,000	3	3	3	3	4	3	3	3	22	22	3.14
Fire Department	Forestry Replacement	2022	\$110,000	3	3	3	3	4	3	3	3	22	22	3.14
Highway	5-Ton Truck	2022	\$210,000	3	3	3	3	4	3	3	3	22	22	3.14
Solid Waste Management Department	2008 Trailer Replacement	2021	\$65,000	3	3	4	3	4	3	3	3	23	23	3.29
Solid Waste Management Department	Truck Replacement	2021	\$150,000	3	3	3	4	4	3	3	3	23	23	3.29
Highway	Wood Chipper	2017	\$50,000	4	3	3	3	3	4	4	4	24	24	3.43
Highway	Small Rubber Track Excavator	2018	\$100,000	4	3	4	3	4	4	4	4	26	26	3.71
Solid Waste Management Department	2008 Trailer Replacement	2022	\$67,500	3	4	4	4	4	3	4	4	26	26	3.71
Solid Waste Management Department	Loader Replacement	2022	\$100,000	3	4	4	4	4	4	4	4	27	27	3.86
Solid Waste Management Department	2010 Trailer Replacement	2023	\$67,500	4	4	4	4	4	4	4	4	28	28	4.00
Highway	5-Ton Truck	2023	\$215,000	4	4	4	4	4	4	4	4	28	28	4.00
Solid Waste Management Department	Trailer Replacement	2024	\$68,000	4	4	4	4	4	4	4	4	28	28	4.00
Fire Department	Public Safety Substation	2024	\$2,000,000	5	5	5	5	5	5	5	5	35	35	5.00