



**CAPITAL IMPROVEMENTS  
PROGRAM  
FY 2016-2023 PLAN  
WINDHAM,  
NEW HAMPSHIRE**

**Recommended by the Windham Planning Board  
October 21, 2015**

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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. As of 2015, an alternate citizen member of the committee shall be 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:

<b>JUNE</b>	Appoint new members and organize for the coming year.
<b>JULY</b>	Request written capital project proposals from town departments and School Board.
<b>AUGUST/SEPT</b>	Meet with all departments and committees to discuss their capital needs.
<b>SEPTEMBER</b>	Meet to review submitted capital projects and develop the plan.
<b>OCTOBER/NOV</b>	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 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.

<b>Class</b>	<b>Category</b>	<b>Description</b>
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 2015, based on a town wide re-evaluation, 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 2015 the town valuation figure was set at \$2,234,031,750.

To compute the available CIP funds for year 2016, the sub-committee used the actual 2015 valuation and applied a 1.0% increase to reach \$2,256,372,068 as an estimated tax valuation figure. For FY 2016-2023 planning, the sub-committee estimated available CIP funds using a range of increases each year to determine the valuation figures for the subsequent 2017 – 2023 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, 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 (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 (2016 in this plan).

### **III. CIP FY 2016 Plan**

#### FUNDING AMOUNTS

2015 Actual Town Tax Valuation Less Utilities	\$2,234,031,750
2016 Estimated Town Tax Valuation less Utilities with 1.0% estimated growth	\$2,256,372,068
CIP funding at \$0.70 per thousand of 2016 Estimate	\$ 1,579,460
Other CIP Contributions:	
Current Use Penalties for Land Fund	\$ 85,779
DOT Salt Reduction Grant – 5 Ton Truck	\$ 144,000
TOTAL AVAILABLE CIP FUNDING FOR 2016	\$ 1,809,239

#### FIXED CIP OBLIGATIONS FOR 2016

Ambulance Lease	\$ 75,100
Campbell Farm Conservation Land Bond	\$ 85,779
Engine 2 Replacement, Bond	\$ 87,000
REMAINING CIP FUNDS AVAILABLE FOR REQUESTED PROJECTS	\$ 1,561,360

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## IV. CIP FY 2016 – 2023 Appropriations Chart

### CIP FY 2016 - 2023 Appropriation Chart (Summary)

Notes	CRF Balances	2016	2017	2018	2019	2020	2021	2022	2023
<b>CIP Projected Availability</b>		<b>\$1,579,460</b>	<b>\$1,595,255</b>	<b>\$1,619,184</b>	<b>\$1,643,472</b>	<b>\$1,668,124</b>	<b>\$1,701,486</b>	<b>\$1,735,516</b>	<b>\$1,770,226</b>
<b>Fixed CIP Obligations</b>									
Ambulance Lease	1	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	87,000	87,000	87,000	87,000	87,000	87,000	87,000	87,000
1980 Ladder 1 Replacement (Quint) Bond	4			105,010	105,010	105,010	105,010	105,010	105,010
<b>Total Fixed Obligations</b>		<b>\$247,879</b>	<b>\$172,779</b>	<b>\$277,789</b>	<b>\$277,789</b>	<b>\$190,789</b>	<b>\$190,789</b>	<b>\$190,789</b>	<b>\$190,789</b>
<b>Effective Availability Other</b>		<b>\$1,331,581</b>	<b>\$1,422,476</b>	<b>\$1,341,395</b>	<b>\$1,365,683</b>	<b>\$1,477,335</b>	<b>\$1,510,697</b>	<b>\$1,544,727</b>	<b>\$1,579,437</b>
<b>Other CIP Annual Contributions</b>		-	229,779	970,779	85,779	85,779	85,779	85,779	85,779
<b>Net to Annual Appropriations</b>		<b>\$ -</b>	<b>\$ 1,561,360</b>	<b>\$ 2,393,255</b>	<b>\$ 1,427,174</b>	<b>\$ 1,451,462</b>	<b>\$ 1,563,114</b>	<b>\$ 1,596,476</b>	<b>\$ 1,665,216</b>
<b>Annual Appropriations</b>									
POLICE DEPARTMENT	-	0	190,000	0	0	0	0	0	0
FIRE DEPARTMENT	122	0	885,000	265,000	0	0	100,000	297,000	2,000,000
HIGHWAY AGENT	-	570,000	470,000	450,000	580,000	720,000	560,000	810,000	855,000
COMMUNITY DEVELOPMENT	-	50,000	0	0	0	0	0	0	0
TOWN CLERK	-	50,000	0	0	0	0	0	0	0
SOLID WASTE MANAGEMENT	-	0	55,000	100,000	210,000	0	215,000	167,500	67,500
RECREATION	-	90,000	90,000	0	0	0	0	0	0
SCHOOL DEPARTMENT	89,618	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
<b>Total Annual Appropriations</b>		<b>\$ 1,560,000</b>	<b>\$ 2,490,000</b>	<b>\$ 1,615,000</b>	<b>\$ 1,590,000</b>	<b>\$ 1,520,000</b>	<b>\$ 1,675,000</b>	<b>\$ 2,074,500</b>	<b>\$ 3,722,500</b>
<b>Variance</b>		<b>\$1,360</b>	<b>(\$96,745)</b>	<b>(\$187,826)</b>	<b>(\$138,538)</b>	<b>\$43,114</b>	<b>(\$78,524)</b>	<b>(\$443,994)</b>	<b>(\$2,057,284)</b>

### CIP FY 2016 - 2023 Appropriation Chart (Details)

Notes	CRF Balances	2016	2017	2018	2019	2020	2021	2022	2023
<b>Effective Availability Other</b>		<b>\$ 1,331,581</b>	<b>\$ 1,422,476</b>	<b>\$ 1,341,395</b>	<b>\$ 1,365,683</b>	<b>\$ 1,477,335</b>	<b>\$ 1,510,697</b>	<b>\$ 1,544,727</b>	<b>\$ 1,579,437</b>
<b>OTHER CIP ANNUAL CONTRIBUTIONS</b>									
Current Use Penalties for Land Fund	5	85,779	85,779	85,779	85,779	85,779	85,779	85,779	85,779
1980 Ladder 1 (Quint) Bond	6		885,000						
DOT Grant - 5 Ton Dump Truck	7	144,000							
<b>Total Other contributions</b>		<b>\$ 229,779</b>	<b>\$ 970,779</b>	<b>\$ 85,779</b>					
<b>Net to Annual CIP Appropriations</b>		<b>\$ 1,561,360</b>	<b>\$ 2,393,255</b>	<b>\$ 1,427,174</b>	<b>\$ 1,451,462</b>	<b>\$ 1,563,114</b>	<b>\$ 1,596,476</b>	<b>\$ 1,630,506</b>	<b>\$ 1,665,216</b>
<b>ANNUAL APPROPRIATIONS</b>									
<b>POLICE DEPARTMENT</b>									
Communications Center Upgrade			190,000						
<b>Sub-Total</b>		<b>\$0</b>	<b>\$190,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FIRE DEPARTMENT</b>									
1980 Ladder 1 Replacement (Quint)			885,000						
2006 Ambulance Replacement	8	122		265,000			100,000	297,000	2,000,000
Forestry Truck Replacement									
2010 Ambulance Replacement									
Public Safety Substation									
<b>Sub-Total</b>		<b>\$122</b>	<b>\$885,000</b>	<b>\$265,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$297,000</b>	<b>\$2,000,000</b>
<b>HIGHWAY AGENT</b>									
Road Improvements			390,000	420,000	450,000	480,000	520,000	560,000	640,000
5 Ton Dump Truck			180,000						
Wood Chipper				50,000					
Small Rubber Track Excavator					100,000				
5 Ton Dump Truck Replacement						200,000			
5 Ton Dump Truck Replacement							210,000		
5 Ton Dump Truck Replacement									215,000
<b>Sub-Total</b>		<b>\$0</b>	<b>\$570,000</b>	<b>\$470,000</b>	<b>\$450,000</b>	<b>\$580,000</b>	<b>\$720,000</b>	<b>\$560,000</b>	<b>\$810,000</b>
<b>COMMUNITY DEVELOPMENT</b>									
Master Plan - Planning Board			50,000						
<b>Sub-Total</b>		<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**CIP FY 2016 - 2023 Appropriation Chart (Details)**

	Notes	CRF Balances	2016	2017	2018	2019	2020	2021	2022	2023
<b>ANNUAL APPROPRIATIONS (continued)</b>										
<b>TOWN CLERK</b>										
Vault and Record Project			50,000							
<b>Sub-Total</b>		\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>SOLID WASTE MANAGEMENT</b>										
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
<b>Sub-Total</b>		-	\$0	\$55,000	\$100,000	\$210,000	\$0	\$215,000	\$167,500	\$67,500
<b>RECREATION</b>										
Griffin Park Passive Recreation Area			90,000	90,000						
<b>Sub-Total</b>		-	\$90,000	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>SCHOOL DEPARTMENT</b>										
Capital Reserve for Future Building and/or Renovation			800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Capital Needs Assessment Funding										
Repair/Replace Septic	9	1,646								
Paving/Parking Repair	10	27,182								
School Building and Ground Maintenance	11	18,591								
Bldg Roof Repair/Replace	12	42,199								
<b>Sub-Total</b>		\$89,618	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
<b>TOTAL ANNUAL APPROPRIATIONS</b>			<b>\$1,560,000</b>	<b>\$2,490,000</b>	<b>\$1,615,000</b>	<b>\$1,590,000</b>	<b>\$1,520,000</b>	<b>\$1,675,000</b>	<b>\$2,074,500</b>	<b>\$3,722,500</b>
<b>VARIANCE</b>			<b>\$1,360</b>	<b>(\$96,745)</b>	<b>(\$187,826)</b>	<b>(\$138,538)</b>	<b>\$43,114</b>	<b>(\$78,524)</b>	<b>(\$443,994)</b>	<b>(\$2,057,284)</b>
<b>OTHER ANNUAL APPROPRIATIONS</b>										
Primary High School Bond			3,108,775	2,206,175	1,923,338	2,142,000	2,091,000	2,040,000	1,989,000	1,942,250
Secondary High School Bond			443,381	423,694	399,138	379,713	-	-	-	-
State Building Aid Received (Offset)			(830,361)	(616,596)	(596,023)	(576,590)	(477,071)	(461,956)	(446,841)	(431,726)
<b>Total Payments</b>		\$	2,721,795	2,013,273	1,726,452	1,945,123	1,613,929	1,578,044	1,542,159	1,510,524
<b>Total cost per thousand town valuation</b>			<b>1.21</b>	<b>0.88</b>	<b>0.75</b>	<b>0.83</b>	<b>0.68</b>	<b>0.65</b>	<b>0.62</b>	<b>0.60</b>

**CIP FY 2016-2023 Footnotes**

**Fixed CIP Obligations:**

- 1 Represents last year of three year lease to purchase of Ambulance.
- 2 Represents ten year bond for Campbell Farm Conservation Land Purchase.
- 3 Represents last four years of five year bond for Engine 2 replacement.
- 4 Represents proposed ten year bond at 3% for Ladder 1 replacement (Quint).

**Other CIP Annual Contributions:**

- 5 Revenue from Current Use Penalties for Land Fund.
- 6 Required 80% funding from State of NH to purchase Snow Removal Equipment.
- 7 Anticipated Bond for Ladder 1 Replacement (Quint).

**Capital Reserve Fund:**

- 8 Unexpended CIP funds from prior years.
- 9 Unexpended CIP funds from prior years.
- 10 Unexpended CIP funds from prior years.
- 11 Unexpended CIP funds from prior years.
- 12 Unexpended CIP funds from prior years.

**TAX VALUATION PROJECTION**

PROPERTY VALUATION	% Increase	YEAR	PROJECTED CIP TAX RATE	\$	
					AVAILABLE
\$2,234,031,750		2015	\$0.70		\$1,563,822
\$2,256,372,068	1.0	2016	\$0.70		\$1,579,460
\$2,278,935,788	1.0	2017	\$0.70		\$1,595,255
\$2,313,119,825	1.5	2018	\$0.70		\$1,619,184
\$2,347,816,622	1.5	2019	\$0.70		\$1,643,472
\$2,383,033,872	1.5	2020	\$0.70		\$1,668,124
\$2,430,694,549	2.0	2021	\$0.70		\$1,701,486
\$2,479,308,440	2.0	2022	\$0.70		\$1,735,516
\$2,528,894,609	2.0	2023	\$0.70		\$1,770,226

## **V: Requested Capital Projects and Action Taken**

### **A. Police Department**

**Project Title: Communications Center Upgrade**

**Proposed By: Chief of Police Gerry Lewis**

**Estimated Cost: \$190,000 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:** Initially, the CIP committee ranked this plan a Classification II (Necessary, needed within 1 – 3 years). After further discussions with the Police Chief, the committee ranked this a Classification I (Urgent), however during the funding meeting it was determined the \$190,000 be left in FY2017.

### **B. Fire Department**

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

**Proposed By: Chief Thomas L. McPherson**

**Estimated Cost: \$885,000 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.

**CIP Recommendation:** The CIP Sub-Committee assigned the request a Classification II (Necessary) with funding of \$885,000 in FY2017.

## **Fire Department (Cont'd)**

**Project Title: 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 this request a Classification of II (Necessary) based on the timing of this request with funding in FY 2018.

**Project Title: Forestry -1 Replacement**

**Proposed By: Chief Thomas L. McPherson**

**Estimated Cost: \$100,000 Requested for 2021**

**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 \$100,000 in FY 2021.

**Project Title: Ambulance Replacement**

**Proposed By: Chief Thomas L. McPherson**

**Estimated Cost: \$297,000 Requested for 2022**

**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 2022.

## **Fire Department (Cont'd)**

**Project Title: Public Safety Sub- Station**

**Proposed by: Chief Thomas L. McPherson**

**Estimated Cost: \$2,000,000.00 Requested Year 2023**

**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 2023.

## **C. Highway Department**

**Project Title: Roads**

**Proposed by: Jack McCartney, Highway Agent**

**Estimated Cost: \$390,000 Request for 2016, Total of \$4,060,000 for Years 2016-2023**

**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 FY2016, \$420,000 in FY2017, \$450,000 in FY2018, \$480,000 in FY2019, \$520,000 in FY2020, \$560,000 in FY2021, \$600,000 in FY2022, and \$640,000 in FY2023.

**Project Title: Five Ton Truck Replacement**

**Proposed by: Jack McCartney, Highway Agent**

**Estimated Cost: \$180,000 in Year 2016**

**Proposal:** Although the Town has \$180,000 set aside for a fourth round truck (which is due to lapse on December 31, 2015), Round #4 funding has not been committed to the Town of Windham, as limited funds remain under the Salt Reduction Program. With only 3 months remaining to have a finalized commitment/municipal agreement and a complete bid process, it is unlikely we will accomplish the Round #4 purchase this year. Thus, a new request, for CIP, for funding has been submitted, as a replacement for the 2014 approved appropriation. This is an 80% grant with 20% paid by the town.

**CIP Recommendation:** The sub-committee assigned a Classification I (Urgent) with funding of \$180,000 in FY2016.

**Highway Department (Cont'd)**

**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.

**CIP Recommendation:** The sub-committee assigned a Classification II (Necessary) with funding of \$50,000 in FY2017.

**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.

**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. Community Development**

**Project Title: 2015 Master Plan**

**Proposed by: Ruth-Ellen Post for the Planning Board**

**Estimated Cost: \$50,000 in Year 2016**

**Proposal:** The planning board has requested \$50,000 to be used to hire a consultant to assist with document editing, formatting, and research of information for use in the master plan. The prior master plans have had consultant involvement and thus far it has only been the planning board working on the 2015 document. This will result in significant delays in document completion. As the master plan is used to help guide the town, establish impact fees, and resolve any potential disputes related to guidance of town committees it is a critical document to have completed in a timely fashion.

**CIP Recommendation:** The sub-committee assigned a Classification II (Necessary) with funding of \$50,000 in FY2016.

## **E. Town Clerk**

**Project Title: Vault / Records Project**

**Proposed By: Nicole Bottai**

**Estimated Cost: \$50,000 Requested for 2016**

**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. The proposal presents a three phase project; Phase I is to have professionals complete a full inventory, analyze and digitize the records within the vault, providing a software application for remote access to the files, Phase II, if required by the analysis, would provide a shelving system, and Phase III would be the recurring maintenance of the records. Within the \$50,000 funding requested for Phase I, 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, providing 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 II and Phase III will be provided by the consultant.

**CIP Recommendation:** Initially, the CIP committee ranked this three phase plan a Classification III (Desirable, needed within 4 – 6 years). After further discussions with the Town Clerk, the CIP Sub-committee assigned the request a Classification I (Urgent) with full funding of \$50,000 in FY2016 for Phase I of the project. Future funding of the additional phases is contingent on the recommendations of specific plan generated by the consultant and determination of the needs after implementation of phase I.

## **F. Solid Waste Management**

**Project Title: 2005 Trailer Replacement**

**Proposed by: David Poulson**

**Estimated Cost: \$55,000 FY2017**

**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 2017.

## **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 II (Necessary) 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 III (Desirable) 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 III (Desirable) 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.

**G. Recreation Committee**

**Project Title: Passive Recreation at Griffin Park**

**Proposed by: Cheryl Haas, Recreation Coordinator**

**Estimated Cost: \$200,000 FY2016**

**Proposal:** The Recreation Department with input from Town residents at public meetings, Board of Selectman and Planning Board Master Plan survey developed a passive recreation at Griffin Park targeting seniors and parents with little children. One side of the space will have a gazebo, ADA compliant chess/checker tables and picnic tables for seniors and chalk art space and tricycle and big wheels riding areas on the other side. The former skate park will also be landscaped and "beautified" with high end pavers, cemented benches and sitting wall and decorative plantings. The project is estimated to cost \$200,000. The CIP voted to allocate \$90,000 in 2016 to the project with the balance moved off to 2017 minus any private donations and fundraising from the community.

**CIP Recommendation:** The CIP Subcommittee assigned this request a Classification II (Necessary) with partial funding of \$90,000 in FY2016 and the balance to be allocated in future years.

## **H. Windham School District**

**Project Title:** Capital needs for future building project

**Proposed by** Adam Steel on behalf of the Windham School Board

**Estimated Cost:** \$800,000 in FY 2016

**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 2016. 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 price tag for this project is unknown although the district is working vigorously to have budget numbers in November of 2015. 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](http://www.windhamsd.org)

**CIP Recommendation:** The sub-committee assigned a classification 1 (urgent) with funding of \$800,000 in FY2016.

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

**Tax Department**  
**Senior Center**  
**Housing Authority**  
**Cable**  
**Selectmen**  
**Library**  
**Cemetery Trustees**  
**Assessing 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**

### **2015 CIP SUB-COMMITTEE MEMBERSHIP**

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

## APPENDIX B

### PROJECT CLASSIFICATIONS

Department	Project	Year	Cost	Class								Class		
				Class	Total	Avg.								
Highway	5-Ton Truck	2016	\$180,000	1	1	1	1	1	1	1	1	1	7	1.00
Highway	Roads	2016	\$390,000	1	1	1	1	1	1	1	1	1	7	1.00
School District	Capital Reserve for future building and/or reno	2016	\$800,000	1	1	1	1	2	1	2			9	1.29
Police Department	Communications Center Upgrade	2016	\$190,000	1	1	2	2	1	1	1			9	1.29
Clerk's Department/Records Retention Committee	Vault/Records Project	2016	\$50,000	1	2	2	2	2	1	1			11	1.57
Planning Board	Master Plan	2016	\$50,000	1	1	3	3	2	1	1			12	1.71
Recreation	Passive Recreation Area at Griffin Park	2016	\$200,000	1	1	3	3	1	3	1			13	1.86
Fire Department	Ladder-1 Replacement (Quint)	2016	\$885,000	1	2	2	4	1	2	1			13	1.86
Solid Waste Management Department	2005 Trailer Replacement	2017	\$55,000	2	2	2	2	2	2	2			14	2.00
Fire Department	Ambulance Replacement	2018	\$265,000	2	2	2	2	2	2	2			14	2.00
Solid Waste Management Department	2007 Trailer Replacement	2019	\$60,000	2	2	2	2	2	2	2			14	2.00
Highway	Wood Chipper	2017	\$50,000	2	2	2	3	2	2	2			15	2.14
Solid Waste Management Department	Loader Replacement	2018	\$100,000	2	2	2	3	2	2	2			15	2.14
Solid Waste Management Department	Truck Replacement	2019	\$150,000	2	2	2	3	2	2	2			15	2.14
Highway	Small Rubber Track Excavator	2018	\$100,000	3	3	3	3	2	3	3			20	2.86
School District	Capital Needs Assessment Funding	2016	\$685,125	3	3	5	3	1	3	3			21	3.50
Highway	5-Ton Truck	2020	\$200,000	3	3	3	3	3	3	3			21	3.50
Solid Waste Management Department	2008 Trailer Replacement	2021	\$65,000	3	3	3	3	3	3	3			21	3.50
Fire Department	Forestry Replacement	2021	\$100,000	3	3	3	3	3	3	3			21	3.00
Solid Waste Management Department	Truck Replacement	2021	\$150,000	3	3	3	3	3	3	3			21	3.50
Solid Waste Management Department	2008 Trailer Replacement	2022	\$67,500	3	3	3	3	3	3	3			21	3.00
Solid Waste Management Department	Loader Replacement	2022	\$100,000	3	3	3	3	3	3	3			21	3.50
Fire Department	Ambulance Replacement	2022	\$297,000	3	3	3	3	3	3	3			21	3.50
Highway	5-Ton Truck	2022	\$210,000	3	3	4	3	3	3	4			23	3.83
Solid Waste Management Department	2010 Trailer Replacement	2023	\$67,500	4	4	4	4	4	4	4			28	4.67
Highway	5-Ton Truck	2023	\$215,000	4	4	4	4	4	4	4			28	4.67
Fire Department	Public Safety Substation	2023	\$2,000,000	5	5	5	5	5	5	5			35	5.83