

BOARD OF SELECTMEN MEETING
Minutes of June 15, 2020

CALL TO ORDER: Chairman Ross McLeod called the meeting to order at 7:00 pm. Selectmen Roger Hohenberger and Bruce Breton were present in the meeting room; with Mr. McLeod, Selectmen Heath Partington and Jennifer Simmons, and Town Administrator David Sullivan in attendance via Zoom Conference.

Mr. McLeod opened with the Pledge of Allegiance, then read a statement relative to the Governor's Executive Order 2020-04 #12, which authorizes the Board of Selectmen to meet electronically provided public access is available via telephone or electronic means. He read the access phone number, text message number, and email address available for use by the public.

Mr. McLeod then conducted a roll call of all participants to ensure they were conferencing in alone; which each confirmed.

ANNOUNCEMENTS/LIAISON REPORTS: Mr. Breton announced that Chief McPherson had recently been elected Chair of the Hazmat District; with Chief McPherson then noting that Mr. Breton had been elected Chair of the Board of Directors. Brief discussion ensued, congratulations were extended to both, and Mr. Breton advised the District had been awarded \$200K+/- in grants last year.

Mr. Partington advised that the Planning Board has again been discussing the Master Plan, and he would recommend a joint meeting be scheduled with them in order to discuss the document and provide an idea of what the Selectmen are looking for; adding he believed the Planning Board's intent was to bring something to the Board at year end. Discussion ensued regarding timing, and it was the consensus of the Board to support such a workshop, with Mrs. Simmons suggesting that the TIF district also be an agenda item. After further brief discussion regarding the budget process, Mr. McLeod asked that Mr. Sullivan coordinate scheduling with Mr. Partington.

Mrs. Simmons made the following announcements on behalf of Recreation:

- Basketball rims and nets should be back up within the next 10 days at Griffin Park.
- Town Beach is open but only for residents; no guests.
- All facilities are use at one's own risk; there is no sanitization and users should social distance.
- An Easter Egg Hunt will be held on July 1.
- Food Truck Friday will return this Friday from 5P to 7P at Griffin Park.
- Upcoming concerts include PopRoks on July 14 and Nicole Knox Murphy on July 29.

Mrs. Simmons then wished Mr. Partington and his wife, Tracey, a happy anniversary.

COMMUNITY DEVELOPMENT DIRECTOR: Mr. McLeod noted this presentation is an outcome of Town meeting approval of the enabling legislation to move forward with establishing a Tax Incremental Financing (TIF) district for future voter approval. Community Development Director Rex Norman reviewed the attached presentation, and a discussion followed.

Mr. Partington noted the TIF plan is good first step, but he is concerned with the scope of the presentation as it reads like a sales pitch. He felt the included numbers were not detailed enough, seeming like a step backwards from January, and did not include costs to run the line; adding the increased cost of services for the businesses is also a concern as these TIF funds go directly towards paying off the water line rather than towards police, fire or the School district.

Mr. Partington then went on to express concerns regarding inclusion of the contamination issue, as it more sold the water line than the TIF district. He noted that not all of those properties impacted will be fixed by the water line, as they are too far off the grid, and that he would like to see an honest analysis of those that will be fixed by it. He also noted that, originally, the line was to be funded by 1/3 grant funds, 1/3 the TIF district, and 1/3 elsewhere, however, now it has turned into 1/3 grants and private

contributions and he is concerned it will be more difficult to come out efficiently in a shorter period of time. Mr. Partington then noted that developer contributions have yet to be determined, nor had the connection fees been included. He felt it may be good to speak about those properties that cannot be developed right now, such as those in the Village Center District.

Mr. Partington noted that, as to the properties on Route 28 being included, they were in the draft grant sent to the Planning Board and it was they who had decided the properties should not be, for whatever reason; adding they had not been included since, however, that was not a decision by the Selectmen and their inclusion should be revisited.

He then questioned what happens if the TIF district is created but the water line does not pass; noting the money would go into the fund with nothing to spend it on and, as a voter, he would have concerns about that.

Mr. Partington then noted he was surprised we have not built on what data the Board had in past, noting significant money was spent on same and it appears it has been discarded; adding he felt some of it was valid.

Mr. Norman explained the operational costs will be borne by the water users; adding the Board had been shown what the users would pay and it had been left out because discussion of that would be the next phase of the project. He indicated he had thought the question of whether the district would pay for the infrastructure had been a primary concern as, if it won't, then why would the Town put the taxpayers on the hook for something only a few will benefit from. Mr. Norman noted that, if the bond does not pass, the TIF district just goes away; adding without the water line there would not be a lot of added value to the properties and thus not a lot of money would go into the fund. He then indicated that, as to an honest estimate, he has all the facts and figures to back up his presentation and is happy to sit with anyone to discuss it; adding there is too much information to deliver in this way.

Mrs. Simmons inquired how many parcels would be involved on Route 28, and Mr. Norman noted he did not have that number handy. Mrs. Simmons then extended thanks to Mr. Norman for putting together the presentation; noting the document has a lot more detail but is just in the beginning stages.

Mr. Hohenberger cited several specific concerns related to the document, including:

- Page 3, it is noted that open space requires \$0.96 in cost of services; Mr. Sullivan clarified it is typically 17 to 19 cents, but the year the COS study was done had been a bond year.
- Page 4 notes that the DES has an expectation the Town will provide an alternate water supply; questioning whether that was a requirement and noting there are other ways to mitigate PFOS.
- Page 5 notes that the property being incorporated into the District does not commit anyone to connect or have adverse tax impact, so where is the cross trade off to connect; noting it does not service many properties and questioning how the cost is apportioned given that.
- Page 5 mentions expanding the current system operated by the Town of Salem and, last he had heard, Salem wanted no part of this line.
- Page 6, it seems to imply that some land owners' property will be impacted; Mr. Norman explained that, if they have to deviate from the right of way during construction they would have to get permission from the land owner.
- Page 6 indicates that operational costs will be incorporated into the town budget, questioning first why operating costs are in the TIF document but, if they are to be, then wanting it not to say town budget; rather he would like more information to be included about the third party who will operate the system.

Mr. Hohenberger then expressed concerns that this looks very similar to the bond that failed by 70% last year. He proposed taking in the \$3M in donations and grants as noted in the document prior to starting, then bonding the \$9.5M over 30 years, explaining the former will then pay for the first 6.25 years of the bond. He went on to note that in that time, according Mr. Norman's numbers, the TIF district will be getting \$1M/year which is enough to pick up the remaining bond payments; adding this would involve

no taxpayer money and would mitigate a lot of concerns. Mr. Hohenberger clarified that the Town will have to underwrite, but never fund, the bond if we start with \$3M; adding something has to change in order to bring around the voters.

Mr. Norman felt that was a good suggestion; adding that this is a draft with lots of areas that can be reworked. He clarified he had been thinking of it from his background in appraisal, while others are looking at it from an accounting standpoint; adding that if all can get together with their varied expertise, then a plan can be presented that makes sense to all involved.

Mr. Breton noted that the Route 28 line is paid for and should be taken out of the picture; also noting that those properties that have good wells already should be taken into account, as some will not generate additional money. He then noted it appeared conservation land was included, and it was clarified there was none included. Discussion ensued regarding wells in the area and the highest, best use of the properties. Mr. Norman clarified this is not about changing zoning or density, rather just providing clean, reliable water.

Mr. Breton then cited Mr. Letizio's property, on which the latter had spent \$1M and that Mr. Breton did not believe would hook into the line; questioning which properties could be deleted as they would not change. Discussion ensued as to the selection of parcels, best development potential areas, the realistic number of parcels who will directly benefit from the line, and increases in commercial property which benefits all.

Mr. McLeod sought clarification as to what the inclusion of Route 28 would do for the Town as far as capturing incremental taxes, given that line has been paid for. Mr. Norman noted there are 3 or 4 projects that will be developed over the next few years; clarifying how the TIF district is implemented and noting those properties would gain fire flow. Discussion ensued regarding fire flow and that inclusion of Route 28 could also provide a tank to pressurize the flow.

Mr. McLeod indicated he appreciated Mr. Norman's comments and work; adding this was off to a good start and met his expectation as to where we would be at this time. He noted that Mr. Hohenberger had a good idea as far as getting those funds ahead of time; agreeing that something needs to be done to change how the people view this project.

Bob Coole, Morrison Road, approached and noted the Board must also publicize the fact that most of the contamination effects government buildings. Discussion ensued in that it was not included as it will not result in any incremental value, as well as that the Town buildings have filtration systems.

Mr. Norman noted he welcomes any written questions, which he will address individually; adding the EDC should be given the opportunity to digest the report before coming back to the Board. Mr. McLeod suggested another appendix be put together with operational and connection costs, etc., to give the plan more support. Mr. Norman concurred.

STRATEGIC PLANNING: Mr. Sullivan reviewed the attached presentation on behalf of the Department Heads. Discussion followed. Mr. McLeod noted this is a bittersweet type of project, realizing that many are moving along as far as years of service and age; adding the Town is fortunate to have those employees, particularly Mr. Sullivan with his tenure, and benefits greatly from their work.

HR Director Paula Carmichael noted she was proud of what the team is doing; adding all the concepts presented had come out of Department Head meetings which were broken down further after participation in a Primex seminar, at which they were fortunate to be able to work through some of our strategic plan. She extended thanks to all, noting there is a lot of work still to do but it is very worthwhile and very necessary.

The members expressed their appreciation for the plan and presentation, and thanks to the subcommittee, with Mrs. Simmons offering to serve as liaison to same. It was the consensus of the Board to support her doing so.

Mr. Sullivan indicated he appreciated the Board's comments, noting previous efforts which have not been entirely successful; adding one of the things lacked previously was a continuing connection with

the Board. He noted that working collectively will make or break the success of the plan; adding he loves the model they have developed this time, as it represents realistically what is dealt with on a daily basis. Mr. Sullivan then noted that he will share with the Board the OneDrive link where they can view the individual components as well as the whole model.

Thanks were again extended to all.

COMMITTEE APPOINTMENT: Mr. Partington moved and Mr. Breton second to appoint Allen Reed as a Regular member of the Local Energy Committee for a term of 3 years. Roll call vote - all “yes”.

TOWN OPERATIONS UPDATE: Mr. Sullivan advised the buildings are still closed to the public, and staff is working hard to provide services. He noted all parks are open and, as of this morning, we were awaiting signs for the playgrounds, but within a short time all outside facilities will be open.

He went on to explain staff is in the process of vetting out vendors to install permanent windows in the Town offices, and he would recommend keeping them closed until then; hopefully opening on the 29th. He clarified that, working with staff and provided the windows are installed, the intent is that Fire, Police, Community Development, and Administration will open to the public under certain conditions; adding that for the benefit of the employees social distancing will be in place. Mr. Sullivan advised that to maintain distancing, a maximum of three people will be allowed in Community Development, five at the Town Hall, and one each at Administration, Police and Fire; adding masks will be required for the public and that employees will wear them during interactions with the public. He noted that employee self-monitoring will continue, as will the daily questionnaire, and the public will be asked to self-monitor, as well. Mr. Sullivan noted he was very proud of the employees to date, and that he had not fielded one complaint.

Mr. Sullivan noted that the Town Hall opening would be delayed by one week, as it is tax season; opening on the 6th. He noted the Board’s input will be needed relative to groups using the buildings; adding he believes no uses other than Board meetings should occur until possibly fall. Mr. Sullivan noted that the capacity will be far less with social distancing, and there are some groups that bring in far larger numbers.

As to the Senior Center, Mr. Sullivan advised that Barbara Coish has put a plan together for re-opening wherein social distancing can be maintained; adding she does not plan to allow use of the building for any activities or groups. Mr. Sullivan indicated a similar question had arisen regarding Searles.

He then advised that the Library will be closed longer than the Town due to issues with social distancing in the wide open building; adding they will manage their reopening separately but are doing curbside service.

Mr. Sullivan then noted that the Town Clerk has requested to purchase permanent drop boxes, which may be reimbursable through the CARES grant but, if not, could be obtained via a 36-month lease.

Mr. Partington suggested consistency, noting if the other Town buildings are social distancing and requiring masks, he would like to see the Seniors do so, as well. Discussion ensued regarding consistency, staggering the openings of the buildings, and that all might be on the 6th depending on the windows.

Mrs. Coish approached noting she proposed reopening the Center and resuming hot meals on July 7; adding she is not proposing activities, as yet. She advised she has received her certification to serve food, and the building is being cleaned; adding she normally only has 15 people. Mrs. Coish noted the majority of her seniors are mobile and have been out and about, and though Meals on Wheels is not delivering as yet, arrangements have been made for hot meals.

Mr. Breton sought clarification as to how the Beach is monitored. Mr. Sullivan explained it is done by Ms. Haas and the lifeguards, passes are being issued, and use is limited to residents only with no guests. He noted that people are self-monitoring for social distancing, however, if they go when the beach is not open, he does not know how that can be controlled short of the police removing individuals. Discussion

ensued with input from Chief McPherson regarding limiting the number allowed, policing by lifeguards, and closing of the Beach when it is at capacity. Chief McPherson advised he had spoken to the head lifeguard as to how to approach these situations, (ie if confrontational disengage and contact the Police); adding Ms. Haas is confident the lifeguards can do so; adding they have a better handle as to the capacity/coordination.

Mr. Breton suggested that temperature guns be purchased for each building, and Mr. Sullivan noted that Fire, Police, and the Transfer Station currently have one, and that he has just purchased three for the Town Hall, Community Development, and Administration. He inquired whether temperatures should be taken for the people coming into the buildings. Discussion ensued.

Mr. Hohenberger expressed concerns regarding the use of glass versus plexiglass; feeling the former is more hazardous and clarifying he agreed with the rest of the plan. Mr. Sullivan explained that the majority did not like the plexiglass and glass is a longer term solution.

Mrs. Simmons indicated she was good with the plan, but sought clarification as to how many cars at a time are we having at the Transfer Station; which was clarified as six. Mrs. Simmons then suggested that meetings be held at the Town Hall where social distancing is possible; noting she had not been at a live meeting since being elected.

Mr. McLeod indicated he would defer to Mrs. Coish on the Senior Center; noting it is a well thought out plan, but suggesting a thermometer be obtained. He expressed support for the Town Hall plan and glass rather than plexiglass; questioning whether the former should be safety glass. Mr. Sullivan clarified it will be tempered. Mr. McLeod then noted that, as to Searles, he would look at it similarly to the Senior Center in that he would defer to those running it.

Betty Dunn, Searles Trustee, approached noting they were seeking parameters from the Board to work with Mr. Senibaldi and Ms. Kadish, such as can we have people coming into the building; adding that the Governor's orders indicate we can operate at 50% capacity with 6' of separation. Mrs. Dunn noted there are many events that could meet that capacity, such as smaller weddings, but it would need to be calculated out. She noted the concern is that, normally, they do not control the actual event, thus there is no way to control social distancing, etc. Mrs. Dunn then questioned whether outdoor events could be allowed with use of the kitchen/restroom facilities, or without the latter, however that would be more expensive than renting the inside. She noted they have not had any income since March, and this is the busy time.

Discussion ensued, with Mr. Partington noting he is not in favor of enforcing the outdoors, but we should be consistent indoors as far as masks, etc.; clarifying he is not in favor of temperature checking.

Mr. Hohenberger noted he was good with the proposal to allow use of the outdoor area with the kitchen and bathroom areas being cleaned between events, as well as with the interior in accordance with function hall guidelines.

Mrs. Simmons agreed that there needs to be consistency, however, Searles is a bigger venue. She supported adherence to the 50% capacity indoors along with use of the kitchen and bathrooms for outdoor events provided they are cleaned immediately after each event.

Mr. McLeod noted he was not as worried about outdoor uses/cleaning of the restrooms, however, he echoed Mr. Partington's concerns regarding inside uses; noting the latter becomes a viral transport center and he was skeptical of allowing inside operations.

Mr. Breton suggested that a waiver of liability be signed by users in that they will not hold the venue or Town responsible. Discussion ensued with input from Chief McPherson regarding the possibility of implementing such a waiver, the risks at the Senior Center and the Searles, as well as spikes and trends, and possible adjustments to capacity/seating plans.

Chief McPherson then spoke to temperature monitoring and his conversations with employees regarding same, advising them to stay home should they have a temp over 100.4; adding it is hoped the public would be forthcoming about theirs. He noted it would be dicey trying to have someone taking the temperature of everyone coming in; noting employees have concerns regarding same. As to the Senior Center, he noted that given the population using the building, Mrs. Coish will have to take those things such as masks/distancing/cleanliness into account, and for Searles it will be a control issue as far as inside/outside uses.

Lengthy discussion ensued, with input from Mrs. Dunn and Mrs. Coish, regarding the Senior and Searles facilities, and with Chief McPherson regarding number of cases/spikes in Town. Mrs. Dunn sought clarification as to the Board's position, and it was the consensus of the Board to support outside use of the Searles with kitchen/bathroom access, and there was no consensus to support indoor use. Further discussion ensued, and it was determined the Searles will be revisited in a month.

Discussion then moved to a request from the Town Clerk to purchase exterior drop boxes, with Town Clerk Nicole Bottai providing an outline of how operations have been proceeding.

Mr. Partington supported the purchase, Mr. Hohenberger felt that \$10,750 was a lot for very limited life and felt it should be placed out to bid, and Mr. Breton, Mrs. Simmons and Mr. McLeod expressed support for the purchase. Further discussion ensued regarding the type of boxes, which differ from post office boxes in that that they are customizable, weather resistant, and secured electronically.

Mr. Sullivan noted his recommendation would be that the Board waive the bid process to allow purchase of the boxes from Luxor for their quoted price; adding if covered by grant funds that is great, but if not he would suggest the cost be covered by budget funds rather than a lease. Discussion ensued as to whether installation cost was included, and Mr. Sullivan clarified it was.

Mr. Partington moved and Mrs. Simmons seconded to waive the bid process. Roll call vote – all “yes” save for Mr. Breton and Mr. Hohenberger.

Lengthy discussion ensued regarding installation, foundation, electrical and internet needs. Mr. Sullivan clarified the foundation has to be poured, the cost of which is estimated to be \$2-4,000. General Services Director Dennis Senibaldi added the pad will be ADA compliant, with an apron from the base to the walkway; adding the electrical costs will be \$700-800. Mr. Partington inquired whether the electrical will be buried, and Mr. Senibaldi replied in the affirmative.

After further discussion regarding timing of the installation and the need to speak to the Historic District Commission, for which Mr. Senibaldi is on their next agenda, Mr. Partington moved and Mrs. Simmons seconded to approve the purchase of a Luxor drop box as requested for a cost not to exceed \$10,750.

Mr. Breton inquired whether the cost of installation should be added in, and Mr. Sullivan recommended the motion be amended to an amount not to exceed \$15,000.

Mr. Partington amended his motion, and Mrs. Simmons her second, accordingly. Roll call vote – all “yes”, save for Mr. Hohenberger.

As to the previous discussion regarding reopening, Mr. Sullivan inquired whether the Board supported collecting information from members of the public for contact tracing. It was the consensus of the Board to support same.

Mr. Sullivan then summarized that the Board is in support of the reopening plan set forth, subject to the glass being installed, that the drop box has been approved, and there will be no outside uses of Town Hall at this time. Discussion then ensued as to the latter and cleaning requirements. It was the consensus of the Board to concur. Mr. Bob Coole approached to clarify that the Garden Club does not meet in July and August anyway. Mr. Sullivan then summarized that the Board had concurred with the Senior Center reopening plan, and that Searles will be outside uses only. Mr. McLeod confirmed same.

Mr. Sullivan then inquired whether the Board planned to continue Zoom meetings or begin meeting at the Town Hall. Discussion ensued and it was determined that Mr. Sullivan will work with Cable

regarding the cameras at the Town Hall and all would be okay if a place can be found where members can social distance.

OLD/NEW BUSINESS: None.

MINUTES: Tabled.

CORRESPONDENCE: Mr. Sullivan advised a Municipal Agreement with the State of NH relative to dry standpipes for fire department use has been received and requested the Board accept same and authorize him to execute the document.

Mr. Hohenberger moved and Mr. Breton seconded to accept the agreement as presented and authorize the Town Administrator to sign same. Roll call vote – all “yes”.

NON-PUBLIC SESSION: Mr. Hohenberger moved and Mr. Breton seconded to enter into nonpublic session in accordance with RSA 91-A:3 II a and e. Roll call vote – all “yes”. The Board and Mr. Sullivan were present.

Legal – Mr. Sullivan updated the Board on negotiations with the Town of Salem in regards to a Water Operations Agreement between the two communities. No decisions were made.

Legal – Mr. Sullivan updated the Board on an individual’s interest in purchasing lot 8-B-4401, located between Libbey Road and Route 28. The consensus of the Board was to have Mr. Sullivan present the individual with a sale price with an added contingency that the land would be used to provide an access from their property out to Route 28 directly across from Northland Road to provide a T-intersection. Any agreed sale would need to be presented to a Town Meeting vote for approval.

Personnel – Mr. Sullivan presented a candidate for lifeguard hiring. Mr. Hohenberger moved and Mr. Breton seconded to hire the recommended candidate subject to them obtaining needed certifications by July 15th. Roll call vote – all “yes”.

Personnel – Mr. Sullivan advised the Board that two candidates approved for hiring as lifeguards at a previous meeting have not yet obtained their required certifications due to COVID-19 delays. Mr. Hohenberger moved and Mr. Breton seconded to extend the date to acquire the certifications to July 15th. Roll call vote – all “yes”.

Mr. Hohenberger moved and Mrs. Simmons seconded to exit non-public. Roll call vote – all “yes”.

Mr. Hohenberger moved and Mr. Breton seconded to adjourn the meeting. Roll call vote – all “yes”.

Meeting adjourned at 10.40 pm.

Respectfully submitted,

David Sullivan, Town Administrator
Wendi Devlin, Administrative Assistant

Strategic Planning

Town of Windham

Tonight's Agenda

- History/Background
- Components of the Plan Model
- Accomplishments to Date
- Request of Board support and participation / Next steps

A Little History...

- The HR Director, Paula Carmichael, with the support of the Town Administrator, initiated the development of a Succession Plan as a result of the information attained from the 2018 Employee Survey.
- A retirement analysis was performed and it showed that many key employees are eligible for retirement within the next few years.
- The HR Director was selected to take part in the Primex Emerging Leaders Program; her selected project was to develop a Succession Plan.
- Running concurrent with the Emerging Leaders Program, the Town Administrator and HR Director attended a Strategic Planning workshop.
- Working with the full group of Department Heads we conducted a “mind mapping” exercise which resulted in a draft Strategic Plan Model.
- The Town was then one of a few entities to be invited to bring seven members of its management staff to attend a day long workshop to begin to develop a new Strategic Plan, where we refined our Model.

Strategic Planning Team

- Our team includes:
 - Town Administrator
 - Police Chief
 - Fire Chief
 - General Services Director
 - Finance Director
 - Community Development Director
 - Human Resources Director
- The team had been meeting every two weeks to develop on the Plan, until COVID-19; but have now reengaged and are back meeting every two weeks via video conferencing.

Our Model



Subsection A



We Started by Creating a Team Constitution

A team constitution creates a positive, specific framework that describes how the team will function. Once that structure is developed, everyone on the team agrees to follow.

- ARTICLE I - We will always maintain an atmosphere of respect and courtesy for each other. Each member will contribute to discussion and be listened to with respect. We will not talk over someone speaking.
- ARTICLE II - We will always be on time for meetings. If we must be late or absent, we will inform the team leader, Paula Carmichael, HR Director, or another member at least a day in advance or as soon as possible prior to the start of the meeting (in the event of an emergency situation).
- ARTICLE III - If unable to make a meeting, we will inform the team via email, prior to the meeting, any status updates regarding assigned tasks.
- ARTICLE IV - We will always come to meetings prepared to work on the agenda that is received before our meetings.
- ARTICLE V - Members will support the decisions of our team after they are made. Undermining team decisions or second-guessing and bad-mouthing our team and its work outside the team setting is unacceptable behavior.
- ARTICLE VI - We will establish common understandings through our discussions even if we may not agree with a team member's position. We will actively listen to all opinions and make decisions based on the consensus of the team and the best expected outcome for the Town and its stakeholders.
- ARTICLE VII - Members will reach decisions by applying a consistent format:
 - Identify (or sense) the problem
 - Set a goal and strategies to resolve the problem
 - Evaluate potential benefits and risks
 - Select an approach that is reached through consensus
- ARTICLE VIII - We will focus on meeting and discussions. We will limit our use of cell phones/emails out of respect for the other members of the team.
- ARTICLE IX - We will keep our cell phones in silent mode and will only use if an emergency situation arises.

Other Tasks Accomplished

- We assigned sub-parts of the Model to each member to work on.
- We developed a project timeline with accountabilities for each objective.
- All documents developed are shared on a team OneDrive.

Next Steps

- Staff intends to continue to work on the Plan.
- We would like to invite the Board to participate by assigning a Liaison to our group to attend meetings. Meetings are held every other Friday at 10am.
- As we continue to move forward we plan to provide quarterly updates to the Board on our progress.
- Our goal is to have a completed Plan by June of 2021.

Thanks!

Questions?

The TIF District Discussion for Windham

- What it is,
- Why are we considering it,
- How do we create one, and
- Where do we envision a district?

What is a TIF District?

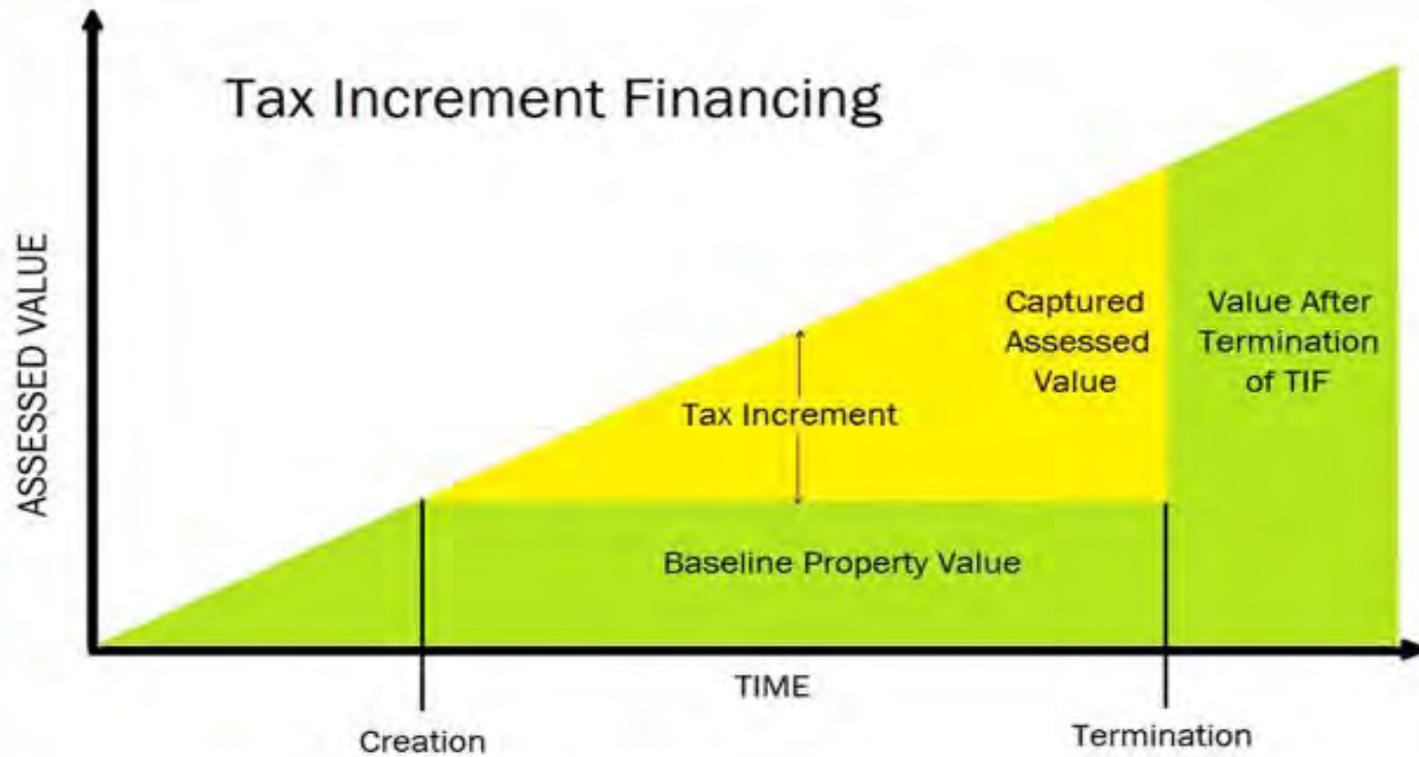
- Tax Increment Financing = TIF
- District = A defined area established for the performance of a special governmental function.
 - Windham Voters approved Article 18 and adopted the provisions of RSA 162-K authorizing the Town to establish one or more economic development and revitalization districts. This was enabling legislation.
 - The establishment of a TIF District must be defined and approved by voters.

What is a TIF District?

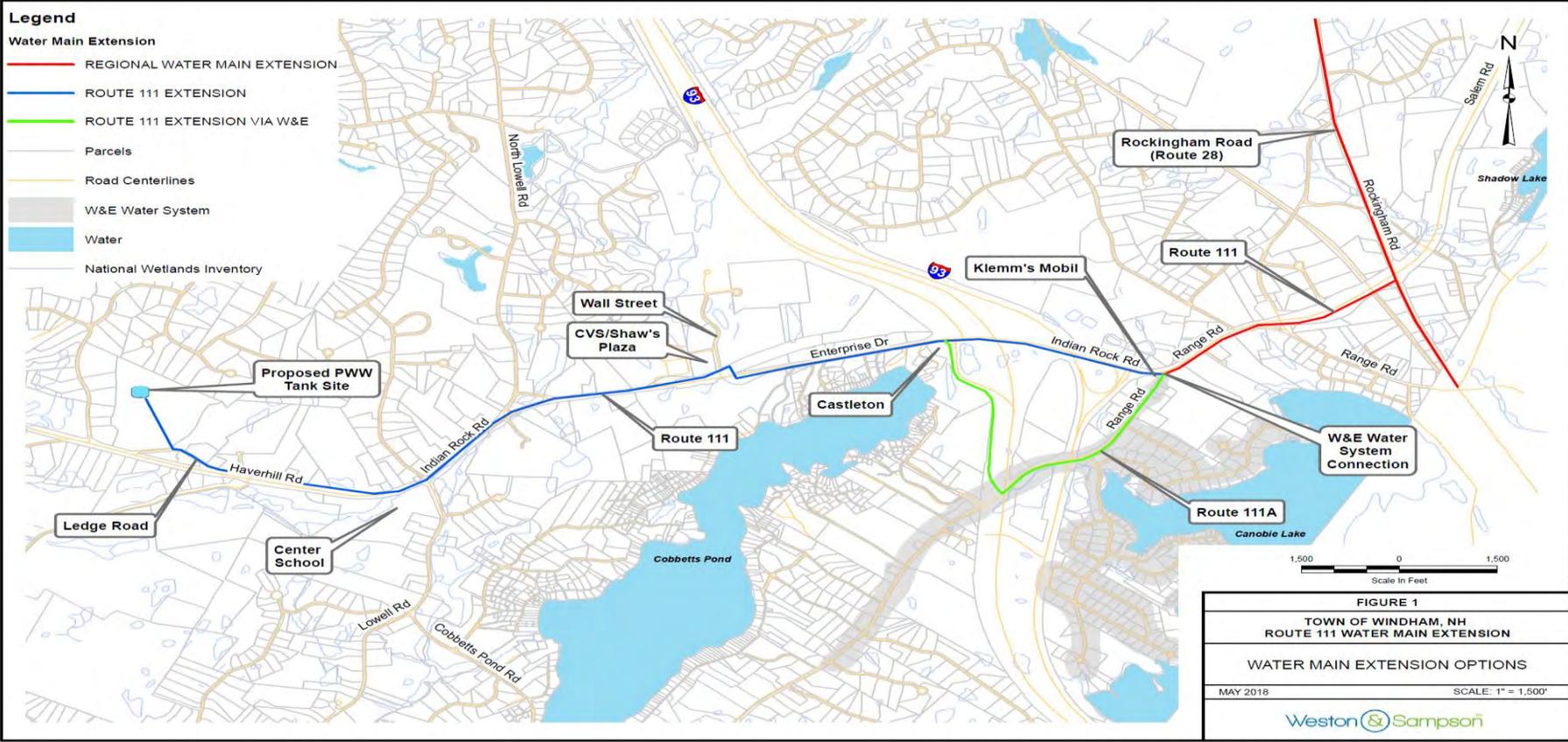
– Core elements of TIF include:

- a designated district with narrowly defined geographic boundaries;
- a defined and limited operation period;
- expenditures that encourage economic development; and
- real estate appreciation that generates new property tax revenues.

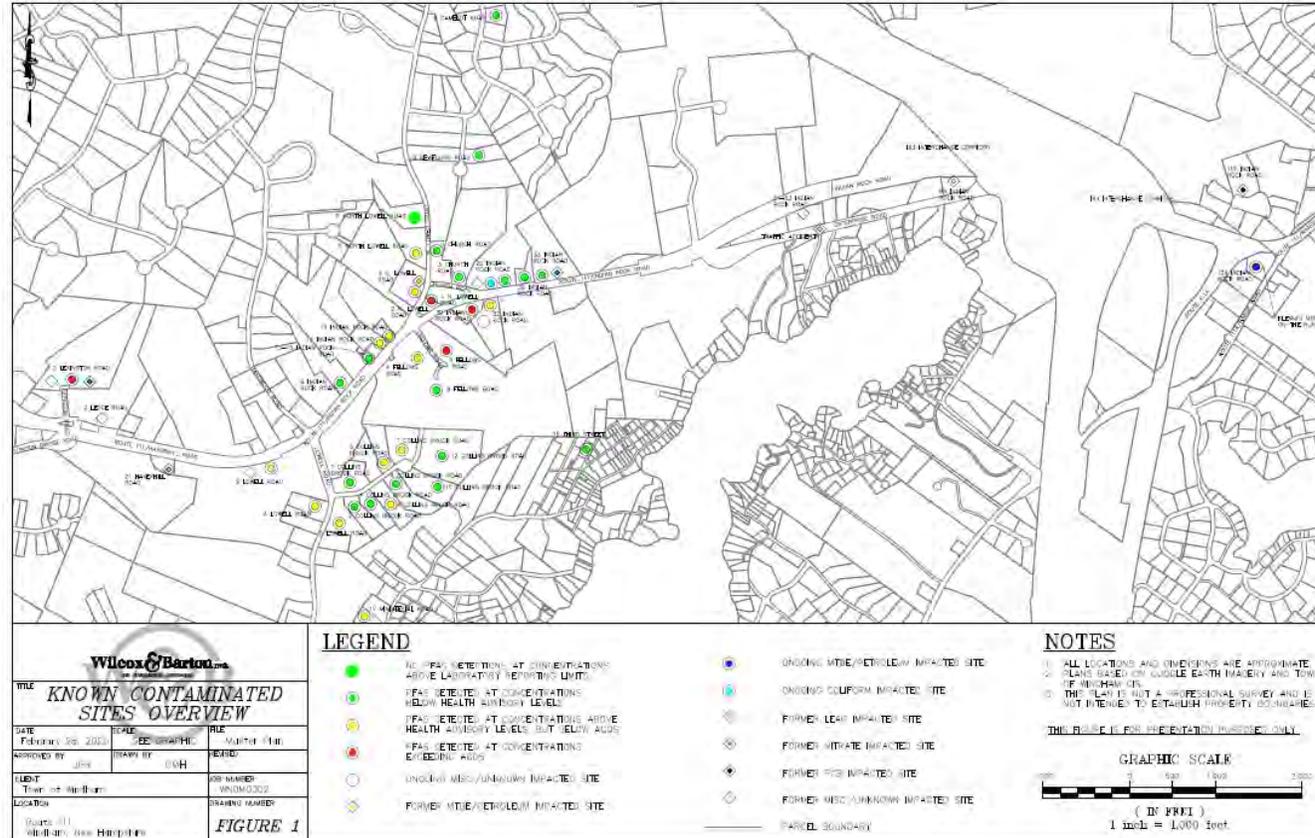
Tax Increment Financing



Why are we considering a TIF District?



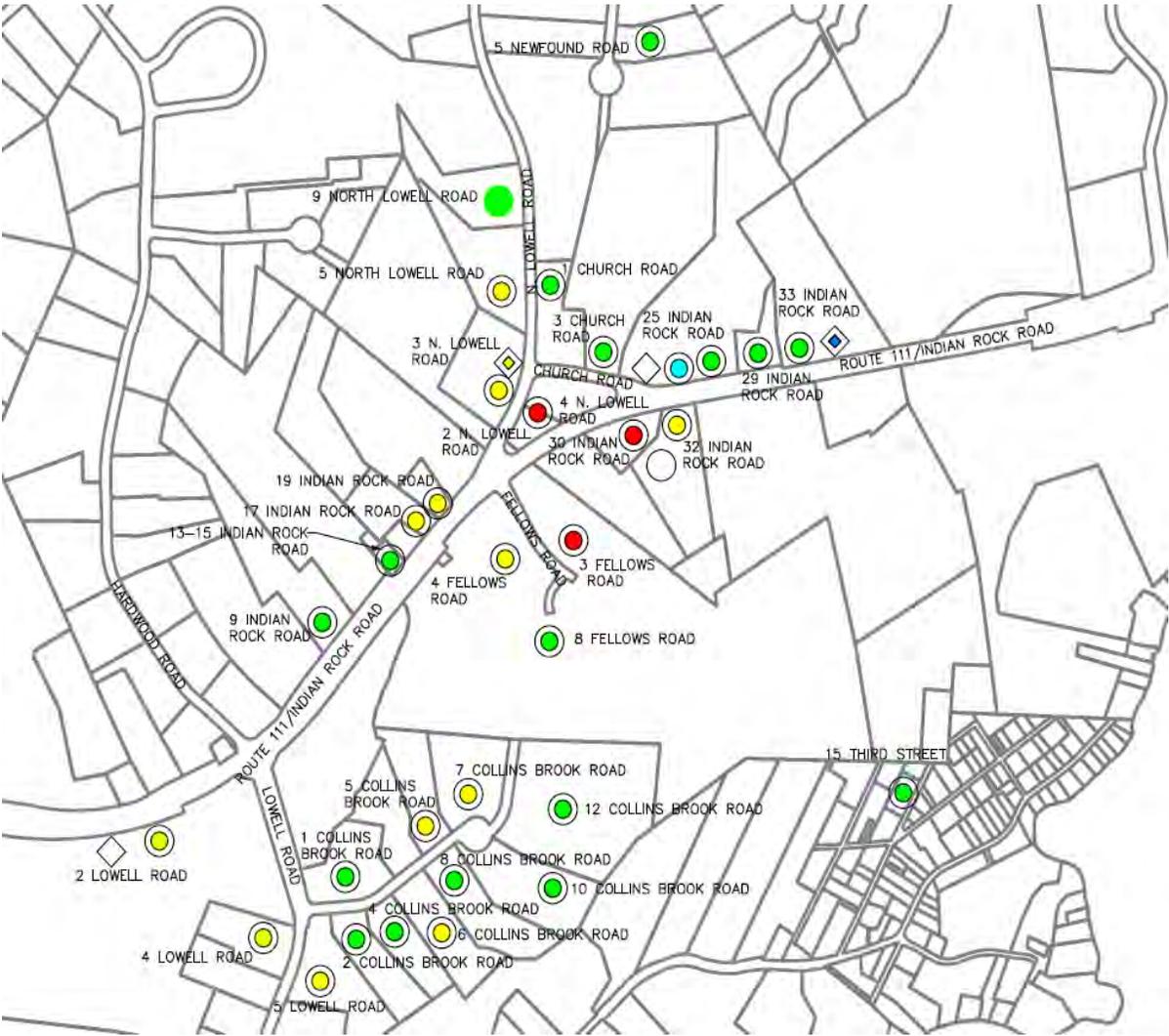
Known Contaminated Sites – Route 111 Study



Enlarged View at Town Center

LEGEND

- NO PFAS DETECTIONS AT CONCENTRATIONS ABOVE LABORATORY REPORTING LIMITS
- PFAS DETECTED AT CONCENTRATIONS BELOW HEALTH ADVISORY LEVELS
- PFAS DETECTED AT CONCENTRATIONS ABOVE HEALTH ADVISORY LEVELS, BUT BELOW AGQS
- PFAS DETECTED AT CONCENTRATIONS EXCEEDING AGQS
- ONGOING MISC./UNKNOWN IMPACTED SITE
- ◇ FORMER MTBE/PETROLEUM IMPACTED SITE
- ONGOING MTBE/PETROLEUM IMPACTED SITE
- ONGOING COLIFORM IMPACTED SITE
- ◇ FORMER LEAD IMPACTED SITE
- ◇ FORMER NITRATE IMPACTED SITE
- ◇ FORMER PCB IMPACTED SITE
- ◇ FORMER MISC./UNKNOWN IMPACTED SITE
- PARCEL BOUNDARY



How do we create a TIF District?

- A municipality must first adopt the provisions of RSA 162-K. ★ Done!
- Establish the development district boundaries.
- Establish a financing plan which shall allocate use of tax increments for retirement of bonds used for approved infrastructure project.
- The plan must be adopted by the municipality after a public hearing.
- The municipality must create a District Advisory Board to advise the governing body.
- Money raised within a district must be spent within that district to retire bonds and notes.

Infrastructure Cost & Financing

- Weston & Sampson Water System Extension Estimate:

- **\$ 9,500,000**

- Anticipated Municipal Bond:

- **\$ 6,500,000**

- Grants & Private Contributions:

- **\$3,000,000 ***

- 30 Yr. Municipal Bond Payment:

- **\$331,625.19**

* Developer Agreements anticipated to cover up front construction costs

Bond Payment Calculation

LOAN ANALYSIS WORKSHEET			
LOAN ANALYSIS			
INTEREST RATE	3.00%	ANNUAL PAYMENT	\$331,625.19
YEARS OF LOAN	30	TOTAL PAYMENT	\$9,948,755.57
LOAN AMOUNT	\$6,500,000.00	TOTAL INTEREST	\$3,448,755.57
PAYMENTS DUE	End of Period		

Town of Windham, New Hampshire
TIF District Revenue Scenario 1

Identified TIF District Properties - See List	Scenario 1 Total Value of Existing Assessed Values	Possible Assessed Value Increase Considering 100% of all Vacant Land is Developed	Considering 100% of all Vacant Land is Developed
	Existing	Value Added	Scenario 1 Annual TIF Revenues
Route 111 from McDonald's to Ledge Road	\$72,302,900	\$165,625,800	\$2,104,431
Notes: 2019 Values			2019 Tax Rate: \$22.55
In Scenario 1, all vacant land and parcels prime for redevelopment are forecast at their Highest and Best Use.			

Town of Windham, New Hampshire
TIF District Revenue Scenario 2

Identified TIF District Properties - See List	Scenario 2 Total Assessed Values	Possible Assessed Value Increase Considering all 14 Parcels of Vacant Land are Developed	Considering 14 Parcels of Vacant Land is Developed
	Existing	Value Added	Scenario 2 Annual TIF Revenues
Route 111 from McDonald's to Ledge Road	\$72,302,900	\$67,610,400	\$1,524,615
	Notes: 2019 Values		Tax Rate: \$22.55
<p>In Scenario 2, the Planning Board has viewed conceptual plans for development of all 14 parcels. Being parcels on Route 111 and in Commercial Districts, they are considered prime for development . It is anticipated all will benefit from municipal water.</p>			

Town of Windham, New Hampshire
TIF District Revenue Scenario 3

Identified TIF District Properties - See List	Scenario 3 Total Value of 6 Existing Assessed Values	Possible Assessed Value Increase Considering only 6 Parcels of Vacant Land in the VCD is Developed	Considering only 6 Parcels of Vacant Land in the VCD is Developed
	Existing	Value Added	Scenario 3 Annual TIF Revenues
Route 111 from McDonald's to Ledge Road	\$72,302,900	\$44,768,800	\$1,009,536
Notes: 2019 Assessed Values		2019 Tax Rate: \$22.55	
<p>In Scenario 3, the Planning Board has viewed conceptual plans for development of all six parcels. They are owned by three individual developers. Being abutting parcels within the Village Center District, they are considered prime for development and encouraged to utilize cross easements for interior roadways and sidewalks. It is anticipated all will benefit from timing their development plans.</p>			

VILLAGE CENTER PLACE

SITE PLAN



NH ROUTE 111



SHEET INDEX

- 0 Title Sheet
- 1 District Overview Plan
- 2 General Notes
- 3 Existing Conditions Plan
- 4 Soils Plan
- 5 Wetland Impact Summary Plan
- 6 Site Layout Plan
- 6-9 Grading, Drainage, & Utility Plan
- 9a-11 Landscape Plan & Details
- 12 Lighting Plan
- 13 Erosion Control Plan
- 14-18 Site Details
- 19 Signage Details
- 20-23 Septic System Plan
- 24 Access Summary Plan
- 25 Pre-Development Wetland Plan
- 26-27 Post-Development Wetland Plan

REQUIRED PERMITS:	PERMIT #	DATE
1) WETLAND DISTRICT	_____	_____
2) WETLAND NOTICE	_____	_____
3) WETLAND RELIANCE AGREEMENT	_____	_____
4) WETLAND RESTORATION OR MITIGATION	_____	_____
5) WETLAND BUFFER ZONING	_____	_____
6) TOWN SITE PLAN & MAPS SPECIAL PERMIT	_____	_____

The Dickey Group, Inc.
 24 River Road
 Westborough, MA 01581
 Civil Engineers
 Surveyors
 Land Surveyors
 TheDickeyGroup.com



NO.	DATE	REVISION	BY
1	7/1/16	FOR PLAN CHECKS	JK
2	7/26/16	FOR PLAN CHECKS	JK

DESIGNED BY:	SCALE:
CHECKED BY: JAMES E. DICKEY	DATE: 7/1/16
TITLE:	SCALE:
DATE:	SCALE:

VILLAGE CENTER PLACE
 MIXED USE DEVELOPMENT
 PARCELS 11 AND 20 & 23
 13 & 15 INDIAN ROCK ROAD
 WESTBORO, NEW HAMPSHIRE

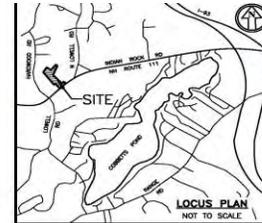
FOR
VILLAGE CENTER PROPERTIES, LLC
 CHRISTOPHER MCGRATH
 17 HATHORIAN ROAD
 WESTBORO, NH 03587

SHEET TITLE:
TITLE SHEET
 PROJECT #041 SHEET 1 of 17

OWNER / APPLICANT: _____ DATE: _____
 CHECKED BY: _____ DATE: _____
PERSONS OR COMPANIES TO ALL CONTRACTS AND AGREEMENTS OF THE REGULATION OF THE STATE OF NEW HAMPSHIRE ARE SUBJECT TO ALL STATE, FEDERAL AND INTERNATIONAL LAWS.

Browery Brae

RESIDENCES AT VILLAGE CENTER PLACE



The Dubai Group, Inc.
 84 Range Road
 Windham, NH 03087
 603-428-6402

Civil Engineers
 Surveyors
 Land Planners
 TheDubaiGroup.com

PRELIMINARY

SHEET INDEX

- 1 Title Sheet
- 2 District Overview Plan
- 3 Existing Conditions Plan
- 4 Soils & Lot Loading Plan
- 5 Preliminary Subdivision Plan (Provided Separately)
- 6-9 Site Layout Plans
- 10-14 Grading, Drainage, & Utility Plans
- 15-20 Landscape Plan & Details
- D1-D9 Typical Details



NO.	DATE	REVISION	BY
1	3/12/19	MISC REVS	SLM

DRAWN BY: _____ WS
 CHECKED BY: MARCH 12, 2019 WS
 SCALE: NONE
 FILE: 48-COVER
 DEED REF: _____

PROJECT:
Browery Brae
 RESIDENCES AT VILLAGE CENTER PLACE
SUBDIVISION & SITE PLAN
 PARCEL 11-A-320
 WINDHAM ROAD, ROAD
 WINDHAM, NEW HAMPSHIRE
 FOR
 VILLAGE CENTER PROPERTIES, LLC
 CHRISTOPHER MCCARTHY
 PO BOX 4402
 WINDHAM, NH 03087

SHEET TITLE:

TITLE SHEET

PROJECT #048 SHEET 1 of 20

REQUIRED PERMITS:	PERMIT #	DATE
1) NHDOT DRIVEWAY CONCURRENCE	_____	_____
2) NHDOS SEPTIC	_____	_____
3) NHDOS SUBDIVISION	_____	_____
4) NHDOS ALTERATION OF TURFMAN	_____	_____
5) TOWN SUBDIVISION & SITE PLAN APPROVAL	_____	_____

OWNER / APPLICANT _____ DATE _____

CHAIRMAN _____ DATE _____
APPROVAL IS SHOWN SUBJECT TO ALL CONDITIONS AND REQUIREMENTS OF THE REGULATIONS OF THE TOWN OF WINDHAM AND FURTHER SUBJECT TO ALL SPECIFIC CONDITIONS AND REQUIREMENTS.



Revenue Growth: Scenario 3 considers six vacant parcels all located within the VCD and clustered near the Town Center. At present, there are three owners who control the property. The Town has been presented development proposals that show interconnectivity, sharing access, and property types envisioned within this district. Basing the value forecasts using assessment models, the total buildout value is estimated at \$44,768,800. The buildout growth forecast is 10% per year and 10 years for completion. Using the 2019 tax rate applied to the accumulated annual TIF District, the forecast break even is in Year 4 for bond payment coverage.

Bond Payment: The Town will bond \$6,500,000 for construction of waterline. Payments for 30 year bond @ 3% interest.

Tax Dollars Required: Estimated Taxpayer cost to cover bond payment shortfall. TIF positive dollars pay down bond debt.

Year End Buildout	Annual TIF Revenues
Year 1	\$100,954
Year 2	\$201,907
Year 3	\$302,861
Year 4	\$403,814
Year 5	\$504,768
Year 6	\$605,722
Year 7	\$706,675
Year 8	\$807,629
Year 9	\$908,582
Year 10	\$1,009,536
Total Annual TIF Est	\$1,009,536 (Using the 2019 Tax Rate)



Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenue Growth	\$100,954	\$201,907	\$302,861	\$403,814	\$504,768	\$605,722	\$706,675	\$807,629	\$908,582	\$1,009,536
Bond Payment	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625
Tax Dollars Required	\$230,671	\$129,718	\$28,764	-\$72,189	-\$173,143	-\$274,097	-\$375,050	-\$476,004	-\$576,957	-\$677,911

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenue Growth	\$100,954	\$201,907	\$302,861	\$403,814	\$504,768	\$605,722	\$706,675	\$807,629	\$908,582	\$1,009,536
Bond Payment	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625	\$331,625
Tax Impact	-\$230,671	-\$129,718	-\$28,764	\$72,189	\$173,143	\$274,097	\$375,050	\$476,004	\$576,957	\$677,911

