



CAPITAL IMPROVEMENTS PROGRAM FY 2021-2028 PLAN WINDHAM, NEW HAMPSHIRE

**Presented to the Windham Planning Board
October 14, 2020**

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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, generally 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. Seven chapters of the 2015 Master Plan Document have been completed by 2018 with three more chapters to be completed. The Planning Board is currently in the process of reviewing and updating the Master Plan. 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 \$100,000. The amount is the same as 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 \$50,000 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 2020 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 2021 Available Capital Improvement Funds

The CIP Sub-Committee used the official tax valuation less utilities figure for 2020 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. As the Town is currently undergoing a revaluation the town valuation figure was projected to be \$2,411,889,470 for the year 2020 by applying a 2% increase to the 2019 valuation.

To compute the available CIP funds for year 2021, the sub-committee used the projected 2020 valuation and applied a 2.0% increase to reach \$2,460,127,260 as an estimated tax valuation figure. For FY 2021 – 2028 planning, the sub-committee estimated available CIP funds using a 2% increase each year to determine the valuation figures for the subsequent 2022 – 2028 years.

The CIP Sub-Committee has recognized the enormity of the costs attributable to the new high school and Golden Brook School renovation. The current CIP Appropriations Chart Plan does not include the costs of the new high school or Golden Brook School renovation bonds. However, it is shown as "Other Appropriations" for the community to be aware of its impact on the overall tax rate for the Town of Windham. The sub-committee believes that to continue to fund needed town-wide capital improvement projects, the high school and Golden Brook 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. In 2016 the Town also funded the purchase a Quint for the Fire Department through a bond which is not included in the CIP budget. In 2019 the Town issued two 15-year bonds: a Conservation Land Acquisition bond, and a Water bond. The Land Acquisition bond was for land acquisition for lots 20-D-1200 (35.57 acres) and 20-E-300 (24.97 acres) (Parcels off London Bridge Road). Payments for this bond are anticipated to come from the Conservation Commission's Land Acquisition Fund. The Water bond is for MSDC Charges for 200,000 gallons of water and payments will ultimately come back to the Town from fees collected from water users' initial hook-up fees. In 2020 the Town issued a 12-year bond for renovations to the Searles Chapel. Up to 50% of the annual payments are anticipated to come from the Searles Revenue Fund. The bond payments are also shown in the "Other Appropriations" for the community to be aware of its impact on the overall tax rate for the Town of Windham.

The level of funding for the CIP Capital budget this year remained at \$0.90 per thousand. In 2019 the Planning Board decided to put a target \$0.35 per thousand for funding Town projects and \$0.55 per thousand to fund the school capital projects. It is desired that the first year of the CIP plan be balanced to zero (2021 in this plan).

III. CIP FY 2021 Plan

FUNDING AMOUNTS

2020 Estimated Town Tax Valuation Less Utilities	\$	2,411,889,470
2021 Estimated Town Tax Valuation Less Utilities with 2.0% estimated growth	\$	2,460,127,260
CIP funding at \$0.90 per thousand of 2021 Estimate	\$	2,214,115
Other CIP Contributions:		
None	\$	0
TOTAL AVAILABLE CIP FUNDING FOR 2021	\$	2,214,115

FIXED CIP OBLIGATIONS FOR 2021

Transfer Station truck, Bond	\$	42,040
Ambulance Lease	\$	93,770
Rail Trail Improvements	\$	40,988
REMAINING CIP FUNDS AVAILABLE FOR REQUESTED PROJECTS	\$	<u>2,037,317</u>

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IV. CIP FY 2021 – 2028 Appropriations Chart

CIP FY 2021 - 2028 Appropriation Chart (Summary)

Notes	CRF Balances	2021	2022	2023	2024	2025	2026	2027	2028
CIP Projected Availability		\$2,214,115	\$2,258,397	\$2,303,565	\$2,349,636	\$2,396,629	\$2,444,561	\$2,493,453	\$2,543,322
Fixed CIP Obligations									
Ambulance Lease	1		93,770						
Rail Trail Improvements	2		40,988	40,988					
Transfer Station Truck Bond	3		42,040						
Total Fixed Obligations		\$176,798	\$40,988	\$0	\$0	\$0	\$0	\$0	\$0
Effective Availability Other		\$2,037,317	\$2,217,409	\$2,303,565	\$2,349,636	\$2,396,629	\$2,444,561	\$2,493,453	\$2,543,322
Other CIP Annual Contributions		-	0	0	0	0	0	0	0
Net to Annual Appropriations	\$	\$ 2,037,317	\$ 2,217,409	\$ 2,303,565	\$ 2,349,636	\$ 2,396,629	\$ 2,444,561	\$ 2,493,453	\$ 2,543,322
Annual Appropriations									
FIRE DEPARTMENT	-	0	104,720	454,720	340,720	104,720	324,720	584,720	379,720
HIGHWAY AGENT	-	644,480	565,480	587,530	696,203	510,513	751,038	562,840	590,982
ADMINISTRATION/BOARD OF SELECTMEN	50,000	75,000	105,000	130,000	130,000	30,000	30,000	0	0
GENERAL SERVICES	-	110,000	220,000	0	0	0	0	0	0
TRAILS COMMITTEE	-	30,000	250,000	250,000	300,000	370,000	0	0	0
Town portion of CIP Appropriations		859,480	1,245,200	1,422,250	1,466,923	1,015,233	1,105,758	1,147,560	970,702
Town portion of CIP Budget		861,045	878,265	895,831	913,747	932,022	950,663	969,676	989,070
SCHOOL DEPARTMENT	248,997	581,252	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Total Annual Appropriations	\$ 298,997	\$ 1,440,732	\$ 2,045,200	\$ 2,222,250	\$ 2,266,923	\$ 1,815,233	\$ 1,905,758	\$ 1,947,560	\$ 1,770,702
Variance		\$596,585	\$172,209	\$81,315	\$82,714	\$581,396	\$538,803	\$545,892	\$772,619

CIP FY 2021 - 2028 Appropriation Chart (Details)

Notes	CRF Balances	2021	2022	2023	2024	2025	2026	2027	2028
Effective Availability Other		\$ 2,037,317	\$ 2,217,409	\$ 2,303,565	\$ 2,349,636	\$ 2,396,629	\$ 2,444,561	\$ 2,493,453	\$ 2,543,322
OTHER CIP ANNUAL CONTRIBUTIONS									
Total Other contributions		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net to Annual CIP Appropriations		\$ 2,037,317	\$ 2,217,409	\$ 2,303,565	\$ 2,349,636	\$ 2,396,629	\$ 2,444,561	\$ 2,493,453	\$ 2,543,322
ANNUAL APPROPRIATIONS									
FIRE DEPARTMENT									
Engine 1 Replacement (8 year bond)				104,720	104,720	104,720	104,720	104,720	104,720
Ambulance Replacement				350,000					
SCBA Equipment Upgrades					236,000				
Forestry Replacement						220,000			
Tanker Replacement							480,000		
Mobile/Portable Radio Replacement								275,000	
Sub-Total	-	\$0	\$104,720	\$454,720	\$340,720	\$104,720	\$324,720	\$584,720	\$379,720
HIGHWAY AGENT									
Road Improvements			420,000	441,000	463,050	486,203	510,513	536,038	562,840
(2) 5 Ton Truck purchases (3 year bond)			124,480	124,480	124,480				590,982
Highway Equipment - Small excavator			100,000						
5 Ton Truck replacement (2014 Truck)					210,000				
3 Ton Truck replacement (2016 Truck)						215,000			
Sub-Total	-	\$644,480	\$565,480	\$587,530	\$696,203	\$510,513	\$751,038	\$562,840	\$590,982
ADMINISTRATION/BOARD OF SELECTMEN									
Town Complex Beautification	4	\$50,000	75,000	75,000	100,000	100,000			
Nesmith Library Solar PPA			30,000	30,000	30,000	30,000	30,000		
Sub-Total	50,000	\$75,000	\$105,000	\$130,000	\$130,000	\$30,000	\$30,000	\$0	\$0
GENERAL SERVICES									
Town Hall exterior renovation				220,000					
Fire Department Roof project			110,000						
Sub-Total	-	\$110,000	\$220,000	\$0	\$0	\$0	\$0	\$0	\$0
TRAILS COMMITTEE									
Greenway Recreation Trail and Planning Feasibility Study			30,000	250,000	250,000	300,000	370,000		
Sub-Total	-	\$30,000	\$250,000	\$250,000	\$300,000	\$370,000	\$0	\$0	\$0

CIP FY 2021 - 2028 Appropriation Chart (Details)

Notes	CRF Balances	2021	2022	2023	2024	2025	2026	2027	2028
ANNUAL APPROPRIATIONS (continued)									
SCHOOL DEPARTMENT									
WMS Classroom HV&AC Units and Roof Section C		363,867							
WCS HVAC Replace		217,385							
WHS Paving/Parking			112,389						
WCS Paving - back loop parking area			103,000						
WCS Bus drop off area			223,000						
WCS Exterior Doors 8-10				100,427					
WCS Roof repairs				277,850					
WMS Paving - main parking area					210,000				
WSD HVAC					136,939	118,762	124,735		
Replenish CRF	5	247,350		361,611	421,723	453,061	681,238	675,265	800,000
Repair/Replace Septic	6	1,647							800,000
Sub-Total		\$248,997	\$581,252	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
TOTAL ANNUAL APPROPRIATIONS		\$1,440,732	\$2,045,200	\$2,222,250	\$2,266,923	\$1,815,233	\$1,905,758	\$1,947,560	\$1,770,702
VARIANCE		\$596,585	\$172,209	\$81,315	\$82,714	\$581,396	\$538,803	\$545,892	\$772,619
OTHER ANNUAL APPROPRIATIONS									
Primary High School Bond	7		2,091,000	2,040,000	1,989,000	1,942,250	1,895,500	1,827,500	1,742,500
Golden Brook School Bond	8		3,071,078	2,979,250	2,892,550	2,805,850	2,719,150	2,632,450	2,545,750
State Building Aid Received (Offset)			(602,995)	(602,995)	(602,995)	(602,995)	(602,995)	(602,995)	2,459,050
School District Bonds Total Payments		\$ 4,559,083	\$ 4,416,255	\$ 4,278,555	\$ 4,145,105	\$ 4,011,655	\$ 3,886,955	\$ 3,685,255	\$ 2,459,050
Total cost per thousand town valuation for School Bonds		1.85	1.76	1.67	1.59	1.51	1.42	1.33	0.87
Fire Department Quint Bond	9	96,586	96,586	96,586	96,586	96,586	96,586	38,733	-
Total cost per thousand town valuation for Quint Bond		0.04	0.04	0.04	0.04	0.04	0.04	0.01	-
Land Acquisition Bond for 20-D-1200 and 20-E-300	10	191,820	185,700	179,580	173,460	167,340	161,220	155,100	143,980
Water Bond	11	70,635	68,340	66,045	63,750	61,455	54,160	52,120	50,080
Searles Chapel Building Roof and Tower Project	12	28,808	28,808	28,808	28,808	28,808	28,808	28,808	28,808
Total cost per thousand town valuation for other bonds		0.12	0.11	0.11	0.11	0.10	0.10	0.09	0.08

CIP FY 2021-2028 Footnotes

Fixed CIP Obligations:

- 1 Final payment on a three year lease payment plan for a new ambulance in 2019.
- 2 Two year bond for \$80,000 of the Rail Trail Improvement Project approved in 2020.
- 3 Final payment on two year bond for \$90,000 at 1.67% towards the purchase of a transfer station truck in 2019

Other CIP Annual Contributions:

None

Capital Reserve Funds:

- 4 Unexpended CIP funds from prior year for Town Complex Beautification (established in 2020).
- 5 Unexpended CIP funds from prior years for future School Building, Renovation and Land Acquisition (established in 2016).
- 6 Unexpended CIP funds from prior years for School District Repair/Replace Septic (established in 2002).

Other Annual Appropriations:

- 7 Primary High School Bond - 20 year term with last payment in 2026
- 8 Golden Brook School Bond - 20 year term with last payment in 2038
- 9 Fire Department Quint Bond - 10 year term with last payment in 2027
- 10 Conservation Land Acquisition Bond - 15 year term with last payment in 2034. Payments are anticipated to come from the Conservation Commission's Land Acquisition Fund.
- 11 Water Bond - 15 year term with last payment in 2034. Payments will ultimately come back to the Town from fees collected from water users initial hook-up fees.
- 12 Searles Chapel Bond - 12 year bond for \$300,000 with final payment in 2032. Up to 50% of the annual payments are anticipated to come from the Searles Revenue Fund

TAX VALUATION PROJECTION

PROPERTY VALUATION	% INCREASE	YEAR	PROJECTED CIP TAX RATE	\$ AVAILABLE	School portion	Town portion
\$2,411,889,470		2020	\$0.90	\$2,170,701		
\$2,460,127,260	2.0	2021	\$0.90	\$2,214,115	\$1,353,070	\$861,045
\$2,508,329,805	2.0	2022	\$0.90	\$2,258,397	\$1,380,131	\$878,265
\$2,559,516,401	2.0	2023	\$0.90	\$2,303,265	\$1,407,734	\$895,831
\$2,610,706,729	2.0	2024	\$0.90	\$2,349,636	\$1,435,889	\$913,747
\$2,662,920,864	2.0	2025	\$0.90	\$2,396,629	\$1,464,606	\$932,029
\$2,716,179,281	2.0	2026	\$0.90	\$2,444,561	\$1,493,899	\$950,663
\$2,770,502,867	2.0	2027	\$0.90	\$2,493,453	\$1,523,777	\$969,676
\$2,824,912,924	2.0	2028	\$0.90	\$2,543,322	\$1,554,252	\$989,070

V: Requested Capital Projects and Action Taken

A. Fire Department

Project Title: Engine-1 Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$750,000 Requested for FY 2021

Proposal: Engine-1 is a 2006 KME with approximately 86,500 miles and approximately 7,398 engine hours. It is equipped with 1,000 gallons of water and has a Waterous 2,000 GPM (gallons per minute) rated pump. It also carries 30 gallons of Class B Foam. Engine-1 is also equipped with one of two of the department's hydraulic rescue tools which are also reaching their life expectancy and in need of replacement. As with any new vehicle purchased, Engine-1 ran as a primary unit during its first year of break in period both serving the town as well as responding on mutual aid requests. More recently, the department has spent \$17,000 replacing the transmission along with an additional \$3,000 replacing a defective fuel tank. The scheduled rotation of our fleet is safe and cost effective. The service requirements placed on these vehicles coupled with the many intricate systems requires a tremendous amount of service as they age.

CIP Recommendation: The sub-committee assigned a Classification of I (Urgent) with funding of \$750,000 through an 8-year bond with payments in FY2022 through FY2029.

Project Title: Ambulance Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$350,000 Requested for FY 2023

Proposal: Timely replacement of this high use equipment is critical to the safe and effective delivery of pre-hospital care. This replacement of an ambulance purchased in 2009 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 four 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 wintertime 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. This allows the department to maximize each of the ambulances for approximately twelve (12) years.

CIP Recommendation: The sub-committee assigned a Classification of II (Necessary) with funding of \$350,000 in FY2023.

Project Title: Self-Contained Breathing Apparatus Upgrades

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$236,000 Requested for FY 2024

Proposal: The department replaced all of the Self-Contained Breathing Apparatus (SCBA) in 2014 to meet current Safety Standards. The purchase included: bottles, harnesses, and face pieces; including Rapid Intervention equipment dedicated solely for search and rescue of other firefighters in distress. This equipment was purchased to meet the National Fire Protection Association (NFPA) 1001 and 1002 Life Safety Standards. The recommendations of replacement are seven to ten years. In 2017 to prepare for replacement, the department began purchasing five (5) SCBA Cylinders a year to begin the next phase in project. What remains, is to purchase one (1) complete unit consisting of, bottle, harness, and face mask along with the replacement of the Rapid Intervention Firefighter Rescue Equipment. The request meets the requirements for submitting a federal grant through Assistance to Firefighters Grant (AFG) that will be applied for and if approved, provides 95% of the total costs.

CIP Recommendation: The sub-committee assigned a Classification of III (Desirable) with funding of \$236,000 in FY2024.

Fire Department, (Cont'd)

Project Title: Forestry-1 Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$220,000 Requested for FY 2026

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 sub-committee assigned a Classification of III (Desirable) with funding of \$220,000 in FY2026.

Project Title: Tanker-1 Replacement

Proposed By: Chief Thomas L. McPherson

Estimated Cost: \$580,000 Requested for FY 2027

Proposal: Tanker-1 is a 2006 KME Commercial Tanker, which carries 3,000 gallons of water. This Tanker has been a vital asset in the department's fire suppression operations and overall response. Because the town lacks a municipal water supply system, fire suppression needs throughout residential, commercial and business development, are dependent upon fire cisterns, static water sources and privately installed fire protection systems. In 2015, we replaced a 1994 Freightliner 1,500 gallon Pumper/Tanker with an additional 3,000 gallon Tanker. These additions coupled with the purchase of our new Quint Aerial has allowed the department to work with Insurance Service Office (ISO) to lower the fire protection rates for our residents.

CIP Recommendation: The sub-committee assigned a Classification of III (Desirable) with funding of \$580,000 in FY2027.

Project Title: Mobile/Portable Radio Replacement

Proposed by: Chief Thomas L. McPherson

Estimated Cost: \$275,000.00 Requested for FY 2028

Proposal: The current communication equipment used by the department will be obsolete. When units fail the department runs the risk of placing the apparatus out of service. Current radios have had approximately 11 years of operational use. Industry standard recommends public safety radios be moved to a secondary role after 7 years. Vendors historically announce they will be discontinuing all parts and support around 10 years into a product life cycle. The new radios requested will be digital and have voice cancelling algorithms that filter out background noise making the spoken voice clearer. New design features have made the radios easier to operate when wearing thick gloves. Standard enhancements such as Bluetooth and Wi-Fi allow for tracking a fire scene.

CIP Recommendation: The sub-committee assigned a Classification of IV (Deferrable) with funding of \$275,000 in FY2028.

B. Highway Department

Project Title: Roads

Proposed by: Dennis Senibaldi and Jack McCartney, Highway Agent

Estimated Cost: \$420,000 requested for FY 2021, Total of \$4,010,626 for Years 2021 - 2028

Proposal: This proposal requests funds to continue the needed upkeep of our town road infrastructure including where necessary repairs to drainage and pavement reconstruction projects and needed tree removal. Alleviates substandard conditions/deficiencies and improves quality of existing services.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent) with funding of \$420,000 in FY2021, \$441,000 in FY2022, \$463,050 in FY2023, \$486,203 in FY2024, \$510,513 in FY2025, \$536,038 in FY2026, \$562,840 in FY2027 and \$590,982 in FY2028.

Highway Department, (Cont'd)

Project Title: Two New 5-Ton Trucks

Proposed by: Dennis Senibaldi and Jack McCartney, Highway Agent

Estimated Cost: \$365,000 requested for FY 2021

Proposal: Addition of two trucks to the current fleet. This will provide the ability to take aging equipment off the road to repair, while still having enough trucks on the road to get required work completed. Also, this will add additional service options presently done through subcontractors. The request is for the addition of these truck in 2021.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent) with funding of \$365,000 in FY 2021 through 3-year financing with payments in FY2021 through FY2023.

Project Title: Small Excavator

Proposed by: Dennis Senibaldi and Jack McCartney, Highway Agent

Estimated Cost: \$100,000 requested for FY 2021

Proposal: This excavator would be used for maintenance on ditch lines, level spreaders, detention areas and other drainage areas as well as for culvert pipe replacement and installations, underdrain repairs and installations, and work on road shoulders including loaming and seeding, shimming and grading.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$100,000 in FY 2021.

Project Title: 5-Ton Truck Replacement (2014)

Proposed by: Dennis Senibaldi and Jack McCartney, Highway Agent

Estimated Cost: \$210,000 requested for FY 2024

Proposal: To replace aging equipment due to wear and tear related problems, and to add additional services presently done through subcontractors. The request is for the replacement of this 2014 truck in 2024. Purchasing these trucks rather than contracting out is more financially beneficial to the Town as the increase in labor and subcontractor costs, as well as the difficulty in getting subcontractors to do the work, is financially not feasible. Buying good equipment will provide a longer period of use and the ability to use some of the attachments on a new vehicle later.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable) funding of \$210,000 in FY 2024.

Project Title: 5-Ton Truck Replacement (2016)

Proposed by: Dennis Senibaldi and Jack McCartney, Highway Agent

Estimated Cost: \$215,000 requested for FY 2026

Proposal: To replace aging equipment due to wear and tear related problems, and to add additional services presently done through subcontractors. The request is for the replacement of this 2016 truck in 2026. Purchasing these trucks rather than contracting out is more financially beneficial to the Town as the increase in labor and subcontractor costs, as well as the difficulty in getting subcontractors to do the work, is financially not feasible. Buying good equipment will provide a longer period of use and the ability to use some of the attachments on a new vehicle later.

CIP Recommendation: The sub-committee assigned a Classification III (Desirable) with funding of \$215,000 in FY 2026.

C. Administration/Board of Selectmen

Project Title: Town Complex Beautification

Proposed By: David Sullivan, Town Administrator

Estimated Cost: \$150,000 requested for FY 2021 and \$200,000 for FY 2022

Proposal: This is an existing two-phase planned project with a multi-year funding request. Total estimated budget for this project is \$400,000 (Phase I @ \$200,000 and Phase II @ \$200,000). This request encompasses an upgrade the areas in the Town Municipal Center consisting of the Town Hall, Community Development Building, Armstrong Building, Senior Center, and Bartley Building. Improvements will include “beautification” based projects such as improving the landscaping, visual appearance of the area, as well as “functional” projects such as providing additional parking areas in the rear of the Community Development Building, and “safety” projects including sidewalks and a crosswalk on North Lowell Road. The CIP supported partial funding Phase One of the project at \$100,000 in 2020. The Board of Selectmen reduced that amount \$50,000 which was approved by voters at the 2020 Town Meeting.

It is noteworthy that the project scope has not changed, and the Town did raise in excess of \$45,000 to fund items outside the CIP request such as replacing the bridge, fence and gazebo on the Town Common.

CIP Recommendation: The sub-committee assigned this request a Classification II (Necessary) with funding of \$75,000 in FY 2021, \$75,000 in FY 2022, \$100,000 in FY 2023 and \$100,000 in FY 2024.

Project Title: Nesmith Library Solar PPA

Proposed By: David Sullivan, Town Administrator

Estimated Cost: \$150,000 requested for FY 2026

Proposal: The project entails the installation of solar panels on the Nesmith Library roof which will yield a substantial reduction in the Library’s annual electricity bill – on the order of \$6,000 annually – which corresponds to an approximate 25% annual reduction. The Project will proceed under a Purchase Power Agreement which provides the Town with the option of purchasing the system any time after the 6th year. Based on a 2019 bid process, but not implemented because of funding constraints and an issue with the final contract price, the Town estimated that a \$150,000 capital reserve fund accumulated through years 2021 – 2026 would be required to exercise the “buyout” option. This request provides for establishing a \$150,000 capital reserve fund by 2026 assuming the contract is awarded in 2021.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$150,000 over FY 2022-2026.

D. General Services

Project Title: Town Hall Exterior Renovation

Proposed By: Dennis Senibaldi

Estimated Cost: \$220,000 requested for FY 2022

Proposal: The Town Hall, the centerpiece of the Town’s governmental area, has continued to deteriorate. Town Hall requires new siding since prior painting efforts have resulted in almost immediate peeling and have proven ineffective. In addition, windows will require replacement to overcome window sticking and draftiness within the building itself. This project will also include repair and replacement of damaged wood fascia and other exterior trim. This 2021 Project ensures that the Town Hall will contribute to the Town’s overall beautification effort currently underway.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$220,000 in FY2022.

General Services, (Cont'd)

Project Title: Fire Department Roof

Proposed By: Dennis Senibaldi

Estimated Cost: \$110,000 Requested for FY 2021

Proposal: To replace the flat rubber and asphalt roof at the Windham Fire Department. The current Fire Department roof has passed its life expectancy of 20 years. The fire department has seen significant water leaks and has gotten progressively worse over the past 5 to 7 years. These leaks have happened in both the apparatus bay and office side of the building.

CIP Recommendation: The sub-committee assigned a Classification I (Urgent) with funding of \$110,000 in FY2021.

E. Trails Committee

Project Title: Greenway Recreation Trail and Planning Feasibility Study

Proposed By: Wayne Morris

Estimated Cost: \$1,200,000 requested for FY 2021

Proposal: The project has an estimated cost of \$1.2MM and involves creating a capital reserves fund for 5 years (\$240,000 per year). Improvements will include paving 2.27 miles (approx. 12,000') of the Greenway Recreational Trail (GRT). This portion of the GRT is predominantly located to the West of Rt. 93 and begins near the intersection of Meetinghouse Rd and Old Mill Rd and runs Northeasterly to intersect with the Western right-of-way of Rt. 93. The NH DOT has installed two twelve-foot (12') box culverts under the highway to facilitate this connectivity between the GRT and RRT. The resulting corridor on nearly seven (7) miles would serve to interconnect miles of rail trail with the towns of Derry and Salem. It will also create a corridor that will connect the west and east sides of Windham. The project would include clearing the rail bed, repairing drainage culverts, building up rail bed base material and finally paving this 2.5 mile stretch. The town is currently working with the state to finalize the path from 93 to a North Lowell Road crossing.

A 2015 study by the Southern NH Planning Commission monitoring use of the RRT, showed 11,000 trips between the months of October and November. Averaging 397 daily trips. On Columbus Day, 2,645 trips were recorded. Grant availability for this project is unknown. This project would increase Windham's recreational trails and connect several different communities. Derry and Salem are actively improving their connecting trail systems. Improving this area would also afford users to access scenic areas of Foster's Pond Conservation area, Mitchell Pond, and a number of other adjacent undeveloped areas in Windham. The development of this section will allow easy access for residents living on or near Beacon Hill Rd., Nottingham Rd., Londonderry Rd., Nashua Rd., Old Mill Rd. and Kendall Pond Rd.

In 2014 the CIP Committee gave the project a ranking of 1.7 (necessary and needed within 1-3 years).

More recently, the CIP Committee ranked the project Classification I (urgent), however the project was contingent on the Town receiving a grant to off-set costs.

In 2018, the CIP Committee gave the project a Classification I to start a Capital Reserve Fund in 2019. The BOS voted not to send to warrant.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$30,000 in FY 2021 to start funding a capital reserve fund over five years for this project.

F. Windham School District

Project Title: WMS Classroom HV Units

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$363,867 requested for FY 2021

Proposal: The request is for funding to replace the existing 1997 classroom HV units in Section C due to operational failures, efficiency, and life expectancy. These units need constant maintenance to ensure the louvers, actuators, and controls are in working order to provide fresh air and heat to each classroom space. In addition, the request is for funding to replace the existing classroom AC units in Section C due to operational failures, efficiency, and life expectancy. These units need constant maintenance to ensure the condensers, indoor units, condensation pumps and controls are in working order to provide cooling to each classroom space. Finally, this request is for replacement of the 1997 ballasted roof and insulation due to age, maintenance and envelope efficiency. EPDM will be installed in this section.

CIP Recommendation: The sub-committee assigned a classification I (Urgent) with funding of \$363,867 in FY2021.

Project Title: WCS HVAC Replace

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$217,385 requested for FY 2021

Proposal: The request is for funding to replace two of the existing 1999 rooftop units due to operational failures, efficiency and life expectancy. These units need constant maintenance to ensure the louvers, actuators and controls are in working order to provide fresh air and heat to each classroom space.

CIP Recommendation: The sub-committee assigned a classification I (Urgent) with funding of \$217,385 in FY2021.

Project Title: WCS Paving – Back Loop/Parking Area

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$103,000 requested for FY 2022

Proposal: Preventive maintenance of existing parking lot and road. This will be a continuation of the 2019 paving work.

CIP Recommendation: The sub-committee assigned a classification II (Necessary) with funding of \$103,000 in FY2022.

Project Title: WCS Bus Drop Off Area

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$223,000 requested for FY 2022

Proposal: Installation of an extended bus drop-off in front of Center School to help alleviate traffic congestion on Lowell Rd.

CIP Recommendation: The sub-committee assigned a classification II (Necessary) with funding of \$223,000 in FY2022.

Project Title: WHS Paving/Parking

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$112,389 requested for FY 2022

Proposal: Installation of additional parking area for students and staff, building events such as Graduation, July 4th and Elections/Political Events. Preventive maintenance/replacement of portions of the existing parking area.

CIP Recommendation: The sub-committee assigned a classification II (Necessary) with funding of \$112,389 in FY2022.

Windham School District, (Cont'd)

Project Title: WCS Roof Repairs

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$277,850 requested for FY 2023

Proposal: Replacement of the 1999 construction roof sections due to age, maintenance and building envelope efficiencies.

CIP Recommendation: The sub-committee assigned a classification II (Necessary) with funding of \$277,850 in FY2023.

Project Title: WCS Exterior Doors

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$100,427 requested for FY 2023

Proposal: Replacement of 8 to 10 exterior doors and hardware to improve the building envelope and security. New doors will have new seals, hardware and secure guard film or glass.

CIP Recommendation: The sub-committee assigned a classification II (Necessary) with funding of \$100,427 in FY2023.

Project Title: WMS Paving – Main Parking Area

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$210,000 requested for FY 2024

Proposal: Preventive maintenance of existing main parking lot and loop road. This will be a continuation of 1999 work.

CIP Recommendation: The sub-committee assigned a classification III (Desirable) with funding of \$210,000 in FY2024.

Project Title: WSD HVAC

Proposed by: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: \$136,939 requested for FY 2024, \$118,762 requested for FY2025, \$124,735 requested for FY2026

Proposal: Replacement of District rooftop units due to age, maintenance, and efficiencies

CIP Recommendation: The sub-committee assigned a classification III (Desirable) with funding of \$380,436 in FY 2024-2026.

Project Title: Replenish the Capital Needs and Building Capital Reserve Fund

Proposed By: Bill Hickey, Business Administrator, Windham School District

Estimated Cost: Total of \$4,192,898 for FY 2022 – FY 2028

Proposal: The request is a continuing replenishment of the Capital Needs Assessment (CNA) account for future needs in the years 2022 through 2028. The District is utilizing most of the current funds in the CNA account for necessary projects throughout the District related roof replacement and repairs and parking lot repairs and maintenance.

CIP Recommendation: The sub-committee assigned a Classification II (Necessary) with funding of \$361,611 in FY2022, \$421,723 in FY2023, \$453,491 in FY2024, \$681,238 in FY2025, \$675,265 in FY2026, \$744,510 in FY2027, and \$800,000 in FY2028.

G. Departments/Committees with No Requested Projects for the FY 2021-2028 CIP:

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

APPENDIX A

2020 CIP SUB-COMMITTEE MEMBERSHIP

- ❖ Rob Gustafson – Chair, Citizen Volunteer
- ❖ Shannon Ulery – Vice Chair, School Board Representative
- ❖ Lee Maloney – Secretary, Citizen Volunteer
- ❖ Mark Kovacs – Citizen Volunteer
- ❖ Jacob Cross – Planning Board Member
- ❖ Jennean Mason – Planning Board Member
- ❖ Jennifer Simmons - Board of Selectmen Representative
- ❖ Cynthia Finn – Alternate School Board Representative
- ❖ Ross McLeod – Alternate Board of Selectmen Representative

APPENDIX B

PROJECT CLASSIFICATIONS

Department	Project	Year	Cost								Class	Report								
				Class	Class	Class	Class	Class	Class	Total	Avg.	Class								
Fire Department	Engine 1 Replacement	2021	\$750,000	1	1	1	1	1	1	6	1.00	1								
Highway Department	Roads (\$420,000 in 2021)	2021-2028	\$4,010,626	1	1	1	1	1	1	6	1.00	1								
General Services	Fire Department Roof	2021	\$110,000	1	1	1	1	1	1	6	1.00	1								
Highway Department	(2) 5 Ton Truck purchases	2021	\$365,000	1	1	1	2	1	2	8	1.33	1								
Highway Department	Highway Equipment - Small excavator	2021	\$100,000	2	2	2	2	1	2	11	1.83	2								
Fire Department	Ambulance Replacement	2023	\$350,000	2	2	2	2	2	2	12	2.00	2								
Administration	Nesmith Library Solar PPA	2021-2025	\$150,000	2	2	2	2	3	1	12	2.00	2								
General Services	Town Hall exterior renovation	2022	\$220,000	2	2	2	2	2	2	12	2.00	2								
Trails Committee	Greenway project	2021-2025	\$1,200,000	2	2	2	3	2	3	14	2.33	2								
Administration	Tow Complex Beautification (Phase I \$200,000 Phase II \$200,000)	2021	\$400,000	2	3	2	2	2	3	14	2.33	2								
Fire Department	SCBA Equipment Upgrades	2024	\$236,000	2	3	2	2	3	3	15	2.50	3								
Highway Department	5 Ton Truck replacement (2014 Truck)	2024	\$210,000	2	2	3	3	3	3	16	2.67	3								
Highway Department	5 Ton Truck replacement (2016 Truck)	2026	\$215,000	3	3	3	3	3	3	18	3.00	3								
Fire Department	Forestry Replacement	2026	\$220,000	3	4	3	3	3	3	19	3.17	3								
Fire Department	Tanker Replacement	2027	\$480,000	3	4	4	3	3	2	19	3.17	3								
Fire Department	Mobile/Portable Radio Replacement	2028	\$275,000	4	4	4	4	4	4	24	4.00	4								
School District	WCS HVAC Replace	2021	\$217,385	1	1	1	1	1	1	6	1.00	1								
School District	WMS Classroom HV&AC Units, and Roof Section C	2021	\$363,867	1	1	1	1	1	2	7	1.17	1								
School District	WCS Paving - back loop/parking area	2022	\$103,000	1	2	2	1	1	2	9	1.50	2								
School District	WCS Bus drop off redesign	2022	\$223,000	1	2	2	1	2	1	9	1.50	2								
School District	WCS Roof repairs	2023	\$277,850	2	2	2	2	1	2	11	1.83	2								
School District	WHS Paving/Parking	2022	\$112,389	2	2	2	2	2	2	12	2.00	2								
School District	WCS Exterior Doors 8-10	2023	\$100,427	2	2	2	2	3	2	13	2.17	2								
School District	WMS Paving - main parking area	2024	\$210,000	2	3	3	2	2	3	15	2.50	3								
School District	WSD HVAC	2024-2026	\$380,436	3	3	3	3	3	3	18	3.00	3								
				11,279,980																
Classifications	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																		