Town of Salem
Capital Improvements Plan
2021-2026

William Scott, Assistant Town Manager
Karri Makinen, Community Development Program Manager

CIP Committee Members
Lisa Withrow, Board of Selectmen Representative
Sean Lewis, Budget Committee Representative
Paul Pelletier, Planning Board Representative
Nicole McGee, Finance Director
Thomas Haynes, Resident

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Section 1: Methodology 2021 – 2026 CIP

1.a: Introduction

This year the process began with the adoption of CIP By-Laws (See Appendix B CIP By-Laws), by the Board of Selectmen, on May 18. The by-laws facilitated a new approach to the committee, and new criteria for the rating system. Clearly the COVID-19 global pandemic impacted the CIP proceedings this year. While the committee and staff were able to complete a document this year we have provided suggestions for future years to outline an efficient and coordinated approach. Coordination is one of the keys to the process, sustaining the information throughout the process in the same format creates continuity for the decision makers and staff. The second issue is the process often begins as a submittal deadline which is a rush to develop application ideas that may have been developed in concept months prior. A future approach will facilitate applications year round through an online database. The process, rating, and improvement ideas are contained in the following sections. Every participant as listed on the cover page worked with attention to detail and in the best interest of the community toward the development of this year's proposal.

1.b: COVID-19 Procedures

The process this year was one of adapting to the changing COVID-19 circumstances, and, to the greatest extent possible, conducting business through online systems and teleconferencing. In the beginning of the process we established an online folder to provide a focal point for projects. The folder contained the backup for the CIP from each department. Meetings were held online through Zoom and email communications were centralized through Community Development Office and then distributed to the CIP members. With the folder system multiple emails are not necessary to send files. As the project progressed to the CIP Committee, the necessary documents were moved to a shared folder for Committee access. Supporting information and work products were deposited for each department. Emails and updates were communicated through the Community Development Department. Department dialogue was provided via Zoom meetings scheduled with the CIP committee and the department.

1.c: Approach to Submittals/Schedule

The process this year was condensed and organized into multiple steps that built on each preceding step. (See Appendix C, Submittal Memo) First, each department began with updating their prior profile sheets and resubmitting backup materials, next moved through the submittal of new profile sheets, and then concluded with the submittal of back-up materials for the new profiles. As the projects were refined each department excerpted a paragraph for each project to be included with the CIP report. If the project moves forward these would serve as the foundation for any warrant articles necessary. The end result was text for each project for the years 2021 and 2022 and a rating sheet resulting from the recently created CIP By-Laws.

Section 2: Project Descriptions for 2021 and 2022

2.a: Funding Recommendations Spreadsheet

The spreadsheet below compares the breakdown by funding source between 2020 and 2021.

The spreadsheet on the following page explains which projects are recommended for funding in 2021. Some projects were generally supported by the Committee, but more information about the project and/or funding source is necessary. These projects are listed under the headings "Deferred for Further Discussion". Please review the comments in the below narrative for additional context.

Funding Comparison		
	2021 CIP	2020 CIP
Tax Levy	$ 5,503,748	$ 5,829,581
Bond	$ 3,000,000	$ 5,637,500
Water Rates	$ 1,010,000	$ 755,000
Sewer Rates	$ -	$ 1,000,000
Impact Fees	$ 1,472,500	$ 1,451,413

2021 Funding Recommendations

Department	Code	Year	Project	Source(s)	Total Cost
Fire					
	20F1	2021	Communications- Zetron Station Dispatch Alert System	Tax Levy/Impact Fees	$ 70,000
	20F2	2021	Communications- Radio Box Fire Alarm Receiver Equipment	Tax Levy	$ 85,000
	20F7	2021	Safety Equipment- Portable Radios	Tax Levy	$ 225,000
	20F8	2021	Safety Equipment- Self Contained Breathing Apparatus	Tax Levy	$ 103,412
	21F2	2021	Ambulance- 2010 Horton	Tax Levy	$ 377,626
	21F11	2021	Battalion Chief/Shift Commander Vehicle	Tax Levy	$ 82,610
Total Fire					**$ 943,648**
			Deferred for Further Discussion		
	20F4	2021	Land Acquisition & Site Engineering- Station 1 Fire Headquarters	Bond/Impact Fees	$ 3,500,000
	20F5	2021	Land Acquisition & Site Engineering- West Side Fire & EMS Facility	Bond	$ 1,500,000
	20F3	2021	HVAC System Replacement- Station 1	Tax Levy	$ 220,000
	21F12	2021	Central Station Fire Protection System	Tax Levy	$ 120,000
			Not Recommended for Funding in 2021		
	20F11	2021	FD Staff Vehicle- 2007 Chevrolet Tahoe- replaced with Colorado	Tax Levy	$ 27,574
	20F12	2021	Station 3 Renovation & Addition- Engineering, site prep	Bond	$ 831,072
	21F1	2021	FD Staff Vehicle- 2004 Chevy Tahoe	Tax Levy	$ 61,729
	21F7	2021	Assistant Chief Vehicle	Tax Levy	$ 69,550
	21F8	2021	Deputy Chief of Operations Vehicle	Tax Levy	$ 69,550
	21F9	2021	Fire Chief Vehicle	Tax Levy	$ 52,540
	21F10	2021	Public Safety Training Facility	Tax Levy	$ 1,000,000
Town Manager					
	21TM1	2021	Server Replacement	Tax Levy	$ 85,000
Total Town Manager					**$ 85,000**
Police					
	21PD1	2021	Administrative Vehicles	Tax Levy	$ 112,100
Total Police					**$ 112,100**
Assessing					
	21A1	2021	Townwide Revaluation	Tax Levy	$ 170,000
Total Assessing					**$ 170,000**
Community Services					
	21CS1	2021	Ingram Community Center Front Entrance Renovations	Tax Levy/Grant	$ 100,000
	21CS2	2021	Ingram Senior Center Parking Lot Expansion Phase II	Tax Levy/Impact Fees/Grant	$ 45,000
Total Community Services					**$ 145,000**
Engineering					
	20E5	2021	Main/Pleasant Intersection (Node 4) - Construction	Impact Fees	$ 647,500
	21E2	2021	Bridge Construction - Bridge St over Spicket River	Tax Levy/Bond	$ 3,000,000
	21E6	2021	Ring Road Design	Impact Fees	$ 510,000
	21E9	2021	MS4 Compliance	Tax Levy, Grant	$ 160,000
	21E10	2021	2021 Rd Program - Reconstruction & Engineering	Tax Levy	$ 3,000,000
	21E11	2021	Mall Road/Pleasant Intersection - Construction	Impact Fees	$ 388,000
	21E12	2021	S. Broadway Drainage Improvement	Tax Levy	$ 120,000
Total Engineering					**$ 7,825,500**
Public Works					
	20PW1	2021	Pine Grove Cemetery- Phase 1 & 3 Expansion	Tax Levy	$ 65,000
	20PW9	2021	Vehicle Replacement Program P6	Tax Levy	$ 55,000
	20PW11	2021	Vehicle Replacement Program T2	Tax Levy/Grant	$ 150,000
	21PW4	2021	Vehicle Replacement Program D19	Tax Levy	$ 200,000
	21PW9	2021	Vehicle Replacement Program S28 & D-26	Tax Levy/Grant	$ 200,000
Total Public Works					**$ 670,000**
Water					
	21W1	2021	Atkinson Road Water	Water Rates	$ 510,000
	21W3	2021	West Duston Pump Station	Water Rates	$ 150,000
	23W1	2021	Major Water Improvements Engineering- Main Street	Water Rates	$ 350,000
Total Water					**$ 1,010,000**
Sewer					
			Deferred for Further Discussion		
	21S3	2021	Twinbrook Ave. Sewer Extension	Sewer Rates	$ 180,000
	22S1	2021	Former WWTP - Soil Remediation	Sewer Rates	$ 12,000,000
	20S1	2021	Former WWTP - Main Building Basement Remediation/Demolition	Sewer Rates	$ 2,000,000
Municipal Services					
	20MS1	2021	Town Buildings Facility Study and Master Plan	Tax Levy	$ 200,000
Total Municipal Services					**$ 200,000**

Total Recommended Projects 2021 $ 11,161,248

2.b: Project Narratives

The following paragraphs are excerpted from the profile sheets, presentations and other submittal information. These provide background and are tied to the sequence of the rating sheet and spreadsheets. The intent is to provide a brief understanding of the project and the foundation text for any warrant articles that may proceed. Comments as generally provided by the Committee are below each project description.

2.c: Fire Department

1. **<u>20F1 Communications- Zetron Station Dispatch Alert System</u>**

Recommended for 2021 $70,000

The installation of the station alerting system will replace several home grown systems installed in the 1980s. This system will provide intercom communications, station alerting of pending emergency responses and the ability to integrate station controls such as lighting, door control and security from the Fire Alarm Office. This system is transferable to a new communications facility and expandable to include new facilities.

Fire Station Alerting requires a coordinated approach to communications. From notification alerts and voice announcements, to automatic door and fire station sensor activation, keeping everything in sync is critical to first responders receiving the most efficient response plan. Fire Station Alerting delivers a complete and effective alerting solution and information flow from command and control while providing a better alerting environment enhancing the health and safety of our members. Reduces cardiac stress, anxiety, optical shock, and sleep deprivation. The ramped tones and zoned alerting only notify required stations and/or individual units.

The system increases situational awareness and mental preparedness by using clear, consistent station alerting vocals. This helps first responder units respond more quickly and efficiently. By reducing the dispatch time to a fire or EMS incident, it increases the likelihood of a successful interior rescue of trapped people, and the loss of property due to fire damage and by reducing the dispatch time to an Emergency Medical Incident. It increases the likelihood of a better outcome for the patient by reducing the time to begin life-saving medical interventions.

Comment: The CIP committee believes that this project has merit and supports it moving forward. With any technology project the CIP committee believes that multiple solutions always exist. Determining the best option is a function of the need today and the applicability of the system in the future. This system seems to have addressed integration and it has the capability to be moved to another location which is advantageous to the larger building planning issues.

2. **<u>20F2 Communications- Radio Box Fire Alarm Receiver Equipment</u>**

Recommended for 2021 $85,000

This project is an urgent need to replace our outdated radio box receivers which were purchased in 2008 to provide critical fire alarm system monitoring for more than 500 municipal fire alarm systems located in our community. This includes schools, multifamily complexes, assembly occupancies, etc.

This is a critical part of our infrastructure and the existing equipment cannot be modified or expanded to meet the increasing needs of our community as it is outdated and outmoded. Currently the monitoring of these systems is offset by an annual fee totaling more than $115,000 annually. This project was deferred in 2019; it was funded in 2020 but remains on hold due to the current financial situation from the pandemic. Funding it in 2021 is critical to the operation of the Fire Department and its mission.

Comment: On hold in 2020, the CIP committee sees this as something that should move forward this year because it generates revenue. The project was also supported last year. This is an item submitted in the event the budget freeze does not allow the project to move forward in 2020.

3. <u>20F7 Safety Equipment- Portable Radios</u>

Recommended for 2021 $225,000

This project will complete the replacement and expansion of portable radios for our fire service personnel. If funded, every member will be assigned a portable radio and voice amplifier as part of their Department-issued personal protective equipment. With the implementation of the new LMR system currently under way, every member will have the ability to transmit a unique distress signal to the Fire Alarm Office in the event of a "Mayday" or other emergency situation in which the member needs immediate help.

This will mirror the system currently in place for our Police Officers which have operated in this capacity for many years. The need for the increased number of radios and the ability to assign them to each member was highlighted during the recent pandemic and civil unrest situations we have encountered. Until now only our fire officers were assigned this piece of equipment and the firefighters were assigned a radio based upon riding position. The improvement in the safety of our members is paramount in the ever increasing dangers facing our members.

Comment: The CIP Committee discussed this extensively, and requested that the Fire Department prepare a proposal of reduced scope. The CIP Committee further reduced the recommended funding amount to represent half of the original request. The discussion revolved around funding a radio for each person verses each seat.

4. <u>20F8 Safety Equipment- Self Contained Breathing Apparatus</u>

Recommended for 2021 $103,412

This project will complete the replacement of the aging self-contained breathing apparatus. The initial project completed in 2018 replaced all of the SCBA units located on the front line apparatus. This project, upon completion, will replace the outdated units currently assigned to Fire Department Chief Officers and provide spare units in reserve for use when units are out of service for necessary repairs or maintenance and when additional units are needed for training classes.

The previously stated units currently do not meet the National standard or manufacturer's recommendations. This project also includes an SCBA air compressor and fill station for Station 3. This will enable the refilling of breathing apparatus which at this time requires the units to be filled

at Station 1 or 2. This will increase Fire and Medical service availability in the response district and reduce unit movement in the community as well as wear and tear on trucks. This project has been deferred since 2019.

Comment: The CIP Committee supported this request.

5. <u>21F2 Ambulance- 2010 Horton</u>

Recommended for 2021 $377,626

The Fire Department has a vehicle replacement program for all of its vehicles. It had been previously established that an ambulance could have a useful service life of 10 years. At the time that this useful life was established, the utilization (call volume) of ambulances at the Salem Fire Department (SFD) was lower.

The U.S. Government's Office of Management and Budget states the expected useful life is 7 years for an ambulance. Other local Fire Departments base their useful life schedule on mileage of 110,000-115,000. SFD has moved to a 7 year replacement schedule based on mileage, hours and years in service. Rescue 6 is currently at 10 years and 137,414 miles. A recent mechanical evaluation revealed several repairs that will be required to keep this vehicle road worthy for continued operation. As part of the useful life maintenance, ambulances are rotated to balance mileage. As can be seen with Rescue 6, when this process is delayed, the vehicle is pushed past the lifespan were it is considered safe and reliable.

In addition to useful life for mechanical issues, ambulance safety equipment has dramatically changed since this particular ambulance was put in service. Some of those updates include provider and rider restraint systems, stretcher securing system and decontamination devices. Restraint systems have been upgraded from a 3 point system to a harness system. This will ensure our members and any other occupants are properly secured in the event of an accident or rapid change in speed. The stretcher securing system in this ambulance is being phased out by federal and state requirements. Through a grant, we were able to upgrade our other ambulances. This device secures the stretcher is all types of accidents including rollovers which prevents the patient and stretcher from moving in the back of the ambulance. Finally, newer ambulances have devices for decontamination. With the current COVID outbreak increasing this need, ambulances are now being manufactured with UV lights and fogging systems built in for decontamination.

Due to costs of continued operation and safety factors, we are requesting to replace this 10 year old ambulance with 137,414 miles in the 2021 budget.

The 2013 ambulance that is currently assigned as Rescue 5 will move to the Rescue 6 position and will remain in reserve until disposed of.

The Department has 6 Rescues (or ambulances) in the fleet because two of the ambulances (the 2014 and 2015 units) have a particular engine that has had reliability issues. We have addressed/corrected the issue as much possible with the manufacturer, but there is still the potential for a significant engine failure, which would cause the ambulance to go out of service for a lengthy period of time for repair or engine replacement. If this were to occur, Rescue 6 would be stocked and put in-service in order to maintain the number of necessary ambulances for emergency responses.

Comment: The CIP Committee supported this request which follows the established vehicle replacement cycle for the Department.

6. <u>21F11 Battalion Chief/Shift Commander Vehicle</u>

Recommended for 2021 $82,610

The Shift Commander Vehicle is on a 5 year replacement program. We have found that these vehicles tend to deteriorate quickly given the weight of equipment that they carry and operating in emergency mode. This observation creates a significant increase in operating costs maintaining them as we operate them longer.

We have utilized Tahoes and Suburbans in the past and they have worked well for us however as we have learned through fire service health and safety studies, we should not be keeping our firefighting gear in the passenger compartment as it contains carcinogens even after washing it. This past year we did a SFD health and safety review or our practices and facilities with our workers' comp carrier Primex. The following was taken from the report "These best practices of keeping PPE and turnout gear separate and contained should also be applied whenever placing gear in personal vehicles, even if only transporting gear from station to station".

The move from an SUV type vehicle is not only meeting the recommendation of our Workers' Comp Insurance Carrier and increasing the safety and health of our members, but it ends up being a less expensive vehicle replacement option for us.

The Battalion Chief's current vehicle will be handed-down to the Inspectional Services Division to replace the 2007 Chevrolet Tahoe.

Comment: The Committee supports replacement of this vehicle if it is at the end of its useful life in its current position. The transfer of "high value" vehicles such as this to Inspectional Services was questioned. A Suburban is a very large vehicle, which may not be cost-effective to run as an Inspectional Services vehicle.

7. <u>21F9 FD Staff Vehicle- Fire Chief's Vehicle</u>

The Fire Department has a vehicle replacement program with all of its vehicles. The smaller staff vehicles are on a 10 year replacement program. We have found as the vehicles get older they become more costly to maintain. However, this particular vehicle is showing its age and has already had body work done to pass inspection and prolong its service.

We are requesting to include the replacement of this 8 year old vehicle with 101,600 miles in the 2021 budget so that it can be down shifted to the Inspectional Services Division which would allow for a few more years of service in a reduced wear and tear capacity and helping to reduce the maintenance cost of this vehicle while keeping its estimated replacement schedule.

The Fire Chief's current vehicle will be handed-down to the Inspectional Services Division to replace the 2004 Chevrolet Tahoe.

Comment: The Committee would like to see alternative methods to retain the vehicles which address the contamination issues necessitating the discontinuation of use. The transfer of "high value" vehicles such as this to Inspectional Services was also questioned.

8. 21F7 FD Staff Vehicle- Assistant Chief's Vehicle

The Fire Department has a vehicle replacement program with all of its vehicles. The smaller staff vehicles are on a 10 year replacement program. We feel that replacing this vehicle early would allow it to be pushed down to Inspectional Services would likely allow this vehicle to get 12 years of life because it is in good condition and lower miles.

The bigger reason is that this vehicle doesn't suit the needs as well as it should due to its size and being a SUV type vehicle. We have learned through studies that we should not be keeping our firefighting gear in the passenger compartment as it contains carcinogens even after washing it. This past year we did a Salem Fire review of our practices and facilities with our workers' comp carrier Primex. The following was taken from the report, "These best practices of keeping PPE and turnout gear separate and contained should also be applied whenever placing gear in personal vehicles, even if only transporting gear from station to station". This is referring to our personal protective equipment including the SCBA that we wear during a fire.

The move from an SUV type vehicle is not only meeting the recommendation of our Workers' Comp Insurance Carrier and increasing the safety of our members, but it ends up being a less expensive replacement option for us.

We are requesting to include the replacement of this 5 year old vehicle with 58,000 miles in the 2021 budget so that it can be down shifted to Inspectional services Division which would allow for a several more years of service in a reduced wear and tear capacity and help to reduce the maintenance cost of this vehicle while keeping to its estimated replacement schedule or longer.

The Assistant Chief's current vehicle will be handed-down to the Inspectional Services Division to replace one of the 2010 Ford Fusion cars. This 2010 Ford Fusion could either be added to the Town Hall pool car inventory or disposed of.

Comment: The Committee would like to see alternative methods to retain the vehicles which address the contamination issues necessitating the discontinuation of use. The transfer of "high value" vehicles such as this to Inspectional Services was also questioned.

9. 21F8 FD Staff Vehicle- Deputy Chief of Operations' Vehicle

The Fire Department has a vehicle replacement program with all of its vehicles. The smaller staff vehicles are on a 10 year replacement program. We feel that replacing this vehicle early would allow it to be pushed down to inspectional services would likely allow this vehicle to get 12 years of life because it is in good condition and lower miles.

The bigger reason is that this vehicle doesn't suit the needs as well as it should due to its size and being a SUV type vehicle. We have learned through studies that we should not be keeping our

firefighting gear in the passenger compartment as it contains carcinogens even after washing it. This past year we did a Salem Fire review of our practices and facilities with our workers comp carrier Primex. The following was taken from the report, "These best practices of keeping PPE and turnout gear separate and contained should also be applied whenever placing gear in personal vehicles, even if only transporting gear from station to station". This is referring to our personal protective equipment including the SCBA that we wear during a fire.

The move from an SUV type vehicle is not only meeting the recommendation of our Workers Comp Insurance Carrier and increasing the safety of our members, but it ends up being a less expensive replacement option for us.

We are requesting to include the replacement of this 5 year old vehicle with 32,000 miles in the 2021 budget so that it can be down shifted to Inspectional services Division which would allow for a several more years of service in a reduced wear and tear capacity and help to reduce the maintenance cost of this vehicle while keeping to its estimated replacement schedule or longer.

The Deputy Chief of Operations' current vehicle will be handed-down to the Inspectional Services Division to replace one of the 2010 Ford Fusion cars. This 2010 Ford Fusion could either be added to the Town Hall pool car inventory or disposed of.

Comment: The Committee would like to see alternative methods to retain the vehicles which address the contamination issues necessitating the discontinuation of use. The transfer of "high value" vehicles such as this to Inspectional Services was also questioned.

10. <u>21F10 Public Safety Training Facility</u>

One of the secondary goals for a new Central Fire Station was the integration of multi-purpose training facility. Our attempt to secure land to build a new Station was not successful this year. With that in mind the Fire Department Training Division feels that it is an integral part of our operation to move ahead with a standalone training facility. The need and benefit of having a training facility have been well documented in the past.

Research for a town owned site was coordinated with GIS Manager John Vogl with a goal to identify a list of Town owned properties that were a minimum of 2 acres. Several properties were reviewed that are available and we feel that lots 6993 which is off of Glen Denin Dr. and 7525 which is off Lawrence Rd. would be suitable lots.

Each lot has its strengths and weakness but we believe either would work. The benefit of using a Town owned lot is that we can save money and it should speed up the process of breaking ground. We would be looking to build a predesigned conex box training building and a classroom facility.

The estimated cost would be $1,000,000. This would include the two facilities, site work, and engineering. The predesigned conex box building would be for hands-on training. It would allow us to do everything from live fire training to technical rescue. The classroom facility would be used to hold lecture type trainings and classes.

This building could do more than meet the needs of the Salem Fire Department. This facility could be used by our neighboring towns. There are no training facilities of this nature in our area. The closest

ones are in Nashua and Concord. Making this a regional facility has several benefits. First when neighboring communities use the facility it is customary that they pay a use fee. This fee could go directly back into the facility to pay for maintenance and up-keep. This would allow us to operate and maintain the facility at a reduced cost annually. Second it would allow us apply for grants to build the facility. There are a fair number of federal grants available to build facilities like this and making it a regional facility would greatly increase our chances of being awarded one of these grants. In addition to being used for fire training this facility could also be used for police training. Salem Police has provided a letter of support for this project.

The predesigned conex box buildings are extremely versatile and with a little preplanning we could easily design it to meet the needs of both the Fire and Police Departments. Additionally by utilizing the facility for both Police and Fire we would greatly increase our odds of obtaining federal grant funding. We would also increase the outside organizations looking to use the facility which would increase our facility fees, decreasing or eliminating annual operating costs.

One of the driving factors for a hands on facility that is readily accessible and can be used regularly by our members to maintain proficiency in the basic skills that just simply cannot be accomplished in the "back-lot" of the fire stations. Traveling to the NH Fire Academy in Concord (we are only allocated 1 guaranteed day of use per year and pay a fee for any additional days) or Nashua (similar facility to what we are proposing to construct) includes a significant cost in replacement pay and overtime for our members to leave town in order to conduct training.

While it is understood that $1,000,000 is a large investment, we believe that there are some significant grant opportunities to seek out which could reduce the development costs. If we are able to get federal grant funds we already own the land so the overall cost should be low and the returns for both the Fire and Police Department would be extremely high. Again by making it regional and for both Fire and Police, the annual maintenance cost should be very low.

Comment: Committee supports the concept as an integral component to the new station. Moving forward on this prior to those decisions are premature. This should have a detailed plan and location in relation to the larger capital building plan.

11. <u>20F4 Land Acquisition & Site Engineering- Station 1 Fire Headquarters</u>

The need for a new Station 1- Main Street Fire Headquarters Fire & EMS Station has been known for several years. There was an article on the voting ballot this past March to purchase land to construct a new Main Street Fire Headquarters Fire & EMS Station, but unfortunately it fell short of the necessary votes and failed. Even though it failed, the need is still there to replace the Main Street Fire Headquarters Fire & EMS Station.

The current station was constructed in 1967 and is in need of approximately $1,098,395 of facility needs (HVAC, roof, electrical, plumbing, site work etc.) in general the station is in fair to poor condition. The H.L. Turner facilities report identified that the finishes and many of the building systems are at, or near, the end of their useful life.

Firefighter safety, cancer prevention, living facilities, equipment storage and decontamination facilities are just a few of the major issues that were outlined as needs in the H.L. Turner facilities study completed in 2018.

Even if the $1,098,395 were put into the Station to address the facility needs, it is still deficient in size. The station, including the surrounding site, is at capacity with most noticeably a shortage for storage, office and meeting space. The fire apparatus barely fits into the apparatus bays due to the limited overhead space. When it is necessary to load fire hose back on one of the fire engines after a fire, it is necessary to perform this work outside in the driveway because there is not enough height inside the apparatus bay to accomplish this. The space available for equipment and vehicle maintenance is undersized as well, with much of the large apparatus vehicle maintenance occurring outside in the driveway. In addition the area provided for training is undersized and the station does not have a fire alarm or sprinkler protection system.

The intent of this CIP request would be to purchase sufficient property to construct a new Fire Headquarters Station. The lot/land area size to support a new Fire Headquarters facility would be 5-10 acres.

Comment: The CIP Committee fully supports this project, however, until issues associated with the pandemic and other economic factors are understood, the Committee did not engage discussion on larger projects such as this building project.

12. <u>20F5 Land Acquisition & Site Engineering- West Side Fire & EMS Facility</u>

Purchase land for a West-Side Fire/EMS facility. The lot/land area size to support a new Fire/EMS facility would be 5-10 acres. The new station would be constructed to modern day standards and be large enough to support growth of the Fire Department and the community. It is our intent that the lot/land size be large enough to also house a training facility as well should another sufficient location be established.

The Town has long pondered the construction of a Fire/EMS facility on the west side of the community. The response times to the west side of the community are some of the longest that we have. Approximately 18% or 1,000 calls occur in the west side area. Having a Fire/EMS facility on the west side will allow the Fire Department to better provide services because the closest unit would be dispatched (from the west side facility) which would reduce the time it takes to arrive at the incident. In addition, with the development of the Tuscan Village, and adding approximately 700+ additional annual incidents means we will be traveling from the Main Street Station towards the west side much more often.

It would make sense to also have a station on the west side of the development (Lowell Rd/Rte. 38 area) so incidents can be handled from multiple routes. Building a Fire/EMS facility on the west side is prudent and makes sense for a proper Fire and EMS service delivery model. The area that this station would cover has approximately 1,337 properties within the response district which equals $925,365,000 in assessed value. In 2019 SFD arrived on scene within 4 minutes or less at a District 4 incident approximately 52% of the time.

The intent of this CIP request would be to purchase sufficient property to construct a new West-side Fire/EMS Station. The lot/land area size to support a new West-side Fire/EMS Station a potential training facility (if one is not constructed on another site) would be 5-10 acres. If a training facility were to be constructed on another site, then this could potentially open the possibility of property locations with 5 acres or less.

Comment: The CIP Committee fully supports this project, however, until issues associated with the pandemic and other economic factors are understood, the Committee did not engage discussion on larger projects such as this building project.

13. 20F12 Facilities/Buildings- Station 3 Renovation & Addition- Engineering, site prep (& Generator)

This project will provide funding for engineering, civil and architectural design for the renovation and addition to the South Fire Station #3 on Lawrence Road. This project also includes the installation of a complete facility back-up generator on the site. The current facility was constructed in the 1970s and at that time provided facilities for 3 members on duty. The current facility does not currently meet the standards for a modern fire facility to house 5 members as it currently operates.

Firefighter safety, cancer prevention, living facilities, equipment storage and decontamination facilities are just a few of the major issues that were outlined as needs in the H.L. Turner facilities study completed in 2018. The current staffing of 5 members has only exacerbated these needs. The current generator will power only about 2/3 of the currently facility leaving much of the living areas underserviced. This issue was exacerbated this past year when an electrical fire occurred requiring the complete replacement of the electrical distribution panel and service entrance. The station operated on generator power for several days while the work was completed. The new generator would be designed and placed on the site so as to service the entire building including the proposed improvements.

Comment: Until issues associated with the pandemic and other economic factors are understood, the Committee did not engage discussion on larger projects such as this building project.

14. 21F12 Central Station Fire Protection System

This request will furnish and install a fixed fire protection system (sprinklers) in the Central Fire Station located on Main Street. The building was constructed in the late 1960s and does not meet many of the modern requirements for a public safety facility, primarily ADA and Fire Protection. This request will be an incremental step to make improvements. The Central Fire Station currently does not have any comprehensive fire detection and protection. This building houses our Fire Dispatch Center, Fire Administration, Fire Suppression and Mechanical divisions. It is occupied 24/7/365. The value of the vehicles and equipment which are unprotected exceeds $4,000,000 in this station. This is one of the needs outlined in the H.L. Turner facilities report from 2018.

Comment: Until issues associated with the pandemic and other economic factors are understood, the Committee did not engage discussion on larger projects such as the building project. In this case the

relationship between the larger projects and future use of the building should be addressed to determine the efficacy of investing in a possible short term outcome.

15. <u>20F3 Facilities/Buildings- HVAC System Replacement- Station 1</u>

This request will furnish and install a new efficient HVAC system in the Central Fire Station located on Main Street. The building was constructed in the late 1960s and has not undergone any significant upgrades since that time. The current HVAC system is more than 20 years old and upon its installation was not properly designed to provide efficient services to the existing structure. The new system will provide proper zoning, balance and temperature controls to the different uses of the building occupied by the members. Repairs to the current system are frequent and costly as evidenced by the $2,500 emergency repair completed this spring. This is one of the significant needs outlined in the H. L. Turner facilities report from 2018.

Comment: Until issues associated with the pandemic and other economic factors are understood, the Committee did not engage discussion on larger projects such as the building project. In this case the relationship between the larger projects and future use of the building should be addressed to determine the efficacy of investing in a possible short term outcome.

2.d: Assessing

1. <u>21A1 Statistical Revaluation</u>

Recommended for 2021 $170,000

The constitution and statutes of the State of New Hampshire require that property subject to a tax based on value be revalued at least every five years. Mass appraisals are conducted to complete a revaluation of all taxable property within a municipality in order to meet the legal requirement. A mass appraisal is the process of valuing all property by using standard methods and conducting various surveys. In this process, the appraisers collect data characteristics or elements on every individual property, assign values to these elements in the form of value tables, and correlate the value of these individual elements into a market value estimate for each property.

The major phases of the revaluation will be: Market Analysis, Valuation, Field Review and Informal Hearings; the Data Collection is completed on a cyclical basis assuring property data for each property is reviewed at least once every five years.

Employees from the contracted revaluation firm will be reviewing properties throughout the Town. Each employee will have their picture posted on the Assessor's web page, will wear an ID and carry a letter of introduction from the Assessor's Office.

The valuation phase will be starting late summer and will be finalized in mid-July 2021. Contractors will be driving through the town reviewing properties; an Assessors' Office sign will also be posted in the vehicle window, and their car will be registered with the Police as well as the Assessor's Office at Town Hall.

Comment: This is a process required by the NH Constitution (Part 2, Article 6) to ensure the fair and equitable assessment of properties throughout the community.

2.e: Community Services

1. **21CS1 Ingram Senior Center Front Entrance Renovations**

Recommended for 2021 $100,000

Currently the front entrance ramps at the Ingram Senior Center do not meet ADA requirements and are uncovered. During inclement weather this becomes a safety hazard. To correct this deficiency it is recommended that a redesign of the existing ramp walkways take place providing appropriate landings and a roof covering. To accommodate walker and wheel chair traffic along with regular pedestrian traffic, each walkway would need to be widened by approximately four feet. The estimated cost for the project is $100,000.

Comment: The elderly are considered "categorically included" as a class for CDBG funds. Therefore, the Committee recommended seeking grant funds for this project prior to assigning it Town funds through the CIP.

2. **21CS2 Ingram Senior Center Parking Lot Expansion Phase II**

Recommended for 2021 $45,000

The Ingram Senior Center has over 2,700 registered members creating parking challenges during a number of popular events and program activities. Phase II of the project will provide 11 additional parking spaces on the west side of the Ingram Senior Center Parking Lot. The project would entail excavation of the ground shelf adjacent to the west side of the parking lot along with excavation and placement of sub base and paving. Permitting and design have already been completed as part of the Ingram Senior Center Parking Lot Expansion Phase I that added 17 parking spaces funded by Salem Council on Aging. The estimated cost for this project is $45,000.

Comment: The CIP Committee supports this project moving forward, but recommends seeking CDBG funding. The elderly are considered "categorically included" as a class for CDBG funds. Therefore, the Committee recommended seeking grant funds for this project prior to assigning it Town funds through the CIP.

3. **22CS1 Michele Memorial Park Tennis Court Replacement and Sports Court Expansion**

The Tennis Courts at Michele Memorial Park are the only public tennis courts in the Town of Salem and are heavily used by organized tennis and pickle ball groups, high school tennis teams and general public open play. The courts are cracking and starting to fail. Efforts have been made to resurface, but the cracking and separation of material will require the courts to be removed and replaced. There is a growing demand by the adult population for sport court availability to play pickle ball. Currently pickle ball players use the four existing tennis courts. The project would provide for the

demolition and disposal of the existing four tennis courts, replacement of those courts and provide an additional multipurpose sports court. The estimated cost of this project is $210,000.

Comment: The High School tennis team uses the courts and a consideration of cost sharing should be determined.

2.f: Police Department

1. 21PD1 Administrative Vehicles

Recommended for 2021 $112,100

For budget year 2021 the Police Department is looking to purchase three Chevrolet Tahoe administrative vehicles. The three Tahoes would replace two 2010 Ford Explorers and one Ford Econoline Cargo van. The two Ford Explorers were leased in 2010 and purchased by the Town in 2013 at the conclusion of their lease. The Ford Explorers were originally assigned to the senior administration of the Police Department. Upon purchase of newer vehicles the Ford Explorers were reassigned to the Investigative Services Unit.

Both of these vehicles are reaching the end of their useful life cycle as an emergency response vehicle. Both are incurring unbudgeted repairs in order to remain operational. The lease of the Tahoes would allow for additional storage of equipment. Currently, the Tahoe is approximately $1,500 less expensive than the Ford Interceptor. Additionally, the turnaround on build and delivery is faster than the Ford Interceptor. As these would exclusively be Administrative vehicles I do not foresee fuel consumption as a concern.

The third Tahoe would replace a Ford Econoline van. The van was donated to the police department by RGA Towing. The van has been assigned to the Southern New Hampshire Special Operations Unit to transport Salem personnel and equipment to training and active call out situations. The van had been refurbished prior to the donation. This vehicle has also outlived its usefulness for this purpose and would not pass inspection at this time. The Tahoe would allow for the safe transport of personnel and equipment. It will also be used by the Administrative Lieutenant as needed for frequent trips to the Rockingham County Superior Court in Brentwood.

The two Ford Explorers could be repurposed and assigned to Inspectional Services. While they do not meet the safety standard of an emergency vehicle, they are suitable for this purpose. The Ford Econoline van would be sold for parts with the proceeds going into the general fund.

Comment: The CIP Committee supports the replacement of the administrative vehicles and recommends a discussion with the Fire Department for determining the best reuse strategy. The Committee encourages the Department to consider other options for replacement of the Ford Econoline van.

2. 22PD2 Fleet Replacement

Budget year 2022 would mark our three year complete fleet changeover. In 2019, we leased a complete fleet of eleven (11) Dodge Chargers. The new fleet will be an all-wheel drive sport utility vehicle. The SUV will provide us the opportunity to utilize the vehicles year round, an option which is

not always available with the Chargers during harsh New England winters. The SUV also provides a larger cabin area providing more room for officers who operate the vehicles up to eight (8) hours per day.

The three most popular SUV police vehicles on the market are the Ford Interceptor, Chevrolet Tahoe, and Dodge Durango. The final cost of the project will depend on the 2021/2022 state bid price for the vehicle and which vehicle best suits the needs of the Police Department. In addition to the changeover to the SUV patrol vehicle there will be a need to purchase emergency equipment including prisoner transport partition, console, light bar package, push bars, etc. The cost for this upgrade would be put out for a quote prior to the 2022 CIP meeting.

The 2022 CIP request will also incorporate the six (6) year purchase of administrative vehicles. The department currently has five (5) 2016 Ford Fusions assigned to the Investigative Services Unit. These vehicles would be replaced with a similar model and the old fleet can be repurposed to Inspectional Services as we have done in the past.

Comment: The CIP Committee recommends this request, as it follows the established vehicle replacement schedule for the Department.

2.g: Municipal Services

2.g.1: ENGINEERING DIVISION:

1. **<u>20E5 Main & Pleasant Intersection</u>**

Recommended for 2021 $647,500

Project involves reconstruction of the Pleasant Street / Main Street signalized intersection to improve intersection geometry, function, and safety. The right-turn radius from Pleasant Street to Main Street will be increased to better accommodate trucks and other turning traffic. The raised island on the driveway approach will be narrowed to better align crossing traffic. ADA compliant pedestrian crossings will be provided on all intersection legs. Improvements will be made to the drainage system and utilities, curbing and sidewalk will be replaced, and the roadways will be repaved. Signal equipment will be replaced with modern electronics and hardware and ornamental style fixtures.

Comment: These projects are part of the fabric of Tuscan and Depot related projects and therefore part of a plan and funding approach using impact fees and State funding. Therefore moving forward would be advised.

2. **<u>21E11 Mall & Pleasant Intersection</u>**

Recommended for 2021 $388,000

Project involves reconstruction and realignment of the Pleasant Street / Mall Road intersection to improve intersection geometry, function, and safety. At the request of Stephen G. Pernaw, P.E., PTOE, the Town's Traffic Engineer, and as a condition of the Planning Board's site redevelopment approval, Seritage Growth Properties was tasked with evaluating an alternate layout at the

intersection of Mall Road / Pleasant Street. Seritage has conceptually designed an alternate layout with Mall Road (east) to Pleasant Street (south) as the through movement and Pleasant Street (north) intersecting under stop sign control. This un-signalized intersection is projected to operate at Level of Service "C" or better through 2028.

Comment: These projects are part of the fabric of Tuscan and Depot related projects and therefore part of a plan and funding approach using impact fees and State funding. Therefore moving forward would be advised. At this point there are not currently enough impact fees available. The CIP Committee supports moving forward if impact fees become available.

3. <u>20E5 Ring Road Design</u>

Recommended for 2021 $510,000

Project involves design of a traffic signal at the North Broadway / Willow Street intersection (Node 20) and improving the roadway connection along Willow Street to the signalized Main Street / Pleasant Street intersection (Node 4). The Depot intersection (N. and S. Broadway / Main St) experiences a high level of congestion, motorists endure long delays traveling through the area, and the intersection has the highest crash rate in Salem. In 2011 the Salem Planning Board adopted a Depot Intersection Redevelopment Concept Plan that depicted "loop roads" around the intersection in an effort to improve access to properties for redevelopment and to efficiently move traffic through the area. These have become known as the Depot "ring roads" and traffic studies have shown that they will be beneficial in reducing congestion at the Depot intersection by allowing a certain amount of traffic to bypass it. Signalizing the ring road intersections will improve access to connected roadways, thereby promoting use of the ring roads. Improved access and reduced congestion will improve the existing condition and support continued economic development.

Comment: These projects are part of the fabric of Tuscan and Depot related projects and therefore part of a plan and funding approach using impact fees and State funding. Therefore moving forward would be advised.

4. <u>21E10 Road Program</u>

Recommended for 2021 $3,000,000

In the early 2000s Salem's roadway network was in bad shape. A Road Committee was conceived in 2007 to establish a plan to address the situation, and a top down engineering analysis was completed. From this analysis, a coordinated plan was developed that involves a mix of annual resurfacing (mill & overlay) and full reconstruction efforts. The Road Program plan guidelines include spending ~$1.2M annually on maintenance, ~$500K annually in neighborhoods (local), the remainder on main roads (operational); ~$60-100K annually in crack seal, escalating funding 3% annually to maintain scope (against inflation), addressing roads relative to their Pavement Condition Index (PCI), updating PCI Index about every 5 years, updating the overall plan yearly, completing short roads and gravel roads with remaining funds annually, and reconstructing industrial roads (1 per year) beginning in 2017.

Comment: The committee recommended a reduction in funding to $3 million. There were three approaches: the PCI score for the programs in the area of Mill and Overlay in many cases exceeded a 70. The program is predominantly a paving program; the Committee felt that other types of infrastructure work related to roads such as drainage, roadway realignment for safety, roadway widening, and other road infrastructure projects that are not typically a consideration under the program, should be considered in the future. The Road Program has been extremely successful in improving the quality of Salem's roads. A determination should be made whether the scope of the program should be broadened to include additional roadway infrastructure needs.

5. <u>21E2 Bridge Street Bridge</u>

Recommended for 2021 $3,000,000 (Bond)

This request is for construction of a replacement bridge on Bridge Street over the Spicket River. The Board of Selectmen approved proceeding with an Engineering Study in 2019 to better define what the Bridge Street bridge replacement will entail (scope and cost). Final Design of a replacement bridge for construction is being completed this year. The Bridge Street Bridge continues to deteriorate, as observed during annual NHDOT inspections and courtesy reviews by the Town's bridge consultant and may be subject to reduced load ratings in the near future, which would limit area commerce and travel. The detour route around the bridge is 4+ miles.

Comment: The Town has been fortunate in receiving State funding in this program in the past. Currently the program is not funding projects. The Town should reengage the State and make requests where possible for funding. The other opportunity to defer these larger projects is through bonding. The life of the bridge will exceed the life of a bond.

6. <u>21E9 MS4 Permit</u>

Recommended for 2021 $160,000

The New Hampshire Small Municipal Separate Storm Sewer Systems (MS4) General Permit became effective July 1, 2018 and requires reporting, outfall sampling, training, and mitigation of illicit discharges. A small MS4 is defined as a publicly owned conveyance or system of conveyances from ditches, curbs or underground pipes that divert storm water into the surface waters of the state. The permit was issued by the EPA as authorized under the Clean Water Act (CWA). Any non-compliance with any requirement of this permit constitutes a violation of the permit and the CWA and may be grounds for an enforcement action and may result in the imposition of injunctive relief and/or penalties. In addition to being Federally required, improving the Town's storm water systems by identifying and eliminating discharges of pollutants will improve water quality to the benefit of all of Salem's residents and visitors. The Town is currently being audited by the EPA for conformance to permit.

Comment: The requirement is clearly evident as emphasized by the EPA. The Town is currently being audited by the EPA for conformance to permit, and is in continual communication with the EPA.

7. **<u>21E12 Drainage Improvement</u>**

Recommended for 2021 $120,000

The existing drainage system along the west side of South Broadway, between Rockingham Park Boulevard and Cluff Crossing Road, includes a ditch, pipes, and basins that have filled with debris and sediment over time, and is poorly drained. The ditch side slopes are steep making access/maintenance difficult. It collects trash, particularly in areas of standing water, which is unsightly and unhealthy. More than 600 lbs. of trash were removed from this 1/4 mile segment during a recent spring cleanup. Drainage system improvements should be made soon to align with scheduled area transportation and bike-ped corridor projects.

Comment: This is one of the type of projects that should be considered for inclusion in the Road program as cited above.

2.g.2: PUBLIC WORKS DIVISION:

1. **<u>20MS1 Facilities Assessment</u>**

Recommended for 2021 $200,000

This was funded in FY2020 but remains on hold, if funding is diverted due to pandemic costs this request shall stand. Lead up to a Superbond for Facilities - the consultant will prepare a conceptual development, design, and budget based on the preferred recommendations and/or alternatives including review of any/all facility assessments associated with the project. The estimate will be based on dollar per square foot value for each of the building types (e.g., offices, employee facilities, trade shops, vehicle maintenance, vehicle wash, etc.). The cost estimate will include the preparation of a detailed conceptual level building and/or site to identify anticipated development costs which are site specific. As with the pre-design development budget, the cost estimate will also identify potential soft costs associated with the project, including design contingencies, construction contingencies, and clerk-of-the-works services, printing of bid documents, architectural and engineering design fees, borrowing costs, inflation, and insurance during construction. The consultant will prepare presentation material and assist the Town with presenting the project to the appropriate Town committees, Town boards, the public, and other interested parties. Presentation materials to include colored conceptual building and site plans, conceptual 3D site modeling, and PowerPoint presentations and handouts.

Comment: Funded for 2020, it is currently on hold due to the budget freeze. This project is crucial to coordinating the projects that are not public safety with the public safety projects. The more detailed assessment of non-public safety buildings has not been accomplished; as a result the coordination of an overall building programs requires this analysis.

2. 20PW1 Pine Grove Cemetery

Recommended for 2021 $65,000

This was funded in FY2020 but remains on hold; if funding is diverted due to pandemic costs this request shall stand. A Master Plan was done on Pine Grove Cemetery in 2018 which developed recommendations to implement phased improvements and expansions, providing burial space for the residents of Salem and improving the efficiency of operations and maintenance. Implementation of these recommendations will extend the cemetery's operational lifespan from approximately 16 ½ years to an estimated 30 years. This is continued work for Phase 1, 3-5, expansion of the casket plots burials in back section of Pine Grove. Tree clearing and grubbing was completed in 2019.

Comment: This is an important project to extend the operational lifespan of the cemetery. The Committee supports this project moving forward in 2021 if it is not able to occur in 2020 due to the budget freeze.

3. 20PW11 Vehicle Replacement – T2

Recommended for 2021 $150,000

This Trackless machine is used in a large variety of ways with multiple maintenance attachments including front flail mower, side boom flail mower, 14' large mower deck, finish deck mower, front broom, sidewalk snow blower and V-plow. The vehicle plays a vital role in pedestrian safety for clearing of snow for timely access of children walking to school. This piece of equipment has been deferred 7 years beyond its life expectancy replacement plan of 10-15 years. It has had extensive metal fabrication to the floor, doors, panels and front of cab due to excessive exposure to salt and corrosive materials that are found on the sidewalks in higher concentration. This machine will be utilized as a front line apparatus during our winter emergency operation plan. The need for sidewalk maintenance has become an increasing demand on the Department and good reliable equipment is required to keep up with that level of desired service.

Comment: The Committee is supportive of this project, especially if grant funding is available.

4. 21PW4 Vehicle Replacement – D19

Recommended for 2021 $200,000

This vehicle is a front line plow and salting truck vital to our town wide safety in our Winter Emergency Operation Plan. It is also utilized for hauling all construction materials such as gravel, stone, hot top, and soil for the completion of work projects. If approved, this vehicle will have exceeded its life expectancy of 8-10 years by 2 years as it has been deferred since 2020. The dump body has become excessively deteriorated from corrosion as well as the undercarriage and associated plowing equipment. During our State of NH motor vehicle inspections in the fall of 2018 we expended $3,192.37 on this vehicle replacing brake cans, slack adjusters and many other components of the vehicle which have deteriorated caused by salt corrosion such as the air tank.

Comment: The Committee is supportive of this request.

5. **21PW9 Vehicle Replacement – S28 & D26**

Recommended for 2021 $200,000

S28 & D26 will be replaced with one truck equipped with multiple purpose bodies for different applications and seasons. S-28 is a frame-mounted salter with a front plow & wing combination for winter weather operations. This piece of equipment is a main-line vehicle during winter weather operations which is responsible for a full plow route (Route 21), primary salt route (Route 90, and a secondary salt route (Route 8) as well as being responsible for mixed applications (sand and salt) around the lakes areas. D-26's operational use is both hauling the chipper and its grindings, as well as in the spring and fall carrying the leaf vacuum and its grindings. This truck when replaced will also be utilized as a large 6-wheel dump truck that can haul various materials throughout the winter seasons while the rest of the fleet is assembled for winter operations.

Comment: The Committee is supportive of this project, especially if grant funding is available.

6. **20PW9 Vehicle Replacement – P6**

Recommended for 2021 $55,000

This vehicle is assigned to an on-call foreman within the Public Works Division of Municipal Services. P-6 responds to 24 hour emergency calls from Police and Fire as well as Public Works including road closures, downed trees, power lines, and traffic control lighting issues. During winter weather seasons P-6 performs with a front plow which aids plow routes when large vehicles have mechanical issues as well as monitoring contractors and assisting where needed. P-6 is 10 years old and has exceeded 125 thousand miles; at this point full replacement with updated plow equipment and safety lighting is recommended. In the 2019 - 2020 operating seasons P-6 has cost the Town over $8,100 at this time to keep it operating efficiently with costs expected to rise with age and mileage. The mileage on this drivetrain causes a concern about reliability with its severe-duty operations, i.e. plowing roadways and towing numerous types of trailers including pavement trailers.

Comment: The Committee is supportive of this request.

2.g.3: UTILITIES DIVISION:

1. **23W1 Main St Phase I & II Water Work**

Recommended for 2021 $350,000

This would be design for Phase I & II replacement of almost 8,000' of the 12" water main on Main Street from Millville Street to Bridge/School Street. The water main on Main Street is cast iron from 1900s and is well past its useful life. The pipe was lined in the 1940s to extend life at the time and help with water quality. Main Street will be undergoing a Master Plan to reconstruct roads and sidewalks through the stretch of Millville to Bridge/School Street. It is imperative that the water be replaced before reconstruction.

Comment: The CIP Committee is supportive of this request which can be funded without raising water rates.

2. **21W1 Atkinson Road Water Main**

Recommended for 2021 $510,000

As part of the Regional Water Line project, a new water main will be extended down Shannon Road to Westside Drive where it will enter Atkinson. The water main on Atkinson Road currently ends at #52 and limits water flow and quality. This project would tie Atkinson Road directly into a looping line with Shannon Road creating better water flow, quality, and redundancy. This project could be bundled with water improvements on Duston Road. Atkinson Road is scheduled for mill and overlay in 2022; Duston is a reconstruction in 2023. This would be an extension of the 16" water main 1,100' from 52 Atkinson Road to the Shannon Road intersection by Westside Drive.

Comment: The CIP Committee is supportive of this request which can be funded without raising water rates.

3. **21W3 West Duston Pump Station Design**

Recommended for 2021 $150,000

The Town's water system master plan has identified a low pressure zone that prohibits servicing residents with in a zone identified as "Canobie Phase II". The Town is currently expanding water and sewer (2020 active construction) in the West Duston area neighborhood. The current 2020 budget allows for the design of a booster station and a looped water main. The low pressure zone creates fire protection and water quality issues in the existing system. The Town has recently completed a feasibility study which will dovetail into a design of the booster station intended on correcting the system deficiencies.

Comment: The CIP Committee is supportive of this request which can be funded without raising water rates.

4. **21S3 Twinbrook Ave. Sewer Extension**

Recommended for 2021 $180,000

Twinbrook Ave. is programmed for reconstruction in 2021 according to the Town's 10-year Road Program. The road is currently in design and has been identified for a sewer minor extension project. Currently 14 homes in the neighborhood are not serviced by sewer. The road reconstruction project will provide sewer service.

Comment: This project cannot be funded with existing Sewer funds and would require raising sewer rate by $0.30. The Committee recommends that the Board of Selectmen consider using Sewer DBA funds for this project.

5. **20S1 Former WWTP – Basement**

The basement of the former main control and operations building at the former wastewater treatment plant still remains below the surface including still housing all mechanical equipment. This

project will remove any contaminated equipment and PCB coated items so the basement can be demolished and filled in. Part of the project may involve the EPA due to the levels of PCB contaminant levels that were found in the paint used for the surfaces of concrete floors and walls including the mechanical equipment.

Comment: This is a necessary expenditure, and will reduce the costs associated with repeated pumping. The Sewer Fund cannot support this project. Consider combining this project with the larger soil remediation project bond, if allowable.

6. **22S1 Former WWTP – Soils Remediation**

This involves the cleanup of contaminated soils consuming an approximate area of 28,000 square feet in a location of the back field of the former WWTP. Volatile organic compounds (VOCs), primarily chlorinated VOCs (cVOCs), have been detected in groundwater within the upper and lower units, and a location believed to be the primary source area has been identified. Various phases of investigation and remediation have been performed since 1987 and a final plan for remediation is being developed for review by NHDES. Remediation methods could include any of the following: Soil Vapor Extraction (SVE), Zero Valent Iron (ZVI)/Bioremediation, Excavation, and Thermal all of which have different costs.

Comment: A more finite determination of costs and methods to pay for those costs should be established. It is understood that this exceeds what the sewer fund could address. Bonding of the cost was investigated and is dependent on remediation and potential sale of the land.

Section 3: Recommendations

The spreadsheet titled 2021 Funding Recommendations indicates the recommended projects. The projects are rated for the first two years of the program for all department except for Municipal Services. Added to the rating is a cap on multiple funding areas to establish a reasonable "above and below" the line projects. The cap is based on last year's assessment of funding availability carried forward. Dependent on the impacts of COVID 19 this may become more conservative than the last year's projections. The spreadsheets provide multiple looks at the data. The primary spreadsheet is sorted by rating, department, and year. Others document the projects by department first to show the relationship of the rating to each department. The above narratives document the projects that are recommended and those that are not recommended.

Section 4: Future Considerations

4.a: Investing in Capital Projects:

A Capital Improvements process involves the merging of multiple sources of data, project management approaches, analysis from multiple professions, priorities, impact mitigation, proactive planning, and responding to changes in community demands. The commonality of a CIP is that it can be defined simply as an investment strategy across multiple departments and assets. An investment strategy can have

multiple options and portfolios for investment. Each investment can have different short and long term approaches through a variety of options, much like the CIP. Therefore, the key to the CIP is to treat the document and the process as an investment strategy. Applying investment strategy principles to a CIP we would interpret the following:

- **Effective diversification:** In investment this is tied to the saying "do not put all of your eggs in one basket". In the case of CIP there is a danger in focusing on one aspects of the plan to the determinant of other assets. The problems arise when the ignored assets become more expensive liabilities from both a cost and services perspective. Therefore the lesson: diversify the investment in assets and long and short term approaches to avoid the creep of costs by the ignored assets.
- **Active management:** In investing this would be construed as actively tracking the market and adjusting the portfolios to respond to fluctuations. In CIP the active tracking is knowing that costs are fluctuating. Therefore acting on projects to reduce costs should be based on research to determine if; there is a market position to provide lower costs, or the asset is improved before the impact becomes more costly, or newly available non-tax revenue can be tied to an improvement. These are factors that require tracking to merge opportunities with investments.
- **Cost efficiency:** There are a multitude of approaches for investment decisions, from do-it-yourself day traders, to a fund manager with high functioning research often with the disadvantage of high rates. What this teaches us for CIP, is that there is a cutoff point where the analysis leads to a wise investment or too much analysis leads to poor cost efficiency. Additionally in the CIP process the cost-benefit of a project needs to be addressed. Given the depreciation of an asset well beyond its value, the cost-benefit is often described as a subjective loss of services. Where possible, the value needs to be as a cost-benefit in financial terms.
- **Tax efficiency:** Surprisingly, the investment strategy and CIP have different views but the same desired outcome, avoid taxes. Investments attempt to avoid taxation; CIP investments try to avoid using taxes. Both strategies adjust their investments to choose other paths away from tax impacts.

Recommendations Process Changes

The issue with the CIP is that each application is a separate divergent approach to the asset investments. What can be considered as all apples becomes an exercise in comparing apples to grapes and oranges. The plan is the investment portfolio; the investments are the separate asset types within the plan. Therefore here are a few approaches that we should consider to create a more uniform approach to the CIP investment:

Rolling Stock: Create one uniform spreadsheet to track the investments over 15 years, or multiple cycles of the same assets. Regardless of the difference between an Ambulance and a Front end Loader they have common attributes: life cycle, depreciation, investment cycle, asset features, and role in the organization. These can be assigned to a common spreadsheet to create a comprehensive rolling stock investment strategy.

Track Market Costs: Understanding paving costs, construction market costs and materials provides a CIP that can adjust to the markets to undertake the best investment approach. This would represent the Active Management approach, understanding when the investments should occur to minimize the costs. While a 20 year bond spreads the costs, the initial bond value should be achieved at the most optimum

time to lower the cost of the bond. In addition, tracking growth in taxation over time and mirroring that data with bond information will help understand how new growth can absorb new debt. Understanding the relationship between projected revenue and projected CIP costs can solve many of the out years projects by setting the foundation for the decision, available revenue.

Process and Information: As a project moves through the CIP process in terms, data, and costs estimating methods, narrative, and documentation is crucial. Using spreadsheets is a positive way of tracking the overall investments, actually comparing the commonality between projects requires narrative and ratings. Therefore using a database becomes the foundation to create a dialogue across multiple departments and assets types. A database also allows the continual shifting of the investment back and forth with little effort to run scenarios until the correct sequence of investment is achieved. Additionally using a database approach to an online system allows the applicant to enter their projects year round as ideas are developed. This moves the process from a static annual rush to apply for CIP to one that captures ideas as they are developed. This increases the quality of the proposals as the application process and the internal review is year round.

Financial Indicators: Depreciation, cost-benefit of holding an asset longer, ancillary costs such as licenses and agreements are all costs that can be measured to determine the costs associated each decision. Financial indicators need to be part of the dialogue early in the process to increase the commonality between applicants. A standard set of measurements that compare the short and long term costs of a CIP items is necessary to avoid the surprises of unanticipated costs. Projecting the lifecycle costs of assets is crucial to determine the best option. The data might include: case studies from the private sector in fleet management, typical market indicators from publications for construction, average per unit costing to determine cost effectiveness, and determination of market pressures for trades, amongst other indicators.

Appendix A: Spreadsheets

Department	Code	Year	Project	Source(s)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Fire										
	20F1	2021	Communications- Zetron Station Dispatch Alert System	Impact Fees	$ 70,000					
	20F2	2021	Communications- Radio Box Fire Alarm Receiver Equipment	Tax Levy	$ 85,000					
	20F3	2021	HVAC System Replacement- Station 1	Tax Levy	$ 220,000					
	20F4	2021	Land Acquisition & Site Engineering- Station 1 Fire Headquarters	Bond/Impact Fees	$ 3,500,000					
	20F5	2021	Land Acquisition & Site Engineering- West Side Fire & EMS Facility	Bond	$ 1,500,000					
	20F7	2021	Safety Equipment- Portable Radios	Tax Levy	$ 451,000					
	20F8	2021	Safety Equipment- Self Contained Breathing Apparatus	Tax Levy	$ 103,412					
	20F11	2021	FD Staff Vehicle- 2007 Chevrolet Tahoe- replaced with Colorado	Tax Levy	$ 27,574					
	20F12	2021	Station 3 Renovation & Addition- Engineering, site prep	Bond	$ 831,072					
	21F1	2021	FD Staff Vehicle- 2004 Chevy Tahoe	Tax Levy	$ 61,729					
	21F2	2021	Ambulance- 2010 Horton	Tax Levy	$ 377,626					
	21F7	2021	Assistant Chief Vehicle	Tax Levy	$ 69,550					
	21F8	2021	Deputy Chief of Operations Vehicle	Tax Levy	$ 69,550					
	21F9	2021	Fire Chief Vehicle	Tax Levy	$ 52,540					
	21F10	2021	Public Safety Training Facility	Tax Levy	$ 1,000,000					
	21F11	2021	Battalion Chief/Shift Commander Vehicle	Tax Levy	$ 82,610					
	21F12	2021	Central Station Fire Protection System	Tax Levy	$ 120,000					
	21F6	2022	Station 3 Renovation & Addition- Construction (& Generator)	Bond		$ 5,996,903				
	22F1	2022	Construct & Outfit New Fire Headquarters	Tax Levy		$ 21,500,000				
	22F2	2022	Engine- Replace 1994 Pierce Pumper	Tax Levy		$ 825,243				
	22F3	2022	Ambulance- 2015 Horton	Tax Levy		$ 351,417				
	23F3	2022	Paramedic Vehicle- 2017 Chevy Tahoe	Tax Levy		$ 79,360				
	23F1	2023	Ambulance- 2016 Horton	Tax Levy			$ 365,473			
	23F2	2023	FD Staff Vehicle- 2013 Chevy Tahoe	Tax Levy			$ 66,700			
	24F2	2024	Construct & Outfit West Side Facility	Tax Levy				$ 13,978,267		
	24F3	2024	Ambulance- 2017 Horton	Tax Levy				$ 380,092		
	24F4	2024	FD Staff Vehicle- 2009 Chevy Tahoe	Tax Levy				$ 70,035		
	25F1	2025	Engine- 2006 Pierce Pumper	Tax Levy					$ 949,030	
	25F2	2025	Ambulance- 2018 Horton	Tax Levy					$ 395,296	
	25F3	2025	FD Utility Truck- 2015 Chevy 3500 Pick-up	Tax Levy					$ 62,000	
	24F1	2026	Quint Aerial Engine	Tax Levy						$ 1,500,000
Town Manager										
	21TM1	2021	Server Replacement	Tax Levy	$ 85,000					
	24TM1	2024	Townwide PC Replacement	Tax Levy				$ 100,000		
	25TM1	2025	Townwide PC Replacement	Tax Levy					$ 100,000	
Total Town Manager					**$ 85,000**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**	**$ -**
Police										
	21PD1	2021	Administrative Vehicles	Tax Levy	$ 112,100					
	22PD2	2022	Vehicles	Tax Levy		$ 560,000				
	22PD3	2022	New Police Station- Design & Build	Bond		$ 25,000,000				
	23PD1	2023	Vehicles	Tax Levy			$ 170,000			
Total Police					**$ 112,100**	**$ 25,560,000**	**$ 170,000**	**$ -**	**$ -**	**$ -**
Assessing										
	21A1	2021	Townwide Revaluation	Tax Levy	$ 170,000					
Total Assessing					**$ 170,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Community Services												
21CS1	2021	Ingram Community Center Front Entrance Renovations	Tax Levy	$ 100,000								
21CS2	2021	Ingram Senior Center Parking Lot Expansion Phase II	Tax Levy/Impact Fees	$ 45,000								
22CS1	2022	Michele Memorial Park Tennis Court Replacement/Expansion	Tax Levy/Impact Fees		$ 210,000							
23CS1	2023	Millville Beach Park Renovations	Bond/Impact Fees			$ 125,000						
23CS2	2023	Ingram Senior Center 2nd Floor Improvements	Bond/Impact Fees			$ 1,000,000						
24CS1	2024	Hedgehog Park Renovation & Expansion	Bond/Impact Fees				$ 500,000					
25CS1	2025	Town of Salem Park	Bond/Impact Fees					$ 3,600,000				
Total Community Services				**$ 145,000**	**$ 210,000**	**$ 1,125,000**	**$ 500,000**	**$ 3,600,000**	**$ -**			
Community Development												
21CD1	2023	Salem Bike-Ped Corridor Phase 7	Tax Levy/Grant			$ 800,000						
23CD2	2023	Town-wide Flyover and Mapping Project	Tax Levy/Water Rates			$ 50,000						
22CD1	2024	Salem Bike-Ped Corridor Phase 8	Tax Levy/Grant				$ 500,000					
23CD1	2025	Salem Bike-Ped Corridor Phase 9	Tax Levy/Grant					$ 1,000,000				
Total Community Development				**$ -**	**$ -**	**$ 850,000**	**$ 500,000**	**$ 1,000,000**	**$ -**			
Engineering												
20E5	2021	Main/Pleasant Intersection (Node 4) - Construction	Impact Fees	$ 647,500								
21E2	2021	Bridge Construction - Bridge St over Spicket River	Tax Levy	$ 3,000,000								
21E6	2021	Ring Road Design	Impact Fees	$ 510,000								
21E9	2021	MS4 Compliance	Tax Levy, Grant	$ 160,000								
21E10	2021	2021 Rd Program - Reconstruction & Engineering	Tax Levy	$ 4,953,376								
21E11	2021	Mall Road/Pleasant Intersection - Construction	Impact Fees	$ 388,000								
21E12	2021	S. Broadway Drainage Improvement	Tax Levy	$ 120,000								
21E4	2022	N. Broadway/Willow St Intersection (Node 20) - Construction	Impact Fees		$ 852,241							
21E5	2022	Northwest Depot Ring Road (Node 4 to 20) - Construction	Impact Fees		$ 201,000							
22E2	2022	S. Broadway/Coca-Cola Intersection (Node 8) - Construction	Impact Fees		$ 1,054,703							
22E3	2022	Main St/Church Ave/Millville St Intersection (Node 22) - Design	Impact Fees		$ 962,921							
22E4	2022	Southeast Ring Road (Node 8 to 22) - Construction	Impact Fees		$ 514,500							
22E5	2022	S. Broadway Widening (Coca-Cola to Post Office)	Impact Fees		$ 427,705							
22E8	2022	2022 Rd Program - Reconstruction & Engineering	Tax Levy		$ 5,255,036							
23E2	2022	Bridge/Culvert Engineering - Millville St at Hittytitty Brook	Tax Levy		$ 175,000							
23E1	2023	Misc. Culverts and Drains Replacement - Construction	Tax Levy			$ 150,000						
23E3	2023	MS4 Compliance	Tax Levy			$ 200,000						
23E4	2023	2023 Rd Program - Reconstruction & Engineering	Tax Levy			$ 5,412,687						
23E5	2023	Veterans/Geremonty Design	Tax Levy			$ 50,000						
23E6	2023	Main St/Church Ave/Millville St Intersection (Node 22) - Construction	Impact Fees			$ 962,921						
24E2	2023	Bridge Engineering - Lou Ave	Tax Levy			$ 175,000						
24E3	2023	Bridge/Culvert Construction - Millville St at Hittytitty Brook	Tax Levy			$ 900,000						
21E8	2024	Main St/Geremonty Dr Intersection Design	Impact Fees				$ 102,399					
24E4	2024	MS4 Compliance	Tax Levy				$ 200,000					
24E5	2024	2024 Rd Program - Reconstruction & Engineering	Tax Levy				$ 5,575,068					
24E6	2024	Veterans/Geremonty Construction	Tax Levy				$ 500,000					
24E7	2024	Main St Reconstruction - Phase 1 Design (Millville St to Geremonty Dr)	Tax Levy				$ 400,000					
24E8	2024	Lawrence Rd./Veterans- Design	Impact Fees				$ 50,000					
22E6	2025	Main St/Geremonty Dr Intersection Improvements	Impact Fees					$ 468,601				
25E2	2025	Bridge/Culvert Construction - Lou Ave	Tax Levy					$ 900,000				
25E3	2025	MS4 Compliance	Tax Levy					$ 200,000				
25E4	2025	2025 Rd Program - Reconstruction & Engineering	Tax Levy					$ 5,742,320				
25E5	2025	Lawrence Rd./Veterans- Construction	Tax Levy					$ 500,000				
25E6	2025	Shannon Road Culvert- Design	Tax Levy					$ 40,000				

	25E7	2025	Main St Reconstruction - Phase 1 (Millville St to Geremonty Dr)	Tax Levy						$ 4,230,000		
	25E8	2025	Main St Reconstruction - Phase 2 Design (Millville St to Geremonty Dr)	Tax Levy						$ 400,000		
	26E1	2026	Shannon Road Culvert- Construction	Tax Levy							$	200,000
	26E2	2026	Main St Reconstruction - Phase 2 (Geremonty Dr to N Main St)	Tax Levy							$	4,230,000
	26E3	2026	MS4 Compliance	Tax Levy							$	200,000
	26E4	2026	2026 Rd Program - Reconstruction & Engineering	Tax Levy							$	5,914,860
Total Engineering					**$ 9,778,876**	**$ 9,443,106**	**$ 7,850,608**	**$ 6,827,467**	**$ 12,480,921**		**$**	**10,544,860**
Public Works												
	20PW1	2021	Pine Grove Cemetery- Phase 1 & 3 Expansion	Tax Levy	$ 65,000							
	20PW9	2021	Vehicle Replacement Program P6	Tax Levy	$ 55,000							
	20PW11	2021	Vehicle Replacement Program T2	Tax Levy	$ 150,000							
	21PW4	2021	Vehicle Replacement Program D19	Tax Levy	$ 200,000							
	21PW9	2021	Vehicle Replacement Program S28 & D-26	Tax Levy	$ 200,000							
	20PW5	2022	Vehicle Replacement Program D18	Tax Levy		$ 195,000						
	20PW7	2022	Vehicle Replacement Program D85	Tax Levy		$ 62,000						
	20PW8	2022	Vehicle Replacement Program L33	Tax Levy		$ 225,000						
	21PW1	2022	Public Works Enclosed Cold Storage	Tax Levy		$ 500,000						
	21PW2	2022	Public Works Materials Shed Construction	Tax Levy		$ 350,000						
	21PW3	2022	Public Works Truck Wash	Tax Levy		$ 1,500,000						
	21PW5	2022	Vehicle Replacement Program P8	Tax Levy		$ 55,000						
	21PW6	2022	Vehicle Replacement Program P88	Tax Levy		$ 75,000						
	21PW7	2022	Vehicle Replacement Program S22	Tax Levy		$ 175,000						
	20PW10	2023	Vehicle Replacement Program P81	Tax Levy			$ 55,000					
	21PW8	2023	Vehicle Replacement Program S23	Tax Levy			$ 175,000					
	21PW10	2023	Vehicle Replacement Program SW50	Tax Levy			$ 230,000					
	21PW11	2023	Vehicle Replacement Program T3	Tax Levy			$ 150,000					
	22PW1	2023	Public Works - Main Building Rehabilitation	Tax Levy			$ 2,000,000					
	22PW5	2023	Vehicle Replacement Program S24	Tax Levy			$ 175,000					
	20PW6	2024	Vehicle Replacement Program D84	Tax Levy				$ 62,000				
	22PW2	2024	Vehicle Replacement Program BH56	Tax Levy				$ 120,000				
	22PW4	2024	Vehicle Replacement Program D86	Tax Levy				$ 62,000				
	22PW6	2024	Vehicle Replacement Program S25	Tax Levy				$ 175,000				
	22PW7	2024	Vehicle Replacement Program S27	Tax Levy				$ 145,000				
	22PW3	2025	Vehicle Replacement Program D10	Tax Levy					$ 230,000			
	23PW1	2025	Vehicle Replacement Program FB36	Tax Levy					$ 160,000			
	23PW3	2025	Vehicle Replacement Program T4	Tax Levy					$ 150,000			
	24PW1	2025	Old Rockingham Road Warehouse Demolition	Tax Levy					$ 50,000			
	24PW2	2025	Pine Grove Cemetery - Phase 2 Expansion	Tax Levy					$ 600,000			
	24PW4	2025	Vehicle Replacement Program S15	Tax Levy					$ 185,000			
	23PW2	2026	Vehicle Replacement Program G40	Tax Levy							$	295,000
	24PW3	2026	Vehicle Replacement Program P7	Tax Levy							$	55,000
	24PW5	2026	Vehicle Replacement Program S16	Tax Levy							$	185,000
	25PW1	2026	Vehicle Replacement Program V51	Tax Levy							$	55,000
	26PW1	2026	Town Hall Parking	Tax Levy							$	250,000
	26PW2	2026	Courthouse - Gravity Sewer & Repave Parking Lot	Tax Levy							$	275,000
Total Public Works					**$ 670,000**	**$ 3,137,000**	**$ 2,785,000**	**$ 564,000**	**$ 1,375,000**		**$**	**1,115,000**
Water												
	21W1	2021	Atkinson Road Water	Water Rates	$ 510,000							

	21W3	2021	West Duston Pump Station	Water Rates	$ 150,000							
	23W1	2021	Major Water Improvements Engineering- Main Street	Water Rates	$ 350,000							
	22W1	2022	4X4 Utility Body- P70	Water Rates		$ 60,000						
	22W2	2022	4x4 Utility Body- P71	Water Rates		$ 60,000						
	22W3	2022	Main Street @ Millville to Granite Ave	Water Rates		$ 1,500,000						
	23W4	2023	Phase III Main & N Main Street	Water Rates			$ 100,000					
	23W5	2023	Main Street - Granite to Geremonty	Water Rates			$ 1,800,000					
	23W6	2023	Phase III Main Geremonty to Lawrence & N Main Street	Water Rates			$ 850,000					
	24W1	2024	Bluff Stree Water Extension	Water Rates				$ 1,550,000				
	24W2	2024	Lake, Bluff Engineering	Water Rates				$ 350,000				
	25W1	2025	Main Street Water Improvements	Water Rates					$ 2,750,000			
	26W1	2026	Millville Street	Water Rates							$ 700,000	
Total Water					**$ 1,010,000**	**$ 1,620,000**	**$ 2,750,000**	**$ 1,900,000**	**$ 2,750,000**		**$ 700,000**	
Sewer												
	20S1	2021	Former WWTP - Main Building Basement Remediation/Demolition	Sewer Rates	$ 2,000,000							
	21S3	2021	Twinbrook Ave. Sewer Extension	Sewer Rates	$ 180,000							
	22S1	2021	Former WWTP - Soil Remediation	Sewer Rates	$ 12,000,000							
	21S1	2022	Infiltration and Inflow - I & I	Sewer Rates		$ 300,000						
	21S2	2022	Stiles Road Sewer Pump Station	Sewer Rates		$ 870,000						
	23S1	2023	Keewadin Drive Sewer Pump Station	Sewer Rates			$ 215,000					
	24S1	2024	4x4 Utility Body- P77	Sewer Rates				$ 60,000				
	24S2	2024	Pump Station Engineering	Sewer Rates				$ 250,000				
	25S1	2025	Pump Station Improvements	Sewer Rates					$ 3,071,000			
	26S1	2026	I&I Evaluations & Repairs	Sewer Rates							$ 200,000	
Total Sewer					**$ 14,180,000**	**$ 1,170,000**	**$ 215,000**	**$ 310,000**	**$ 3,071,000**		**$ 200,000**	
Municipal Services												
	20MS1	2021	Town Buildings Facility Study and Master Plan	Tax Levy	$ 200,000							
	23MS1	2024	Town Hall Renovation and Addition	Tax Levy				$ 7,000,000				
Total Municipal Services					**$ 200,000**	**$ -**	**$ -**	**$ 7,000,000**	**$ -**		**$ -**	
Grand Totals by Year					**$ 26,350,976**	**$ 41,140,106**	**$ 15,745,608**	**$ 17,701,467**	**$ 24,376,921**		**$ 12,559,860**	

2021-2022 Projects Ranked by Department

Project ID	Year	Lead Department	Project	Project Category	Tax Levy	Bond	Impact Fees	Grant	Water Rates	Sewer Rates	Other (clarify in notes)	Total Project	Average Significance	Average Readiness
Assessing														
21A1	2021	Assessing	Townwide Revaluation	Other	$ 170,000							$ 170,000	3.90	3.50
Community Services														
21CS2	2021	Community Services	Ingram Senior Center Parking Lot Expansion Phase II	Construction - Other	$ 45,000							$ 45,000	2.60	3.00
21CS1	2021	Community Services	Ingram Community Center Front Entrance Renovations	Construction - Building Structure	$ 100,000							$ 100,000	2.13	1.63
22CS1	2022	Community Services	Michele Memorial Park Tennis Court Replacement & Sports Court Expansi	Construction - Other	$ 145,000		$ 50,000	$ 15,000				$ 210,000	1.80	1.75
Engineering														
20E5	2021	Engineering	Main/Pleasant Intersection (Node 4) - Construction	Construction - Roads			$ 547,500				$ 100,000	$ 647,500	4.00	3.33
21E12	2021	Engineering	S. Broadway Drainage Improvement	Construction - Other	$ 120,000							$ 120,000	4.00	1.00
21E9	2021	Engineering	MS4 Compliance	Engineering	$ 85,000			$ 75,000				$ 160,000	3.70	4.00
21E10	2021	Engineering	2021 Rd Program - Reconstruction & Engineering	Construction - Roads	$ 3,000,000							$ 3,000,000	3.60	3.75
21E2	2021	Engineering	Bridge Construction - Bridge St over Spicket River	Construction - Bridge	$ 83,000	$ 3,000,000						$ 3,083,000	3.40	3.00
21E11	2021	Engineering	Mall Road/Pleasant Intersection - Construction	Construction - Roads			$ 388,000					$ 388,000	3.40	3.00
21E6	2021	Engineering	Ring Road Design	Engineering			$ 510,000					$ 510,000	3.20	3.00
Fire														
21F2	2021	Fire	Ambulance- 2010 Horton	Vehicles/Equipment	$ 377,626							$ 377,626	3.80	3.75
20F2	2021	Fire	Communications- Radio Box Fire Alarm Receiver Equipment	Vehicles/Equipment	$ 85,000							$ 85,000	3.60	4.00
20F8	2021	Fire	Safety Equipment- Self Contained Breathing Apparatus	Vehicles/Equipment	$ 103,412							$ 103,412	3.60	3.75
20F7	2021	Fire	Safety Equipment- Portable Radios	Vehicles/Equipment	$ 225,000							$ 225,000	3.40	3.75
20F11	2021	Fire	FD Staff Vehicle- 2007 Chevrolet Tahoe- replaced with Colorado	Vehicles/Equipment	$ 27,574							$ 27,574	3.20	3.33
20F1	2021	Fire	Communications- Zetron Station Dispatch Alert System	Vehicles/Equipment	$ 43,000		$ 27,000					$ 70,000	3.20	3.25
21F12	2021	Fire	Central Station Fire Protection System	Vehicles/Equipment	$ 120,000							$ 120,000	3.20	2.75
21F1	2021	Fire	FD Staff Vehicle- 2004 Chevy Tahoe	Vehicles/Equipment	$ 61,729							$ 61,729	3.00	3.67
21F11	2021	Fire	Battalion Chief/Shift Commander Vehicle	Vehicles/Equipment	$ 82,610							$ 82,610	2.80	3.50
20F5	2021	Fire	Land Acquisition & Site Engineering- West Side Fire & EMS Facility	Land Acquisition		$ 1,500,000						$ 1,500,000	2.80	1.25
21F7	2021	Fire	Assistant Chief Vehicle	Vehicles/Equipment	$ 69,550							$ 69,550	2.75	3.25
21F9	2021	Fire	Fire Chief Vehicle	Vehicles/Equipment	$ 52,540							$ 52,540	2.50	3.50
21F8	2021	Fire	Deputy Chief of Operations Vehicle	Vehicles/Equipment	$ 69,550							$ 69,550	2.40	3.50
20F12	2021	Fire	Facilities/Buildings- Station 3 Renovation & Addition- Engineering, site pre	Engineering - Building Structure		$ 831,072						$ 831,072	2.40	2.75
20F3	2021	Fire	Facilities/Buildings- HVAC System Replacement- Station 1	Vehicles/Equipment	$ 220,000							$ 220,000	2.40	2.75
20F4	2021	Fire	Land Acquisition & Site Engineering- Station 1 Fire Headquarters	Land Acquisition		$ 3,000,000	$ 500,000					$ 3,500,000	2.00	1.50
21F10	2021	Fire	Public Safety Training Facility	Construction - Building Structure	$ 1,000,000							$ 1,000,000	1.80	1.25
22F3	2022	Fire	Ambulance- 2015 Horton	Vehicles/Equipment	$ 351,417							$ 351,417	3.50	3.50
23F3	2022	Fire	Paramedic Vehicle- 2017 Chevy Tahoe	Vehicles/Equipment	$ 79,360							$ 79,360	3.00	3.50
21F6	2022	Fire	Facilities/Buildings- Station 3 Renovation & Addition- Construction (& Gen	Construction - Building Structure		$ 5,996,903						$ 5,996,903	3.00	2.33
22F1	2022	Fire	Construct & Outfit New Fire Headquarters	Construction - Building Structure	$ 21,500,000							$ 21,500,000	2.67	1.67
22F2	2022	Fire	Engine- Replace 1994 Pierce Pumper	Vehicles/Equipment	$ 825,243							$ 825,243	2.50	3.00
Municipal Services														
20MS1	2021	Municipal Services	Town Buildings Facility Study and Master Plan	Engineering - Building Structure	$ 200,000							$ 200,000	3.80	3.25
Police														
21PD1	2021	Police	Administrative Vehicles	Vehicles/Equipment	$ 112,100							$ 112,100	3.40	3.38
22PD3	2022	Police	New Police Station- Design & Build	Construction - Building Structure		$ 25,000,000						$ 25,000,000	3.40	1.38
22PD2	2022	Police	Vehicles	Vehicles/Equipment	$ 560,000							$ 560,000	3.20	2.88
Public Works														
21PW4	2021	Public Works	Vehicle Replacement Program D19	Vehicles/Equipment	$ 200,000							$ 200,000	3.60	3.50
20PW11	2021	Public Works	Vehicle Replacement Program T2	Vehicles/Equipment	$ 150,000							$ 150,000	3.20	3.50
20PW9	2021	Public Works	Vehicle Replacement Program P6	Vehicles/Equipment	$ 55,000							$ 55,000	3.20	3.50
21PW9	2021	Public Works	Vehicle Replacement Program S28 & D-26	Vehicles/Equipment	$ 200,000							$ 200,000	3.20	3.50
20PW1	2021	Public Works	Pine Grove Cemetery- Phase 1 & 3 Expansion	Construction - Other	$ 65,000							$ 65,000	3.00	4.00
Sewer														
20S1	2021	Sewer	Former WWTP - Main Building Basement Remediation/Demolition	Construction - Sewer						$ 1,000,000		$ 1,000,000	3.90	3.50
21S3	2021	Sewer	Twinbrook Ave. Sewer Extension	Construction - Sewer						$ 180,000		$ 180,000	3.50	3.75
22S1	2021	Sewer	Former WWTP - Soil Remediation	Other						$ 12,000,000		$ 12,000,000	3.30	2.67
Town Manager														
21TM1	2021	Town Manager	Server Replacement	Vehicles/Equipment	$ 85,000							$ 85,000	4.00	3.00
Water														
23W1	2021	Water	Major Water Improvements Engineering- Main Street	Engineering - Water					$ 350,000			$ 350,000	3.60	3.50
21W3	2021	Water	West Duston Pump Station	Engineering - Water					$ 150,000			$ 150,000	3.50	3.50
21W1	2021	Water	Atkinson Road Water	Construction - Water					$ 510,000			$ 510,000	3.40	3.75

All Projects by Ranking

Project ID	Year	Lead Department	Project	Project Category	Tax Levy	Bond	Impact Fees	Grant	Water Rates	Sewer Rates	Other	Total Project	Average Significance	Average Readiness
20E5	2021	Engineering	Main/Pleasant Intersection (Node 4) - Construction	Construction - Roads			$ 547,500				$ 100,000	$ 647,500	4.00	3.33
21TM1	2021	Town Manager	Server Replacement	Vehicles/Equipment	$ 85,000							$ 85,000	4.00	3.00
21E12	2021	Engineering	S. Broadway Drainage Improvement	Construction - Other	$ 120,000							$ 120,000	4.00	1.00
21A1	2021	Assessing	Townwide Revaluation	Other	$ 170,000							$ 170,000	3.90	3.50
20S1	2021	Sewer	Former WWTP - Main Building Basement Remediation/Demolition	Construction - Sewer						$ 2,000,000		$ 2,000,000	3.90	3.50
21F2	2021	Fire	Ambulance- 2010 Horton	Vehicles/Equipment	$ 377,626							$ 377,626	3.80	3.75
20MS1	2021	Municipal Services	Town Buildings Facility Study and Master Plan	Engineering - Building Structure	$ 200,000							$ 200,000	3.80	3.25
21E9	2021	Engineering	MS4 Compliance	Engineering	$ 85,000			$ 75,000				$ 160,000	3.70	4.00
20F2	2021	Fire	Communications- Radio Box Fire Alarm Receiver Equipment	Vehicles/Equipment	$ 85,000							$ 85,000	3.60	4.00
21E10	2021	Engineering	2021 Rd Program - Reconstruction & Engineering	Construction - Roads	$ 4,953,376							$ 4,953,376	3.60	3.75
20F8	2021	Fire	Safety Equipment- Self Contained Breathing Apparatus	Vehicles/Equipment	$ 103,412							$ 103,412	3.60	3.75
21PW4	2021	Public Works	Vehicle Replacement Program D19	Vehicles/Equipment	$ 200,000							$ 200,000	3.60	3.50
23W1	2021	Water	Major Water Improvements Engineering- Main Street	Engineering - Water					$ 350,000			$ 350,000	3.60	3.50
21S3	2021	Sewer	Twinbrook Ave. Sewer Extension	Construction - Sewer						$ 180,000		$ 180,000	3.50	3.75
21W3	2021	Water	West Duston Pump Station	Engineering - Water					$ 150,000			$ 150,000	3.50	3.50
20F7	2021	Fire	Safety Equipment- Portable Radios	Vehicles/Equipment	$ 451,000							$ 451,000	3.40	3.75
21W1	2021	Water	Atkinson Road Water	Construction - Water					$ 510,000			$ 510,000	3.40	3.75
21PD1	2021	Police	Administrative Vehicles	Vehicles/Equipment	$ 112,100							$ 112,100	3.40	3.38
21E2	2021	Engineering	Bridge Construction - Bridge St over Spicket River	Construction - Bridge	$ 3,000,000							$ 3,000,000	3.40	3.00
21E11	2021	Engineering	Mall Road/Pleasant Intersection - Construction	Construction - Roads			$ 388,000					$ 388,000	3.40	3.00
22S1	2021	Sewer	Former WWTP - Soil Remediation	Other						$ 12,000,000		$ 12,000,000	3.30	2.67
20PW11	2021	Public Works	Vehicle Replacement Program T2	Vehicles/Equipment	$ 150,000							$ 150,000	3.20	3.50
20PW9	2021	Public Works	Vehicle Replacement Program P6	Vehicles/Equipment	$ 55,000							$ 55,000	3.20	3.50
21PW9	2021	Public Works	Vehicle Replacement Program S28 & D-26	Vehicles/Equipment	$ 200,000							$ 200,000	3.20	3.50
20F11	2021	Fire	FD Staff Vehicle- 2007 Chevrolet Tahoe- replaced with Colorado	Vehicles/Equipment	$ 27,574							$ 27,574	3.20	3.33
20F1	2021	Fire	Communications- Zetron Station Dispatch Alert System	Vehicles/Equipment	$ 43,000		$ 27,000					$ 70,000	3.20	3.25
21E6	2021	Engineering	Ring Road Design	Engineering			$ 510,000					$ 510,000	3.20	3.00
21F12	2021	Fire	Central Station Fire Protection System	Vehicles/Equipment	$ 120,000							$ 120,000	3.20	2.75
20PW1	2021	Public Works	Pine Grove Cemetery- Phase 1 & 3 Expansion	Construction - Other	$ 65,000							$ 65,000	3.00	4.00
21F1	2021	Fire	FD Staff Vehicle- 2004 Chevy Tahoe	Vehicles/Equipment	$ 61,729							$ 61,729	3.00	3.67
21F11	2021	Fire	Battalion Chief/Shift Commander Vehicle	Vehicles/Equipment	$ 82,610							$ 82,610	2.80	3.50
20F5	2021	Fire	Land Acquisition & Site Engineering- West Side Fire & EMS Facility	Land Acquisition		$ 1,500,000						$ 1,500,000	2.80	1.25
21F7	2021	Fire	Assistant Chief Vehicle	Vehicles/Equipment	$ 69,550							$ 69,550	2.75	3.25
21CS2	2021	Community Services	Ingram Senior Center Parking Lot Expansion Phase II	Construction - Other	$ 45,000							$ 45,000	2.60	3.00
21F9	2021	Fire	Fire Chief Vehicle	Vehicles/Equipment	$ 52,540							$ 52,540	2.50	3.50
21F8	2021	Fire	Deputy Chief of Operations Vehicle	Vehicles/Equipment	$ 69,550							$ 69,550	2.40	3.50
20F12	2021	Fire	Station 3 Renovation & Addition- Engineering, site prep	Engineering - Building Structure		$ 831,072						$ 831,072	2.40	2.75
20F3	2021	Fire	HVAC System Replacement- Station 1	Vehicles/Equipment	$ 220,000							$ 220,000	2.40	2.75
21CS1	2021	Community Services	Ingram Community Center Front Entrance Renovations	Construction - Building Structure	$ 100,000							$ 100,000	2.13	1.63
20F4	2021	Fire	Land Acquisition & Site Engineering- Station 1 Fire Headquarters	Land Acquisition		$ 3,000,000	$ 500,000					$ 3,500,000	2.00	1.50
21F10	2021	Fire	Public Safety Training Facility	Construction - Building Structure	$ 1,000,000							$ 1,000,000	1.80	1.25
22F3	2022	Fire	Ambulance- 2015 Horton	Vehicles/Equipment	$ 351,417							$ 351,417	3.50	3.50
22PD3	2022	Police	New Police Station- Design & Build	Construction - Building Structure		$ 25,000,000						$ 25,000,000	3.40	1.38
22PD2	2022	Police	Vehicles	Vehicles/Equipment	$ 560,000							$ 560,000	3.20	2.88
23F3	2022	Fire	Paramedic Vehicle- 2017 Chevy Tahoe	Vehicles/Equipment	$ 79,360							$ 79,360	3.00	3.50
21F6	2022	Fire	Station 3 Renovation & Addition- Construction (& Generator)	Construction - Building Structure		$ 5,996,903						$ 5,996,903	3.00	2.33
22F1	2022	Fire	Construct & Outfit New Fire Headquarters	Construction - Building Structure	$ 21,500,000							$ 21,500,000	2.67	1.67
22F2	2022	Fire	Engine- Replace 1994 Pierce Pumper	Vehicles/Equipment	$ 825,243							$ 825,243	2.50	3.00
22CS1	2022	Community Services	Michele Memorial Park Tennis Court Replacement/Expansion	Construction - Other	$ 145,000		$ 50,000	$ 15,000				$ 210,000	1.80	1.75
22E2	2022	Engineering	S. Broadway/Coca-Cola Intersection (Node 8) - Construction	Construction - Roads			$ 1,054,703					$ 1,054,703		
23E2	2022	Engineering	Bridge/Culvert Engineering - Millville St at Hittytitty Brook	Construction - Bridge	$ 175,000							$ 175,000		
22E3	2022	Engineering	Main St/Church Ave/Millville St Intersection (Node 22) - Design	Engineering - Roads			$ 962,921					$ 962,921		
21E4	2022	Engineering	N. Broadway/Willow St Intersection (Node 20) - Construction	Construction - Roads			$ 852,241					$ 852,241		
22E4	2022	Engineering	Southeast Ring Road (Node 8 to 22) - Construction	Construction - Roads			$ 514,500					$ 514,500		
21E5	2022	Engineering	Northwest Depot Ring Road (Node 4 to 20) - Construction	Construction - Roads			$ 201,000					$ 201,000		
22E5	2022	Engineering	S. Broadway Widening (Coca-Cola to Post Office)	Construction - Roads			$ 427,705					$ 427,705		
22E8	2022	Engineering	2022 Rd Program - Reconstruction & Engineering	Construction - Roads	$ 5,255,036							$ 5,255,036		
20PW5	2022	Public Works	Vehicle Replacement Program D18	Vehicles/Equipment	$ 195,000							$ 195,000		
20PW7	2022	Public Works	Vehicle Replacement Program D85	Vehicles/Equipment	$ 62,000							$ 62,000		
20PW8	2022	Public Works	Vehicle Replacement Program L33	Vehicles/Equipment	$ 225,000							$ 225,000		
21PW1	2022	Public Works	Public Works Enclosed Cold Storage	Construction - Building Structure	$ 500,000							$ 500,000		

21PW2	2022	Public Works	Public Works Materials Shed Construction	Construction - Building Structure	$ 350,000							$ 350,000		
21PW3	2022	Public Works	Public Works Truck Wash	Construction - Building Structure	$ 1,500,000							$ 1,500,000		
21PW5	2022	Public Works	Vehicle Replacement Program P8	Vehicles/Equipment	$ 55,000							$ 55,000		
21PW6	2022	Public Works	Vehicle Replacement Program P88	Vehicles/Equipment	$ 75,000							$ 75,000		
21PW7	2022	Public Works	Vehicle Replacement Program S22	Vehicles/Equipment	$ 175,000							$ 175,000		
21S1	2022	Sewer	Infiltration and Inflow - I & I	Construction - Sewer						$ 300,000		$ 300,000		
21S2	2022	Sewer	Stiles Road Sewer Pump Station	Construction - Other						$ 870,000		$ 870,000		
22W1	2022	Water	4X4 Utility Body- P70	Vehicles/Equipment					$ 60,000			$ 60,000		
22W2	2022	Water	4x4 Utility Body- P71	Vehicles/Equipment					$ 60,000			$ 60,000		
22W3	2022	Water	Main Street @ Millville to Granite Ave	Construction - Water					$ 1,500,000			$ 1,500,000		
21CD1	2023	Comm. Dev.	Salem Bike-Ped Corridor Phase 7	Construction - Other	$ 160,000			$ 640,000				$ 800,000		
23CD2	2023	Comm. Dev.	Town-wide Flyover and Mapping Project	Other	$ 30,000				$ 20,000			$ 50,000		
23CS1	2023	Community Services	Millville Beach Park Renovations	Construction - Other	$ 115,000		$ 10,000					$ 125,000		
23CS2	2023	Community Services	Ingram Senior Center 2nd Floor Improvements	Construction - Building Structure		$ 700,000	$ 300,000					$ 1,000,000		
23E1	2023	Engineering	Misc. Culverts and Drains Replacement - Construction	Construction - Bridge	$ 150,000							$ 150,000		
24E2	2023	Engineering	Bridge Engineering - Lou Ave	Construction - Bridge	$ 175,000							$ 175,000		
23E3	2023	Engineering	MS4 Compliance	Engineering	$ 200,000							$ 200,000		
24E3	2023	Engineering	Bridge/Culvert Construction - Millville St at Hittytitty Brook	Construction - Bridge	$ 900,000							$ 900,000		
23E4	2023	Engineering	2023 Rd Program - Reconstruction & Engineering	Construction - Roads	$ 5,412,687							$ 5,412,687		
23E5	2023	Engineering	Veterans/Geremonty Design	Engineering - Roads	$ 50,000							$ 50,000		
23E6	2023	Engineering	Main St/Church Ave/Millville St Intersection (Node 22) - Construction	Construction - Roads			$ 962,921					$ 962,921		
23F1	2023	Fire	Ambulance- 2016 Horton	Vehicles/Equipment	$ 365,473							$ 365,473		
23F2	2023	Fire	FD Staff Vehicle- 2013 Chevy Tahoe	Vehicles/Equipment	$ 66,700							$ 66,700		
23PD1	2023	Police	Vehicles	Vehicles/Equipment	$ 170,000							$ 170,000		
20PW10	2023	Public Works	Vehicle Replacement Program P81	Vehicles/Equipment	$ 55,000							$ 55,000		
21PW10	2023	Public Works	Vehicle Replacement Program SW50	Vehicles/Equipment	$ 230,000							$ 230,000		
21PW11	2023	Public Works	Vehicle Replacement Program T3	Vehicles/Equipment	$ 150,000							$ 150,000		
21PW8	2023	Public Works	Vehicle Replacement Program S23	Vehicles/Equipment	$ 175,000							$ 175,000		
22PW1	2023	Public Works	Public Works - Main Building Rehabilitation	Construction - Building Structure	$ 2,000,000							$ 2,000,000		
22PW5	2023	Public Works	Vehicle Replacement Program S24	Vehicles/Equipment	$ 175,000							$ 175,000		
23S1	2023	Sewer	Keewadin Drive Sewer Pump Station	Construction - Other						$ 215,000		$ 215,000		
23W4	2023	Water	Phase III Main & N Main Street	Engineering - Water					$ 100,000			$ 100,000		
23W5	2023	Water	Main Street - Granite to Geremonty	Construction - Water					$ 1,800,000			$ 1,800,000		
23W6	2023	Water	Phase III Main Geremonty to Lawrence & N Main Street	Construction - Water								$ 850,000		
22CD1	2024	Comm. Dev.	Salem Bike-Ped Corridor Phase 8	Construction - Other	$ 100,000			$ 400,000				$ 500,000		
24CS1	2024	Community Services	Hedgehog Park Renovation & Expansion	Construction - Other		$ 400,000	$ 100,000					$ 500,000		
24E4	2024	Engineering	MS4 Compliance	Engineering	$ 200,000							$ 200,000		
24E5	2024	Engineering	2024 Rd Program - Reconstruction & Engineering	Construction - Roads	$ 5,575,068							$ 5,575,068		
24E6	2024	Engineering	Veterans/Geremonty Construction	Construction - Roads	$ 500,000							$ 500,000		
24E7	2024	Engineering	Main St Reconstruction - Phase 1 Design (Millville St to Geremonty Dr)	Engineering - Roads	$ 400,000							$ 400,000		
21E8	2024	Engineering	Main St/Geremonty Dr Intersection Design	Engineering			$ 102,399					$ 102,399		
24E8	2024	Engineering	Lawrence Rd./Veterans- Design	Engineering - Roads			$ 50,000					$ 50,000		
24F2	2024	Fire	Construct & Outfit West Side Facility	Construction - Building Structure		$ 13,978,267						$ 13,978,267		
24F3	2024	Fire	Ambulance- 2017 Horton	Vehicles/Equipment	$ 380,092							$ 380,092		
24F4	2024	Fire	FD Staff Vehicle- 2009 Chevy Tahoe	Vehicles/Equipment	$ 70,035							$ 70,035		
23MS1	2024	Municipal Services	Town Hall Renovation and Addition	Construction - Building Structure	$ 7,000,000							$ 7,000,000		
20PW6	2024	Public Works	Vehicle Replacement Program D84	Vehicles/Equipment	$ 62,000							$ 62,000		
22PW2	2024	Public Works	Vehicle Replacement Program BH56	Vehicles/Equipment	$ 120,000							$ 120,000		
22PW4	2024	Public Works	Vehicle Replacement Program D86	Vehicles/Equipment	$ 62,000							$ 62,000		
22PW6	2024	Public Works	Vehicle Replacement Program S25	Vehicles/Equipment	$ 175,000							$ 175,000		
22PW7	2024	Public Works	Vehicle Replacement Program S27	Vehicles/Equipment	$ 145,000							$ 145,000		
24S1	2024	Sewer	4x4 Utility Body- P77	Vehicles/Equipment						$ 60,000		$ 60,000		
24S2	2024	Sewer	Pump Station Engineering	Engineering - Sewer						$ 250,000		$ 250,000		
24TM1	2024	Town Manager	Townwide PC Replacement	Vehicles/Equipment	$ 100,000							$ 100,000		
24W1	2024	Water	Bluff Stree Water Extension	Construction - Water					$ 1,550,000			$ 1,550,000		
24W2	2024	Water	Lake, Bluff Engineering	Engineering - Water					$ 350,000			$ 350,000		
23CD1	2025	Comm. Dev.	Salem Bike-Ped Corridor Phase 9	Construction - Other	$ 200,000			$ 800,000				$ 1,000,000		
25CS1	2025	Community Services	Town of Salem Park	Construction - Other		$ 3,000,000	$ 600,000					$ 3,600,000		
25E2	2025	Engineering	Bridge/Culvert Construction - Lou Ave	Construction - Bridge	$ 900,000							$ 900,000		
25E3	2025	Engineering	MS4 Compliance	Engineering	$ 200,000							$ 200,000		
25E4	2025	Engineering	2025 Rd Program - Reconstruction & Engineering	Construction - Roads	$ 5,742,320							$ 5,742,320		
25E5	2025	Engineering	Lawrence Rd./Veterans- Construction	Construction - Roads	$ 500,000							$ 500,000		
22E6	2025	Engineering	Main St/Geremonty Dr Intersection Improvements	Construction - Roads			$ 468,601					$ 468,601		
25E6	2025	Engineering	Shannon Road Culvert- Design	Engineering - Other	$ 40,000							$ 40,000		
25E7	2025	Engineering	Main St Reconstruction - Phase 1 (Millville St to Geremonty Dr)	Construction - Roads		$ 4,230,000						$ 4,230,000		
25E8	2025	Engineering	Main St Reconstruction - Phase 2 Design (Millville St to Geremonty Dr)	Engineering - Roads	$ 400,000							$ 400,000		

25F1	2025	Fire	Engine- 2006 Pierce Pumper	Vehicles/Equipment	$ 949,030							$ 949,030		
25F2	2025	Fire	Ambulance- 2018 Horton	Vehicles/Equipment	$ 395,296							$ 395,296		
25F3	2025	Fire	FD Utility Truck- 2015 Chevy 3500 Pick-up	Vehicles/Equipment	$ 62,000							$ 62,000		
22PW3	2025	Public Works	Vehicle Replacement Program D10	Vehicles/Equipment	$ 230,000							$ 230,000		
23PW1	2025	Public Works	Vehicle Replacement Program FB36	Vehicles/Equipment	$ 160,000							$ 160,000		
23PW3	2025	Public Works	Vehicle Replacement Program T4	Vehicles/Equipment	$ 150,000							$ 150,000		
24PW1	2025	Public Works	Old Rockingham Road Warehouse Demolition	Construction - Building Structure	$ 50,000							$ 50,000		
24PW2	2025	Public Works	Pine Grove Cemetery - Phase 2 Expansion	Construction - Other	$ 600,000							$ 600,000		
24PW4	2025	Public Works	Vehicle Replacement Program S15	Vehicles/Equipment	$ 185,000							$ 185,000		
25S1	2025	Sewer	Pump Station Improvements	Construction - Sewer						$ 3,071,000		$ 3,071,000		
25TM1	2025	Town Manager	Townwide PC Replacement	Vehicles/Equipment	$ 100,000							$ 100,000		
25W1	2025	Water	Main Street Water Improvements	Construction - Water					$ 2,750,000			$ 2,750,000		
26E1	2026	Engineering	Shannon Road Culvert- Construction	Construction - Other	$ 200,000							$ 200,000		
26E2	2026	Engineering	Main St Reconstruction - Phase 2 (Geremonty Dr to N Main St)	Construction - Roads		$ 4,230,000						$ 4,230,000		
26E3	2026	Engineering	MS4 Compliance	Other	$ 200,000							$ 200,000		
26E4	2026	Engineering	2026 Rd Program - Reconstruction & Engineering	Construction - Roads	$ 5,914,860							$ 5,914,860		
24F1	2026	Fire	Quint Aerial Engine	Vehicles/Equipment	$ 1,500,000							$ 1,500,000		
23PW2	2026	Public Works	Vehicle Replacement Program G40	Vehicles/Equipment	$ 295,000							$ 295,000		
24PW3	2026	Public Works	Vehicle Replacement Program P7	Vehicles/Equipment	$ 55,000							$ 55,000		
24PW5	2026	Public Works	Vehicle Replacement Program S16	Vehicles/Equipment	$ 185,000							$ 185,000		
25PW1	2026	Public Works	Vehicle Replacement Program V51	Vehicles/Equipment	$ 55,000							$ 55,000		
26PW1	2026	Public Works	Town Hall Parking	Construction - Other	$ 250,000							$ 250,000		
26PW2	2026	Public Works	Courthouse - Gravity Sewer & Repave Parking Lot	Construction - Other	$ 275,000							$ 275,000		
26S1	2026	Sewer	I&I Evaluations & Repairs	Other						$ 200,000		$ 200,000		
26W1	2026	Water	Millville Street	Construction - Water					$ 700,000			$ 700,000		

Project Scoring

Department	Year	Code	Project	Nicole McGee		Lisa Withrow		Paul Pelletier	Sean Lewis		Tom Haynes		Average	Average
				Significance	Readiness	Significance	Readiness	Significance	Significance	Readiness	Significance	Readiness	Significance	Readiness
Assessing	2021	21A1	Townwide Revaluation	4	2	3.5	4	4	4	4	4	4	3.90	3.50
Community Services	2021	21CS1	Ingram Senior Center Front Entrance Renovations	1	1	2.5	2.5		3	2	2	1	2.13	1.63
Community Services	2021	21CS2	Ingram Senior Center Parking Lot Expansion Phase II	3	3	4	4	2	2	2	2	3	2.60	3.00
Community Services	2022	22CS1	Michele Memorial Park Tennis Court Replacement & Sports Court Expansion	1	1	2	1	1	2	2	3	3	1.80	1.75
Fire	2021	20F1	Communications- Zetron Station Dispatch Alert System	3	3	4	4	4	1	2	4	4	3.20	3.25
Fire	2021	20F11	FD Staff Vehicle- 2007 Chevrolet Tahoe- replaced with Colorado	2		4	4	4	2	2	4	4	3.20	3.33
Fire	2021	20F12	Station 3 Renovation & Addition- Engineering, site prep	2	3	2	2	2	2	4	4	2	2.40	2.75
Fire	2021	20F2	Communications- Radio Box Fire Alarm Receiver Equipment	3	4	4	4	4	3	4	4	4	3.60	4.00
Fire	2021	20F3	Facilities/Buildings- HVAC System Replacement- Station 1	2	2	2	2	3	1	3	4	4	2.40	2.75
Fire	2021	20F4	Land Acquisition & Site Engineering- Station 1 Fire Headquarters	2	2	2	1	2	1	2	3	1	2.00	1.50
Fire	2021	20F5	Land Acquisition & Site Engineering- West Side Fire & EMS Facility	1	1	2	2	4	4	1	3	1	2.80	1.25
Fire	2021	20F7	Safety Equipment- Portable Radios	2	3	4	4	4	3	4	4	4	3.40	3.75
Fire	2021	20F8	Safety Equipment- Self Contained Breathing Apparatus	2	3	4	4	4	4	4	4	4	3.60	3.75
Fire	2021	21F1	FD Staff Vehicle- 2004 Chevy Tahoe			3	3	3	2	4	4	4	3.00	3.67
Fire	2021	21F10	Public Safety Training Facility	1	1	1	2	3	1	1	3	1	1.80	1.25
Fire	2021	21F11	Battalion Chief/Shift Commander Vehicle	1	3	3	3	4	2	4	4	4	2.80	3.50
Fire	2021	21F12	Central Station Fire Protection System	2	2	2	2	4	4	3	4	4	3.20	2.75
Fire	2021	21F2	Ambulance- 2010 Horton	3	3	4	4	4	4	4	4	4	3.80	3.75
Fire	2021	21F7	Assistant Chief Vehicle	1	3	4	4		2	2	4	4	2.75	3.25
Fire	2021	21F8	Deputy Chief of Operations Vehicle	1	3	2	3	3	2	4	4	4	2.40	3.50
Fire	2021	21F9	Fire Chief Vehicle	1	3	3	3		2	4	4	4	2.50	3.50
Fire	2022	21F6	Station 3 Renovation & Addition- Construction (& Generator)			2	2	2	4	3	4	2	3.00	2.33
Fire	2022	22F1	Construct & Outfit New Fire Headquarters			3	2		2	2	3	1	2.67	1.67
Fire	2022	22F2	Engine- Replace 1994 Pierce Pumper						2	2	3	4	2.50	3.00
Fire	2022	22F3	Ambulance- 2015 Horton						4	3	3	4	3.50	3.50
Fire	2022	23F3	Paramedic Vehicle- 2017 Chevy Tahoe						3	3	3	4	3.00	3.50
Municipal Services	2021	21E2	Bridge Construction - Bridge St over Spicket River	4	4	3	3	3	4	4	3	1	3.40	3.00
Municipal Services	2021	20E5	Main/Pleasant Intersection (Node 4) - Construction	4	4	4		4	4	4	4	2	4.00	3.33
Municipal Services	2021	21E6	Ring Road Design	4	3	2	2	3	3	4	4	3	3.20	3.00
Municipal Services	2021	21E9	MS4 Compliance	4	4	2.5	4	4	4	4	4	4	3.70	4.00
Municipal Services	2021	21E10	2021 Rd Program - Reconstruction & Engineering	3	4	4	4	4	3	4	4	3	3.60	3.75
Municipal Services	2021	21E11	Mall Road/Pleasant Intersection - Construction	2	3	4		4	3	4	4	2	3.40	3.00
Municipal Services	2021	21E12	Route 28 Drainage								4	1	4.00	1.00
Municipal Services	2021	20MS1	Town Buildings Facility Study and Master Plan	4	4	4	4	4	3	4	4	1	3.80	3.25
Municipal Services	2021	20PW1	Pine Grove Cemetery- Phase 1 & 3 Expansion	2	4	4	4	3	2	4	4	4	3.00	4.00
Municipal Services	2021	20PW11	Vehicle Replacement Program T2	2	2	4	4	3	3	4	4	4	3.20	3.50
Municipal Services	2021	20PW9	Vehicle Replacement Program P6	2	2	4	4	3	3	4	4	4	3.20	3.50
Municipal Services	2021	20S1	Former WWTP - Main Building Basement Remediation/Demolition	4	4	3.5	4	4	4	4	4	2	3.90	3.50
Municipal Services	2021	21PW4	Vehicle Replacement Program D19	3	2	4	4	3	4	4	4	4	3.60	3.50
Municipal Services	2021	21PW9	Vehicle Replacement Program S28 & D-26	2	2	4	4	2	4	4	4	4	3.20	3.50
Municipal Services	2021	21S3	Twinbrook Ave. Sewer Extension	3	4	2.5	3	4	4	4	4	4	3.50	3.75
Municipal Services	2021	21W1	Atkinson Road Water	3	4	2	3	4	4	4	4	4	3.40	3.75
Municipal Services	2021	21W3	West Duston Pump Station	3	3	2.5	3	4	4	4	4	4	3.50	3.50
Municipal Services	2021	22S1	Former WWTP - Soil Remediation	3	2	3.5		2	4	4	4	2	3.30	2.67
Municipal Services	2021	23W1	Major Water Improvements Engineering- Main Street	3	4	3	3	4	4	4	4	3	3.60	3.50
Police	2021	21PD1	Administrative Vehicles	2	3	4	3.5	4	3	3	4	4	3.40	3.38
Police	2022	22PD2	Vehicles	3	3	4	3.5	4	2	3	3	2	3.20	2.88
Police	2022	22PD3	New Police Station- Design & Build	4	2	4	1.5	1	4	1	4	1	3.40	1.38
Town Manager	2021	21TM1	Server Replacement			4	4		4	2	4	3	4.00	3.00

Rolling Stock

Project ID	Year	Lead Department	Project	Project Category	Tax Levy	Water Rates	Sewer Rates	Total Project
Fire								
21F2	2021	Fire	Ambulance- 2010 Horton	Vehicles/Equipment	$ 377,626			$ 377,626
20F11	2021	Fire	FD Staff Vehicle- 2007 Chevrolet Tahoe- replaced with Colorado	Vehicles/Equipment	$ 27,574			$ 27,574
21F1	2021	Fire	FD Staff Vehicle- 2004 Chevy Tahoe	Vehicles/Equipment	$ 61,729			$ 61,729
21F11	2021	Fire	Battalion Chief/Shift Commander Vehicle	Vehicles/Equipment	$ 82,610			$ 82,610
21F7	2021	Fire	Assistant Chief Vehicle	Vehicles/Equipment	$ 69,550			$ 69,550
21F9	2021	Fire	Fire Chief Vehicle	Vehicles/Equipment	$ 52,540			$ 52,540
21F8	2021	Fire	Deputy Chief of Operations Vehicle	Vehicles/Equipment	$ 69,550			$ 69,550
22F3	2022	Fire	Ambulance- 2015 Horton	Vehicles/Equipment	$ 351,417			$ 351,417
23F3	2022	Fire	Paramedic Vehicle- 2017 Chevy Tahoe	Vehicles/Equipment	$ 79,360			$ 79,360
22F2	2022	Fire	Engine- Replace 1994 Pierce Pumper	Vehicles/Equipment	$ 825,243			$ 825,243
23F1	2023	Fire	Ambulance- 2016 Horton	Vehicles/Equipment	$ 365,473			$ 365,473
23F2	2023	Fire	FD Staff Vehicle- 2013 Chevy Tahoe	Vehicles/Equipment	$ 66,700			$ 66,700
24F3	2024	Fire	Ambulance- 2017 Horton	Vehicles/Equipment	$ 380,092			$ 380,092
24F4	2024	Fire	FD Staff Vehicle- 2009 Chevy Tahoe	Vehicles/Equipment	$ 70,035			$ 70,035
25F1	2025	Fire	Engine- 2006 Pierce Pumper	Vehicles/Equipment	$ 949,030			$ 949,030
25F2	2025	Fire	Ambulance- 2018 Horton	Vehicles/Equipment	$ 395,296			$ 395,296
25F3	2025	Fire	FD Utility Truck- 2015 Chevy 3500 Pick-up	Vehicles/Equipment	$ 62,000			$ 62,000
24F1	2026	Fire	Quint Aerial Engine	Vehicles/Equipment	$ 1,500,000			$ 1,500,000
							Total Fire	**$ 5,785,825**
Police								
21PD1	2021	Police	Administrative Vehicles	Vehicles/Equipment	$ 112,100			$ 112,100
22PD2	2022	Police	Vehicles	Vehicles/Equipment	$ 560,000			$ 560,000
23PD1	2023	Police	Vehicles	Vehicles/Equipment	$ 170,000			$ 170,000
							Total Police	**$ 842,100**
Public Works								
21PW4	2021	Public Works	Vehicle Replacement Program D19	Vehicles/Equipment	$ 200,000			$ 200,000
20PW11	2021	Public Works	Vehicle Replacement Program T2	Vehicles/Equipment	$ 150,000			$ 150,000
20PW9	2021	Public Works	Vehicle Replacement Program P6	Vehicles/Equipment	$ 55,000			$ 55,000
21PW9	2021	Public Works	Vehicle Replacement Program S28 & D-26	Vehicles/Equipment	$ 200,000			$ 200,000
20PW5	2022	Public Works	Vehicle Replacement Program D18	Vehicles/Equipment	$ 195,000			$ 195,000
20PW7	2022	Public Works	Vehicle Replacement Program D85	Vehicles/Equipment	$ 62,000			$ 62,000
20PW8	2022	Public Works	Vehicle Replacement Program L33	Vehicles/Equipment	$ 225,000			$ 225,000
21PW5	2022	Public Works	Vehicle Replacement Program P8	Vehicles/Equipment	$ 55,000			$ 55,000
21PW6	2022	Public Works	Vehicle Replacement Program P88	Vehicles/Equipment	$ 75,000			$ 75,000
21PW7	2022	Public Works	Vehicle Replacement Program S22	Vehicles/Equipment	$ 175,000			$ 175,000
20PW10	2023	Public Works	Vehicle Replacement Program P81	Vehicles/Equipment	$ 55,000			$ 55,000

21PW10	2023	Public Works	Vehicle Replacement Program SW50	Vehicles/Equipment	$ 230,000			$ 230,000
21PW11	2023	Public Works	Vehicle Replacement Program T3	Vehicles/Equipment	$ 150,000			$ 150,000
21PW8	2023	Public Works	Vehicle Replacement Program S23	Vehicles/Equipment	$ 175,000			$ 175,000
22PW5	2023	Public Works	Vehicle Replacement Program S24	Vehicles/Equipment	$ 175,000			$ 175,000
20PW6	2024	Public Works	Vehicle Replacement Program D84	Vehicles/Equipment	$ 62,000			$ 62,000
22PW2	2024	Public Works	Vehicle Replacement Program BH56	Vehicles/Equipment	$ 120,000			$ 120,000
22PW4	2024	Public Works	Vehicle Replacement Program D86	Vehicles/Equipment	$ 62,000			$ 62,000
22PW6	2024	Public Works	Vehicle Replacement Program S25	Vehicles/Equipment	$ 175,000			$ 175,000
22PW7	2024	Public Works	Vehicle Replacement Program S27	Vehicles/Equipment	$ 145,000			$ 145,000
22PW3	2025	Public Works	Vehicle Replacement Program D10	Vehicles/Equipment	$ 230,000			$ 230,000
23PW1	2025	Public Works	Vehicle Replacement Program FB36	Vehicles/Equipment	$ 160,000			$ 160,000
23PW3	2025	Public Works	Vehicle Replacement Program T4	Vehicles/Equipment	$ 150,000			$ 150,000
24PW4	2025	Public Works	Vehicle Replacement Program S15	Vehicles/Equipment	$ 185,000			$ 185,000
23PW2	2026	Public Works	Vehicle Replacement Program G40	Vehicles/Equipment	$ 295,000			$ 295,000
24PW3	2026	Public Works	Vehicle Replacement Program P7	Vehicles/Equipment	$ 55,000			$ 55,000
24PW5	2026	Public Works	Vehicle Replacement Program S16	Vehicles/Equipment	$ 185,000			$ 185,000
25PW1	2026	Public Works	Vehicle Replacement Program V51	Vehicles/Equipment	$ 55,000			$ 55,000
							Total Public Works	**$ 4,056,000**
Sewer								
24S1	2024	Sewer	4x4 Utility Body- P77	Vehicles/Equipment			$ 60,000	$ 60,000
							Total Sewer	**$ 60,000**
Water								
22W1	2022	Water	4X4 Utility Body- P70	Vehicles/Equipment		$ 60,000		$ 60,000
22W2	2022	Water	4x4 Utility Body- P71	Vehicles/Equipment		$ 60,000		$ 60,000
							Total Water	**$ 120,000**
							Total Rolling Stock	**$ 10,863,925**

Appendix B: CIP By-laws

TOWN OF SALEM, NEW HAMPSHIRE
33 GEREMONTY DRIVE, SALEM, NH 03079
(603) 890-2120 · FAX: (603) 890-2220
OFFICE OF THE TOWN MANAGER
William Scott, Assistant Town Manager

Memorandum

To: Selectperson Lisa Withrow, Capital Improvements Representative
RE: Capital Improvements Plan - 2021-2026
Date: May 15, 2020
From: William Scott, Assistant Town Manager

Introduction

The attached Capital Improvements Plan Committee bylaws reflect an organizational structure that can guide the CIP process moving forward. While the document will provide consistency, the pending Capital Improvements Program clearly faces organizational challenges associated with COVID 19. Understanding that we will move through the CIP process this year, with the intent to adapt to the COVID 19 circumstances, and, to the greatest extent possible, conduct business through online systems and teleconferencing. As the process moves forward, there may be variances within the guidance document, as the relationship of the current circumstances to the CIP process unfolds.

CIP Bylaws

There are both direct relationships, and departures, regarding the attached CIP document and the process last year. The common aspects with the current CIP process are: the CIP Capital Assets Policy created in 2017, the CIP form and therefore the materials requested, and the fact that the Board remains as the authority regarding the CIP as voted in 2005. The departures from the prior process are the membership structure, new rating criteria, and the establishment of the attached by-laws for the committee. The membership structure has a broad perspective facilitating communication across the Board of Selectmen, Planning Board, and Budget Committee. Additionally a resident and the Finance Director on the committee provide additional perspective. The criteria are based on a dual system rating using both significance and readiness of each project, with varying degrees of rating for each. While significance rating is crucial, the additional readiness rating provides a means to establish whether the project should move forward given its state of preparation and planning. In the simplest form the by-laws are an expression of the text indicated in the most recent CIP plans that outline process and rating. Creating a central document allows the continuity in process between each years plans. This creates a foundation for the process and eliminates the risk of a diversion from the process in any given year.

CIP Process to Date

We have established an online folder, within the Town server system, to provide a focal point for projects. The folder contains profile sheets from multiple department submittals for existing projects associated with the prior CIP process. As the Town Manager and Board of Selectmen determine the direction for the CIP this year, we will concurrently be taking the step of updating prior submittals, and then creating new submittals in anticipation of that process.

CIP By-Laws Next Steps

We should have a list of projects by the Board of Selectmen meeting on June 1. To begin the process the primary coordination issue is the establishment of the committee which is one component of the by-laws. The advantage, however, of moving forward on the entire document allows department heads the advantage of planning ahead, within the context of a schedule and new criteria.

BY-LAWS
Capital Improvements Program Committee
SALEM, NEW HAMPSHIRE

A. PURPOSE:

The Capital Improvements Program Committee (CIPC) represents a diverse mix of elected officials, volunteers, approaches, and jurisdictions that form the basis for the Capital Improvements Program, which provides direction towards improving the quality of life in Salem New Hampshire. The Capital Improvements Program represents the guiding document for the public sector re-investment in the community. The importance for a planned program can be found in a contrary "no action" approach. The lack of action only causes escalating costs, missed coordination opportunities, and poor services associated with failing infrastructure. Action is required to ensure the most optimum facilities and infrastructure for the community. Action within the context of a sequenced Capital Program is a cost effective approach over a reactionary response to deteriorating assets.

Authority: These By-Laws describe the duties and methods of operation of the Salem Capital Improvements Program Committee, hereafter referred to as CIPC. The CIPC is hereby established within the context of *Capital Improvements Program* RSA Section 674:5 as follows:

Authorization. – In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years. As an alternative, the legislative body may authorize the governing body of a municipality to appoint a capital improvement program committee, which shall include at least one member of the planning board and may include but not be limited to other members of the planning board, the budget committee, or the town or city governing body, to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least six years. The capital improvements program may encompass major projects being currently undertaken or future projects to be undertaken with federal, state, county and other public funds. The sole purpose and effect of the capital improvements program shall be to aid the mayor or selectmen and the budget committee in their consideration of the annual budget. Source. 1983, 447:1, eff. Jan. 1, 1984. 2002, 90:1, eff. July 2, 2002.

In accordance with the above RSA the March 12, 2005 Town Meeting voted to authorize the governing body to appoint the CIPC (underlined passage). These bylaws do not limit the actions of the Board of Selectmen in exercising their authority over the CIPC. However, as guidance for appointment, pursuant to the report titled Capital Improvements Program Evaluation dated May 20, 2004, members of the CIPC shall consist of the following representation and or credentials.

• One Board of Selectmen Member
• One Planning Board Member
• One Budget Committee Member
• Town Finance Director
• One Resident having one of the following expertise.
➢ *Project Management*
➢ *Construction Financing*
➢ *Engineering-Building or Civil*
➢ *Legal*
➢ *Process Management*
➢ *Strategic Planning*

B. ORGANIZATION:

1. Responsibilities of Members:

All members shall make every effort to attend each scheduled meeting.
Members of the CIPC have authority only when acting as a CIPC legally in session. The CIPC shall not be bound by any action or statement of any individual CIPC member except when such statement or action is pursuant to instructions from the CIPC.

2. Officers:

(a) Election - A Chairman, Vice-Chairman and Secretary shall be elected at the first regularly scheduled meeting of each year. Election shall be by a majority vote of those present. Vacancies in membership created during the year shall be filled by the Board of Selectmen pursuant to municipal ordinances and policies.

(b) Duties - The Chairman shall preside at all meetings of the CIPC and perform all duties required. In the absence of the Chairman, the Vice-Chairman shall preside and assume all duties and responsibilities of the Chair. The Secretary shall preside in the absence of the Chairman and Vice-Chairman. The Secretary is the custodian of the official minutes and shall sign them as revised and approved and shall forward them to the Board of Selectmen.

3. Committees:

The Chairman may delegate members of the CIPC to investigate matters pertinent to the Capital Improvements Committee, to serve on committees, and to perform other duties.

C. OPERATION:

The CIP process is intended to be focused and within the constraints of the proposed scheduling and direction for the particular program year. Every effort by the CIPC members and staff shall be made to prepare for meetings to maintain the schedule and program for the production of a high quality CIP to the benefit of the Town of Salem. Extraneous dialogue, discussions, reports, which raise matters that are not within a reasonable interpretation of the relevant topics, and jurisdiction of the CIP, shall be considered as not meeting the intent of a focused and productive process.

1. Meetings:

(a) Organizational Meetings - An organizational meeting to elect officers shall be held in June of each year. The CIPC may adopt the previous policies and procedures, subject to amendment as provided in these by-laws. The CIPC shall establish a schedule for meetings.

(b) Program Meetings – The CIPC shall develop formalized sequential meeting agendas for the entire CIP period. Business shall generally be conducted in accordance with the order of the approved agenda's, a sample of which is contained herein.

(c) Workshop Meetings - Less formalized meetings generally conducted for the purpose of providing CIPC members with a more detailed understanding of a limited number of issues or to permit discussion of issues in greater depth. These meetings may be conducted offsite as site visits.

(d) Non-Public Meetings - Meetings of the CIPC held for town legal issues in accordance with RSA 91-A:3.

(e) Special Meetings - May be called by the Chairman in accordance with RSA 91-A:2,II; upon demand of three (3) members of the Board; or at the request of the Town Manager through the Chair. The Chairman shall notify each member in accordance with RSA 91-A:2,II.

(f) Sub-Committee Meetings - Meetings shall be called by the Chairman of the CIPC committee under the rules governing special meetings.

2. Schedule of Meetings:

The schedule shall be published after the first organizational meeting for the entire year. Each meeting shall be posted in accordance with RSA 91-A. The posting of such schedule shall not limit the ability of the CIPC to post and hold additional meetings, amend and post meeting dates, or cancel meetings. The annual CIPC schedule is a general guide created to ensure the orderly annual production of a ten-year Capital Improvements Program.

3. Reports of Committees:

Written/Oral reports from committees received by the CIPC shall be filed with and distributed with the minutes of the CIPC.

4. Review of Reports, Projects, Submittals:

The CIPC shall review reports, projects, submittals and other relevant materials in the course of developing the Capital Improvements Programs for the particular year. Such review shall be in accordance with applicable criteria and policies as contained herein and as may be amended.

D. RULES OF ORDER:

1. Quorum - A quorum shall consist of three (3) members of the CIPC.

2. Agenda - Shall be established at the first meeting of each year held in June. As the CIPC is established to produce a document, the agendas represent a sequential series of meetings toward the completion of the final document. The sample agendas, attached hereto, represent recommended agendas for fulfilling the production of the CIP. Such agendas may be amended from time to time to address the unique aspects of any given CIP annual production cycle.

(a) Persons, including CIPC members, wishing to place an item on the agenda must notify the Community Development Director or his secretary one week prior to the meeting date. If the person is going to make a presentation s/he must provide a copy of all presentation material and documentation to be included in each CIPC "packet" to be delivered prior to the scheduled meeting.

(b) As indicated by the attached agendas

(b) Adjournment - A motion for adjournment will usually not be in order until after the completion of the order of business, unless a motion has been made at the start of the meeting to adjourn at a specified time.

3. Role of the Chairman:

The Chairman's duties are as follows:

- To open the session at the time at which the CIPC is to meet by calling the members to order; to announce the business before the CIPC in the order in which it is to be acted upon;
- to recognize members entitled to the floor;
- to state and put to vote all the questions which are regularly called or necessarily arise in the course of the proceedings and to announce the result of the vote;
- to assist in expediting all business in every way compatible with the rights of the members, as by allowing brief remarks when un-debatable motions are pending or by calling a brief recess to permit restoration of order or clarification of an obscure point if he thinks it advisable;
- to manage the members when engaged in debate within the rules or order;
- to enforce on all occasions the observance of order and decorum among the members, deciding all questions of order (subject to an appeal by any two (2) members) unless he prefers to submit the question for the decision of the Board;
- to inform the CIPC on a point of order or practice pertinent to pending business;
- to authenticate by his signature, when necessary, all acts, orders and proceedings as directed by vote of the CIPC.
- The Chairman shall vote as a member of the CIPC.
- Discussions which are not addressing the business before the CIPC, or which are conducted in a disorderly or disrespectful manner, shall be ruled out of order. The chairman shall take whatever action is necessary to achieve and maintain order, including ordering the removal of any person who continues disorderly conduct.

4. Conduct of Meetings:

Meetings shall be conducted in accordance with generally accepted practices of order and decorum. In the event of dispute regarding procedural matters Roberts Rules of Order shall serve as a guideline with a vote of the CIPC being the final deciding authority.

5. Recording of Votes:

Votes shall be by a show of hands or by a roll call. The vote of each member present shall be recorded. No action shall be considered at a subsequent meeting in the same calendar year except by majority vote of the members present and voting.

6. Requests for Information:

Should it become apparent to the Chairman or an individual CIPC member, in the interim between meetings, that additional information relative to a specific item may be needed for CIPC use at the next regularly scheduled meeting, a request for this information shall be submitted to the Community Development Director before the agenda is set. Any information provided to any individual CIPC member shall be provided to all other members of the CIPC.

E. CIPC Staff:

1. Duties:

The Recording Clerk shall be the Recording Officer of the CIPC and an official copy of the records are to be filed in the Selectmen's Office and open to inspection by any person at reasonable times. In addition to keeping the minutes of the meetings, it is the duty of the Recording Clerk to keep a roll of members and to call the roll when required. The Recording Clerk shall record the essentials called "the minutes" of the proceedings as follows:

(a) The kind of meeting - regular, special, work session, or recessed.
(b) Time of meeting and place of meeting
(c) The presence/absence of CIPC members
(d) Whether the minutes of the previous meeting were approved or amended.
(e) All main motions and points of order and appeals, whether sustained or lost, and all other motions that were not lost or withdrawn.
(f) The hour of adjournment.

The Recording Clerk shall record the essentials of the proceedings, the name of the member who introduced a main motion or amendment and the name of the second, and should enter the number and names of votes on each side. The minutes should show what action was taken by the CIPC in regard to them.

F. AMENDMENT PROCEDURE:

An amendment to these By-Laws may be moved at one CIPC meeting but shall not be voted upon until the next regularly scheduled meeting, not less than seven (7) days later. A copy of any amendment shall then be certified and submitted to the Selectmen's Office for inclusion in the Town Records.

G. CAPITAL IMPROVEMENTS PROGRAM

1. Introduction and RSA Guidance: Salem's Capital Improvement Program or CIP is a ten-year document detailing projected capital needs as proposed by municipal departments. The original direction for the Planning Board to prepare and amend a CIP for a period of at least six (6) years comes from the legislative body in accordance with RSA 674:5. The 1989 Annual Town Meeting, Article #53, authorized the Planning Board to prepare and adopt a CIP for the Town of Salem. Prior to July 2002 RSA 674:5 directed the Planning Board as the primary authors of the Capital Improvements Program. As indicated herein in section "A.1 Authority" the Board of Selectmen are now the appointing authority pursuant to the Town Meeting 2005 Article 45 (see Appendix). In accordance with the authority or the Board of Selectmen and CIPC the following excerpts from the RSA's indicate the general outline of a Capital Improvements program:

> **674:6 Purpose and Description. –** The capital improvements program shall classify projects according to the urgency and need for realization and shall recommend a time sequence for their implementation. The program may also contain the estimated cost of each project and indicate probable operating and maintenance costs and probable revenues, if any, as well as existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The program shall be based on information submitted by the

departments and agencies of the municipality and shall take into account public facility needs indicated by the prospective development shown in the master plan of the municipality or as permitted by other municipal land use controls.

Source. 1983, 447:1, eff. Jan. 1, 1984

674:7 Preparation. – I. In preparing the capital improvements program, the planning board or the capital improvement program committee shall confer, in a manner deemed appropriate by the board or the committee, with the mayor or the board of selectmen, or the chief fiscal officer, the budget committee, other municipal officials and agencies, the school board or boards, and shall review the recommendations of the master plan in relation to the proposed capital improvements program.

II. Whenever the planning board or the capital improvement program committee is authorized and directed to prepare a capital improvements program, every municipal department, authority or agency, and every affected school district board, department or agency, shall, upon request of the planning board or the capital improvement program committee, transmit to the board or committee a statement of all capital projects it proposes to undertake during the term of the program. The planning board or the capital improvement program committee shall study each proposed capital project, and shall advise and make recommendations to the department, authority, agency, or school district board, department or agency, concerning the relation of its project to the capital improvements program being prepared. **Source.** 1983, 447:1. 1995, 43:1, eff. July 2, 1995. 2002, 90:2, eff. July 2, 2002

674:8 Consideration by Mayor and Budget Committee. – Whenever the planning board or the capital improvement program committee has prepared a capital improvements program under RSA 674:7, it shall submit its recommendations for the current year to the mayor or selectmen and the budget committee, if one exists, for consideration as part of the annual budget. **Source.** 1983, 447:1, eff. Jan. 1, 1984. 2002, 90:3, eff. July 2, 2002

2. Parameters for a CIP Submittal

A CIP classifies projects according to the urgency and need and recommends a time sequence for their implementation. A capital project, in Salem, is defined within the context of the Capital Assets Policy – Adopted May 2017, as provided in the Appendix. For the purpose of the aforementioned policy the Finance Director shall determine applicability of projects to the CIP process. Like projects shall be grouped to create an aggregate of submittals. A project which requires payments over multiple years are considered “like” and therefore require submittal providing the limits in the above document are achieved. Projects shall not be split into separate submittals to achieve separate projects that would remain under the Capital Assets Policy limits. Phasing of one projects over multiple years will require the aggregation o the entire project. Placing projects in both the operating budget and CIP will constitute a reason for removal from both by the Town Manager. The failure to submit a proposal within the context of the CIP and project timeframe shall not serve to facilitate an expedited review, an avoidance of the CIP process, or the inclusion of the project within the operating budget where CIP was required.

3. CIP Process - The Capital Improvements Program Committee (CIPC) process is generally conducted over eight meetings covering nearly a four month period. Prior to the CIPC process, municipal department heads develop project submittals prior to this year’s process. The meetings are held in the locations and at general times indicated in the below table.

Action	Time	Date	Topic
Meeting 1	6 to 7 pm	2nd week of June	Vision Meeting, Organizational meeting. Review process, criteria and project scheduling.
Meeting 2	6 to 8:00 pm	Fourth Week of June	Review Submittals, Schedule hearings, Discuss 10 year plan aspect.
Meeting 3	6 to 8:30 pm	3rd week of July	Presentations
Meeting 5	6 to 8:30 pm	4th week of July	Presentations
Meeting 4	6 to 8:30 pm	2nd week of August	Rating Meeting.
Meeting 5	7:00 pm to 9 pm	1st week of September	Public Hearing Final Report.
Meeting 6	6:00 to 8:00	2nd week of September	Presentation Board of Selectmen.

a. **Methodology:** Given issues such as the COVID 19 pandemic the above process from a technical perspective will change. Meetings will be held remotely. Presentations by departments will be done by recording video prior to the presentation meetings. This will be accessible to CIP members one week prior to the applicable presentation date. During the meetings the video will run and the department head will be available at the end of their video to respond to questions. This method allows the CIPC members the ability to develop questions prior to the presentations. A standard format for presentation content will be developed to ensure continuity in the presentations. An accessible server location will be available for CIPC members to obtain files and video presentations.

3. Rating the Proposals

The below criteria are utilized to create a uniform method to equally rate projects. The criterion favors issues such as benefit to the public, readiness to proceed, addressing mandates, funding opportunities and validity of project planning. The below criteria combined with a numeric/alpha scoring system allows the CIPC the opportunity to develop a score for the project based on the average of the CIPC members voting. To explain the CIPC reasons for the score, a recommendation is provided for each project. Projects can be rated high in the first year but are not rated in subsequent years due to the lack of information for subsequent years. Each project will be rated as new information is submitted in each year. The rating criteria (see below table) measures whether the project is Significant, and related to an overall plan, and that it is ready to proceed, within the context of that plan.

	Rating Criteria	
Category	Significance	Readiness
Essential	**4:** (highest priority) Projects, which are required to complete or renovate a major public improvement; projects, which will remedy a condition dangerous to the health, safety, and welfare of the public; or projects which will provide facilities for a critically needed community program; are in response to a State or Federal mandate; have available other sources of funding which will not be available at a future date.	**A:** The project clearly and specifically depicts by virtue of plans, studies, cost estimates and other sufficiently detailed documentation that it is ready to proceed given its scheduled placement in the plan. The project is an integral part of a larger long range program/plan whereby this project and other related projects are clearly and specifically integrated, coordinated, and prioritized.
Desirable	**3:** (second priority) Projects which will benefit the community; whose validity of planning and timing have been established; where other limited sources of funding are available; in response to a pending State or Federal mandate that is within the five years of the CIP.	**B:** The project by virtue of plans, studies, cost estimates and other documentation demonstrates a readiness to proceed given its scheduled placement in the plan. The project is part of a larger long range program/plan whereby this project and other related projects are integrated, coordinated, and prioritized.
Acceptable	**2:** (third priority) Projects which are adequately planned, but which can be postponed if budget reductions are necessary.	**C:** The project by virtue of plans, studies, cost estimates and other documentation provides a conceptual overview of a readiness to proceed given its scheduled placement in the plan. The project is presented as generally related to a concept of a larger long range program/plan whereby this project and other related projects are conceptually integrated, coordinated, and prioritized.
Deferrable	**1:** (fourth priority) Projects which are not entirely ready; have no pending mandate; will not pose a threat to the health and safety of the public if deferred.	**D:** The project lacks; plans, studies, cost estimates and other documentation that provides even a basic overview of a readiness to proceed given its scheduled placement in the plan. The project has little or no relation to a larger long range program/plan and this project and other possibly related projects are not integrated, coordinated, and prioritized.

Given that circumstances cannot account for every contingency the following language provides a means to have urgency of project override readiness to proceed:

> *Where the CIP Committee finds that a project has clear evidence of urgency, as determined by the applicable department and the Board of Selectmen, for reasons of public health, welfare and safety, or for fiscal reasons presented by substantial grants, that could not be anticipated within the CIP timeline, then the CIP committee may apply the urgency or U rating which overrides and is greater than the rating for integration and readiness to proceed. Because a primary intent of the first rating number is related to issues of urgency, no project which cannot receive a 4 rating can be considered for a U. The rating that would address the Integration shall be included in the rating to allow further reviewers an understanding of the level of integration and readiness. Projects that receive the "U" and a low Integration "Readiness" score will be required to submit additional materials to enhance the lower score.*

4. Ten Year Capital Program Approach – To create a long term comprehensive program that effectively allocates the costs over the ten years to minimize fiscal spikes the CIPC shall include in the CIP a spreadsheet developed with the Town staff that lists the applicable projects and their relevant costs. The spreadsheet will provide the basis to determine how to allocate projects within the context of a ten year period. The CIP will employ data methods to facilitate a more rapid creation of options over the ten years. The Town will use appropriate technologies to facilitate the effective and efficient processing of the narrative, and numerical information and data. Further those methods will corporate the generation of multiple outputs to facilitate an efficient informed dialogue. The contents of output will be in the form of profile sheets for each project and spreadsheets as indicated below:

a. Summary Spreadsheet

1. Project Number
2. Name of project
3. Responsible Department
4. Funding Source
5. Tax rate Impact (Principally for year one projects)
6. Columns for the applicable Fiscal years with the costs indicated.
7. Where the cost is broken into multiple funding sources, the project will be listed again for each funding source.
8. A totals column at the end of the spreadsheet

b. Topical Spreadsheet Query's

1. Projects by Fiscal Year, by Department, by funding source.
2. Projects by Rating, by Fiscal year.
3. Projects by Type, by Department, by Fiscal Year.
   The above topical spreadsheets include fields as indicated in the above section.

c. **Minimum Contents of the Capital Improvements Plan**

According to RSA 674:5 and: 6, there are required elements and optional elements.

A CIP "shall" do the following:

- Address capital improvement projects over a period of at least six years. It can be a longer period, of course, and 6-10 years is typical in many municipalities.
- Classify projects according to the urgency and need for implementation.
- Include a timetable for implementation of projects.
- Take into account public facility needs that are indicated by the development shown in the master plan or which are permitted under the municipality's zoning ordinances and regulations.

A CIP "may" include the following:

- The estimated cost of each project.
- The probable operation and maintenance costs.
- The probable revenues (if any) from each project.
- Suggested funding sources.

For the purpose of the Town of Salem New Hampshire plan all of the above items will be addressed in the plan. The operations, maintenance and revenues will be requested for the current, or first year projects as those numbers changed in any given year. Additionally the plan will include, as an introduction, demographic, development, and impact issues which may affect the Town priorities.

Capital Improvements Program Committee Bylaws

Town of Salem, NH

Accepted - _____, 2020

Certified:

Susan Wall
Salem, NH Town Clerk

_____ _____

Date

Appendix: Supporting Documentation

- *Article 45 March 2005 Town Meeting – Board of Selectmen Authority CIP*
- *Capital Assets Policy – Adopted May 1, 2017*
- *CIP Form*

Article 45 - **March 2005 Town Meeting**
Capital Improvements Program Selectmen Authorization
To see if the Town, in accordance with RSA 674:5, will authorize the Board of Selectmen to appoint a capital improvement program committee, which shall include at least one member of the planning board and may include but not be limited to other members of the planning board, the budget committee, or the town or city governing body, to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least six years.

Town of Salem
33 Geremonty Drive
Salem, NH 03079

CAPITAL ASSETS POLICY

Purpose:

The Town of Salem, NH has implemented the financial reporting provisions of Governmental Accounting Standards Board Statement No. 34 (GASB 34). While GASB 34 requires many significant changes on financial statement reporting, one of those areas is the reporting and depreciation of capital assets. This policy seeks to determine capitalization thresholds, define asset classes, establish useful lives, and describe the procedures for identifying asset additions and deletions. The policy is to provide control of and accountability for the Town's capitalized fixed assets, ensuring all recorded assets are classified properly, accurately, systematically, and consistently.

Capitalization Thresholds:

Capitalization is a financial reporting concept. This policy does not eliminate the need for proper tracking of Town assets for insurance needs or other purposes. Capital assets are tangible plant assets that are valued at more than $50,000 with an estimated useful life of more than five years. The exception to this is police cruisers which the town has determined a three year useful life for these assets.

If the cost of a single item is less than $50,000 but the aggregate cost of a quantity of the same item purchased is in excess of the $50,000 capitalization threshold, the items should be not capitalized as a group. The only exception to this is if the Town purchases computers or vehicles in bulk.

Asset Valuation:

Capital assets should be recorded at the actual purchase price including any ancillary costs based on the vendor invoice. Ancillary costs include transportation charges, installation costs, and other expenditures necessary to place the asset into its intended use (not including engineering costs). Donated assets should be recorded at the fair market value of the asset. Fair market value represents the price that a willing buyer would pay to obtain the asset.

Capital Assets Policy May 2017

Asset Types:

Capital assets are categorized as land, land improvements, construction in progress, buildings, building improvements, machinery and equipment, vehicles, and infrastructure. Below are definitions for each category:

Land: Expenditures for the purchase of land. This includes closing costs, appraisals, and purchase of rights-of-way and/or site preparation. Land is characterized as having an unlimited useful life.

Land Improvements: Expenditures for acquiring improvements to land (not associated with building) intended to make the land ready for its purpose. Land improvements can be either non depreciable or depreciable. Examples of non depreciable includes land excavation, fill, grading, drainage, and the demolition of buildings less salvage. Examples of depreciable land improvement includes driveways, parking lots/sidewalks, septic systems, flagpoles, fencing, athletic fields, and outdoor lighting.

Construction in Progress: Expenditures for construction work on a capital project undertaken, but not yet completed. Expenditures for this category will be capitalized into the appropriate category when completed or placed into service. A project is considered complete if it is at least 90% complete and is being used for its intended purpose.

Buildings: Expenditures for structures that are permanently attached to the land, is partially or completely enclosed by walls, and is not intended to be movable.

Building Improvements: Expenditures for improvements to existing buildings, including property permanently attached to, or an integral part of, the structure. This includes major permanent structure alterations, roof replacements, interior and exterior renovations, fire protection systems, electrical and plumbing upgrades, heating, ventilation and air conditioning systems (HVAC), elevators, power generation, and other service systems of buildings.

Machinery and Equipment: Expenditures for equipment usually composed of a complex combination of parts, excluding vehicles.

Vehicles: Expenditures for the acquisition of vehicles. All vehicles owned or leased by the Town and are covered by the Town's insurance policy should be included in this category.

Infrastructure: Expenditures for construction of, or major renovation to, long-lived fixed assets that are normally stationary in nature and can be preserved for a significantly greater number of years than most capital assets. Roads, bridges, drainage systems, and water and sewer systems are all considered infrastructure assets. Engineering costs associated with infrastructure assets are not to be capitalized.

Useful Life

It is up to the discretion of the Finance Director and/or Accounting and Budget Manager to establish the useful life of capital assets. However, below is a guide to use for common capital assets:

Asset Type	Useful Life
Police Cruisers	3 years
Fire Engine	20 years
Ambulance	10 years
Other Staff Vehicles	6 years
Bridge	50 years
Sewer Pipe	50 years
Water Pipe	50 years
Road	20 years

Depreciation Method:

The straight-line method will be used when calculating depreciation. Straight-line assumes that the asset will depreciate at the same rate each year of its useful life. The policy for recording depreciation on new asset additions is to take half of a full year's depreciation regardless of when it was actually placed in service during the year.

Internal Controls:

All departments should have procedures in place so that all assets are adequately safeguarded from misuse, loss, or theft.

Identifying Asset Additions and Deletions:

Assets are to be identified by departmental notification as well as a detailed review of the fiscal year's general ledger.

Department heads are responsible for notifying the Finance Department of asset dispositions. If an asset can be disposed via sale the department head must inform the Finance Department the amount the town received from the sale of the asset.

Adopted By:
Town of Salem, Board of Selectmen **Date:** May 1, 2017

Michael J. Lyons, Chairman

Everett P. McBride, Jr., Vice-Chairman

Lisa S. Withrow, Secretary

James S. Keller, Selectman

Gary S. Azarian, Selectman

Capital Assets Policy May 2017

Salem Capital Improvement Plan
Capital Project Sheet

Projects Submitted for 2020-2025 CIP

Project Name: **Project Year:**	Department Priority ____ of _____ projects
Department:	
Primary Effect of Project: (check one)	☐ Replace or repair existing facilities or equipment ☐ Improve quality of existing facilities, infrastructure or equipment ☐ Expand capacity of existing service level/facility ☐ Provide new facility or service capacity
Service Area of Project:	Define location of improvement or service:
Project Description:	
Rationale for Project: (check those that apply, elaborate below)	☐ Urgent Need ☐ Removes imminent threat to public health or safety ☐ Alleviates substandard conditions or deficiencies ☐ Responds to federal or state requirement to implement ☐ Improves the quality of existing services ☐ Provides added capacity to serve growth ☐ Reduces long term operating costs ☐ Provides incentive to economic development ☐ Eligible for matching funds available for a limited time
Narrative Justification:	

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Capital Improvements Form

Salem Capital Improvement Plan
Capital Project Sheet

Cost Estimate	Capital Costs Dollar Amount (In current $) $_____: Planning/Feasibility Analysis $_____: Architecture & Engineering Fees $_____: Real Estate Acquisition $_____: Site Preparation $_____: Construction $_____: Furnishings & Equipment $_____: Vehicles & Capital Equipment $_____: Other _____ $_____: Other _____ $_____: Other _____ $_____: Other _____ $_____: Total Project Cost	
Source of Funding	$_____: Grant (Source:)_____ $_____: Loan (Source:)_____ $_____: Donation/Bequest/Private $_____: User Fees & Charges $_____: Impact Fee Account $_____: Tax Revenue $_____: General Obligation Bond $_____: DBA $_____: Trust/Expendable Trust fund $_____: Other: _____ **$_____: Total Project Cost**	
Form Prepared by:	Name_____ Title _____ Signature _____ Date Submitted _____	

Capital Improvements Form

Salem Capital Improvement Plan
Capital Project Sheet

Project Name:_____ **Department:**_____

Evaluation Criteria

Enter an evaluation score from 0 (very low) to 5 (very high) for each criteria

_____ Addresses an emergency or public safety need

_____ Addresses a deficiency in service or facility

_____ Provides capacity needed to serve existing population or future growth

_____ Results in long term cost savings

_____ Supports job development/increased tax base

_____ Leverages the non-property tax revenues

_____ Matching funds available for a limited time

_____Total Project Score (out of a possible 35 points)

A "capital project" is defined as a tangible project or assets having a cost of at least $50,000 and a useful life of at least five years. Eligible items include new buildings or additions, land purchases, studies (i.e. architectural, engineering and planning), substantial road improvements and purchases of major vehicles and equipment. Capital improvement projects should also,

- Significantly improve the efficiency of the existing services,
- Preserve a previous capital investment made by the town,
- Significantly reduce future operating costs or increase future operating revenues, or
- Protect the health and safety of employees and/or the community at large.

Capital Improvements Form

Appendix C: First CIP Memo

TOWN OF SALEM, NEW HAMPSHIRE

33 GEREMONTY DRIVE, SALEM, NH 03079
(603) 890-2120 · FAX: (603) 890-2220
OFFICE OF THE TOWN MANAGER
William Scott, Assistant Town Manager

Memorandum

To: Town Manager, Finance Department, Engineering Division, Assessing Department, Town Clerk, Police Department, Community Development, Inspectional Services, SCTV Department, Tax Collector, Fire Department, Community Services Department, Municipal Services Department, Planning Division

RE: Capital Improvements Plan - 2021-2026
Date: April 30, 2020
From: William Scott, Assistant Town Manager

Introduction

The pending Capital Improvements Program clearly faces organizational challenges associated with COVID 19. We will move through the CIP process this year, with the intent to adapt to the COVID 19 circumstances, and, to the greatest extent possible, conduct business through online systems and teleconferencing. We have established an online folder within the Town server system to provide a focal point for projects. The folder can be accessed at the following address \\salthfs01\projects\CIP. The folder contains profile sheets from multiple department submittals for existing projects associated with the prior CIP process. As the Town Manager and Board of Selectmen determine the direction for the CIP this year, we will concurrently be taking the step of updating prior submittals, and creating new submittals in anticipation of that process.

Approach to Submittals

What we want to achieve from the CIP process this year are verifiable, detailed projects that can be ready for the review process. Once the CIP review is completed, these projects will take minimal effort to move to Town Meeting. Approaching the Warrant Articles with unanswered questions as to funding, issues regarding scheduling, unknown access to resources, possibilities of grants, and other unknown factors will not be an approach that is desired. Cleary, at this time, it is not known what projects will proceed to Town Meeting from the CIP program and what projects will be deferred or denied. Therefore, the question arises: Why spend time on something that may not move ahead? This is less about level of effort than it is about the comprehensive nature of a submittal that includes materials which answers questions. A few CIP tips for background:

1. Plans: If you have plans, then tie them to your narrative with a separate brief description document. Do not assume everyone will understand the context, or the plans.
2. Products: If there are capital equipment submittals, obtain product data sheets and include them where that detail could be helpful.
3. Precursor Steps: Make sure that the reader knows the precursor issues associated with your request for equipment or projects. For example that you need to upgrade existing equipment to allow the new equipment to work effectively. That should be in the cost; therefore assess those hidden costs and include.
4. Schedules: Each project has a timetable, regardless of the project. Even buying equipment has a timetable. More than giving the start date and delivery date, fill in the middle with sufficient detail for the reviewer to know the stages and reason for the length of time. This can be backup materials.
5. Include Procurement: Most everything requires procurement. Put procurement in your schedule, even the time to develop the RFQ or RFP.
6. Narrative Ready: Create narrative that you might submit to Town Meeting (not the warrant language) so that you do not have to create that narrative later and the process can transition to the Town Meeting process. The conclusion of the CIP should be a narrative that would go to the warrant book.
7. Check with Finance: Check with Finance, and coordinate with other departments for funding confirmation. Please also factor cost escalations and inflation when estimating project costs, especially for those projects in the latter years of the 6 year program. Learn funding availability as you submit, not when we are debating warrant articles. The limits for a CIP are in the attached document titled 2017 Capital Assets Policy.
8. Readiness to Proceed: Be clear and include all caveats as to the project's readiness. Readiness is an important factor given the possibility of Federal funds during these times; therefore articulate how you will get projects ready by including, within a project schedule, the steps necessary for implementation.
9. Priorities: We cannot have everything we want. File **projects you need** and **reconsider projects you want**. Indicate the project priorities and explain why the most crucial projects represent your highest priority.

Process Pre-CIP Committee Review

This year we are looking at a multiple step process that builds from each step. The Profile development steps are shown below. First, begin with updating your prior profile sheets and resubmittal of the backup materials, next move through the submittal of new Profile sheets, and then conclude with the submittal of back-up materials for the new profiles. All of this process will occur within the above referenced folder located on the Town server: \\salthfs01\projects\CIP. Copy and paste, or type, this link into the window on your Desktop that contains the text "Type here to search", (bottom left of your screen) hit return and you should be in the folder with departments showing. Go to your folder and begin. Do not go into other folders. You can begin submitting new projects when you are ready the sequence is only meant to allow us the ability to review the materials in stages.

Due Date	Step	Outcome
May 1 to May 14	Update Prior Submittals	The above referenced folder has a folder for each department. Within that folder are your prior profile sheets in the Current Profiles folder. Please review those profiles, update the cost estimates, update any changes to the project, and if necessary add a profiles sheet where you might want to separate a project into phases, such as engineering, or phased construction. Once completed, move the profile sheet(s) into the Edited Profiles folder. If there are no edits move the sheets over. Anything in the Edited folder moves forward to the process. If you do not have these folders in your department folder, then your department does not have a submittal from the past plan. If that is in error please contact Karri Makinen. Because you may be attaching additional existing or new backup information, create a separate folder in the Edited Profiles folder, name the folder after the project, and insert all of the information within that project folder. Please do not submit profile sheets and back-up materials within the main Edited Profiles folder with the projects and back-up mixed with other projects. If you are missing profile sheets in your Current Profiles folder then insert what is missing from your files. You should have only fillable forms unless you submitted scanned documents in the past. If that is the case, submit the completed fillable forms and replace the scanned documents. You should be able to submit all of your prior information within the applicable folders. Where a projects is now a first year project submit more detailed budget confirmation.
May 1 to May 21	Submit New Projects Profiles Sheets Only	Understanding the unique nature of the current situation, the submittal of new projects may require that departments assess their circumstance against what has, and continues to occur. Last year a capital plan addressing COVID 19 circumstances was not an issue. Continue to consider your next scheduled projects for your new projects, however also assess the need for new projects within the context of these current circumstances. Submit your new profiles sheets in the New Projects folder. During this step we are asking for only the Profiles sheets by the 21st. Back-up materials are requested in the next step, by the 29th.
May 1 to May 29	Submit New Projects Back Up Materials	Please read the above. This step you will complete the submittal by including any and all back-up. Obviously back-up materials is an iterative process and will require attention throughout the CIP program development. Therefore as a simple guide; what you write in the Profiles Sheet shall have information supporting those statements. A budget would have a cost estimate, a project timetable would have a project schedule, and the sourcing of funding would have back-up on that source. Important to this process is confirming the budgets for your first year new projects. You must submit information that can confirm the availability of funds for 2021. Stating the "match will be from impacts fees" should be supported.
May 14 to June 3	Staff Review	During this time we will review the submittals and provide comments for consideration. Understanding that everything cannot be done in one month there will be short-term improvements and long-term suggestions for issues that may require lead time.
June 8	Complete Submittals	After returning updated information we will package the materials and then make them available to the committee, as established by the Board and Town Manager. The projects will move from the server to an online accessible storage that the committee will access. Further updates to submittals after that transfer will go through staff to the committee via the online storage location. New submittals during the process should be placed within the server folder noted herein, with a new folder within the title "Additional Materials" under each department's folder. Email staff and indicate additional materials are available and we will move the information over to the committee storage.

Communication

With the folder system multiple emails are not necessary to send files. Do not send your submittals by email. Place them in the applicable folder and indicate when you are complete on or before the due dates. Further do not send reply all from the original email for questions regarding your proposal. As we obtain questions from each department we will develop a running Frequently Asked Questions document to answer those questions for everyone as applicable. That document will be in the main folder for everyone to access and check periodically, no email will result to everyone from questions, check the FAQ. In the near future a teleconferencing system will be established to coordinate across departments and with staff working on the CIP.