

BOARD OF SELECTMEN MEETING
Minutes of September 12, 2016

CALL TO ORDER: Chairman Joel Desilets called the meeting to order at 5:00 PM. Selectmen Bruce Breton, Jennifer Simmons, Ross McLeod and Roger Hohenberger were present; as was Town Administrator David Sullivan.

NON-PUBLIC SESSION: Mr. Hohenberger moved and Mr. McLeod seconded to enter into non-public session in accordance with RSA 91-A:3 II b. Passed unanimously. Roll call vote all “yes”.

The Board conducted several interviews with potential candidates for the vacant Planning Director position. Mr. Hohenberger moved and Mr. McLeod seconded to extend an offer of employment to a particular candidate and to authorize Mr. Sullivan to negotiate the terms thereof. Passed unanimously.

Mr. Hohenberger moved and Mrs. Simmons seconded to recess to the Community Development Department. Passed unanimously.

PUBLIC SESSION: The Chairman called the public session to order at 7:00 PM, opening with the Pledge of Allegiance.

ANNOUNCEMENTS/LIAISON REPORTS: Mrs. Simmons reminded all that voting for the primary would take place the following day. Polls are open from 7A to 8P at the High School.

Mrs. Simmons noted that a presentation about Benedict Arnold will take place on Wednesday, 9/21, beginning at 7pm at the Searles facility; adding that the HDC has plans to schedule such speakers monthly.

Police Captain Mike Caron approached requesting the Board’s approval to accept three (3), 100% grants on behalf of the Police Department, as follows:

1. In an amount not to exceed \$15,000 for DWI enforcement
2. In an amount not to exceed \$7,000 for distracted driving enforcement
3. A step grant not to exceed \$12,000 for enforcement or other purposes as the Department chooses

Mr. McLeod sought clarification as to whether any of these grants entailed lingering financial commitments for the Town, and Captain Caron replied in the negative.

Mr. McLeod then moved and Mr. Breton seconded to authorize the Department to enter into agreements for the three grants as outlined. After a brief discussion, motion passed unanimously.

Captain Caron then explained there is a fourth, matching grant, which if approved would require the Town to budget for half. He indicated the Department had requested funds for a new speed enforcement trailer, and has been approved to receive 50% for same from the State; leaving the balance to be funded in 2017. Captain Caron indicated that the new trailer will be smaller than the existing, and will include an electronic message board; adding that the cost of the item is \$16,000, the Town’s portion being \$8,000, and reiterating it would be contingent on the 2017 budget passing.

Mr. Breton inquired whether the \$8,000 could be funded out of the Town’s fund balance. Captain Caron noted that the grant is effective as of 10/1, so it could be completed this year.

Mr. Desilets inquired whether the existing unit would be sold, and Captain Caron indicated he believed they would keep it as it is still in working order.

Mr. Breton questioned how much money was available in the Police Detail account. Mr. Sullivan advised there was plenty, and a discussion ensued as to whether the necessary funds could be taken from there. Chief Lewis expressed concerns that doing so would put the focus of the new trailer on detail uses rather than town-wide.

Discussion then ensued regarding the periodic maintenance issues the existing trailer has, that it is currently functional and out there, and that there are issues with its solar panels and age. Chief Lewis reiterated that the intent right now is to keep it, as it does work, with its biggest issue being its sensitivity to location/sunlight. He indicated that the new trailer is better and more effective for a longer period of time, and that it also does speed analysis.

Mr. Desilets suggested that half the funding be taken from the Detail Fund and the remainder from the budget. Discussion ensued regarding the need for caution in using the Detail Account, the annual Town audit, and power problems with the existing trailer.

Mrs. Simmons requested to review the pamphlet for the new trailer, which Captain Caron provided.

Mr. Hohenberger then moved and Mr. Breton seconded to approve the Department's applying for the grant. Further disc ensued regarding that the primary use would be for speed enforcement, rather than public service announcements. Mr. McLeod explained that he would be abstaining from this vote given that....

Motion passed 4-0-1, with Mr. McLeod abstaining for reasons stated.

NEW BUSINESS: Mr. Desilets noted that, over the weekend, he had received concerns from a resident regarding the split at the old Range Road near the Common Man and the striping/lighting there. He inquired of Chief Lewis whether a "Do Not Enter" sign and/or better lighting could be installed. Chief Lewis noted that the entire location would be changing the following day, in that the intersection will be paved and the current layout will drastically change. He indicated that the area will need to be repainted, as well, and that he will look into it further in the morning by speaking to the contractors. Mr. Desilets sought clarification as to whether they are planning to add lighting, and Chief Lewis noted he did not believe so. Brief discussion ensued.

CABLE ADVISORY BOARD: Studio Coordinator, Kelly Yucupicio, approached and presented the Cable Summer Volunteer Award to Olive Buono; an intern from Boston College. Ms. Yucupicio noted that Miss Buono had done a great job for the studio, and Miss Buono extended thanks to Mrs. Margaret Case and Ms. Yucupicio for the experience. Brief discussion ensued.

Mrs. Case then advised the Board she has been working since May to obtain prices for improvements to the studio and meeting room, including flooring, storage and lighting. She indicated that flooring needs replacing in the editing room due to water damage, as well as in the main room. Mrs. Case advised she had been able to obtain pricing from only one vendor, that being the one who had originally done the room. Mrs. Yucupicio added that, in the studio set area, vinyl would be installed that resembles hardwood, and that the flooring includes control room and staging tiles, as well.

Pricing received is as follows:

Studio A (Main Studio)

- Flooring \$ 2,600
- Painting 3,250
- Temporary Pod Rental 361
- Storage Cabinets 4,000

Studio B (Community Development Department)

- Lighting \$ 8,000
- Electrician 2,000

Mr. Desilets inquired whether the roof problem which caused the water damage had been fixed, and Mrs. Case replied in the affirmative. Brief discussion ensued.

Mr. Breton noted that the prices received were all under the bid requirements, and Mr. Sullivan concurred; provided it was not considered as all one project. Mr. Sullivan did note that the lighting project, however, is over the bid minimum and the process would need to be waived. Discussion ensued.

Mr. McLeod then moved and Mr. Breton seconded to waive the bid process for the lighting and authorize the expense of \$10,000 for same.

Discussion ensued regarding the proposed storage, which will be of an enclosed, wall mount design rather than open-face floor shelving as is currently in place.

Mr. Desilets sought clarification as to where the lighting was being replaced, and Ms. Yucupicio indicated it was the Community Development meeting room. She explained that the existing lighting will be removed and replaced with flush mount, directional lighting. Discussion ensued, and Mr. Desilets noted this was an opportunity to completely redo the lighting and that he would like to see a comprehensive plan for same before approval.

After further discussion, motion passed 4-1, with Mr. Desilets opposed.

OLD BUSINESS: Mr. Sullivan advised that the Board needs to determine who will serve as the negotiating committee relative to the franchise renewal with Comcast; adding that historically the Cable Advisory Board had served as such.

Mr. Breton suggested that WCAB negotiate on behalf of the Town and bring the results back to the Board for review. The remaining members concurred. Brief discussion ensued, wherein Mrs. Case advised that the WCAB will need the Board's future guidance on two issues related to the franchise.

RECREATION: Recreation Coordinator Cheryl Haas approached on behalf of the Recreation Committee relative to the Recreation Special Projects budget. She reminded the Board that \$20,000 had been budgeted for security cameras, however, in July half of those funds were expended to repair the tennis courts at Griffin Park. She indicated that the Committee has since discussed the remaining \$10,000 and how to determine what is needed for cameras at the parks. Ms. Haas advised that they had reached out to a consultant, and that the Committee would now like the Board's authorization to expend \$5,000 in order to obtain a system design before going out to bid next year; adding that the analysis would cover such things as needs, electricity use, etc.

Mr. Breton pointed out that he knows an individual in Windham who has just installed cameras all around a very large, industrial complex for far less money. He did not feel an analysis was needed, and discussion ensued. Mr. Breton noted that Chief Lewis and Captain Caron probably possess such expertise, and Ms. Haas noted they would not be able to advise what kind of camera or distances to set them at, etc. Further discussion ensued.

Mrs. Simmons inquired whether the remaining \$5,000 would be put towards the tennis courts, as well. Mr. Sullivan noted he had advised Ms. Haas to bring this request to the Board and, as the remaining funds cannot be used this year, he had suggested they go towards the courts.

Mr. Hohenberger suggested the Committee go out for proposals to have cameras installed in the desired areas, and that the responding companies will thus design the solution. Mr. Sullivan added there are also residents who have this expertise who may be willing to assist in writing specifications.

Mr. Desilets concurred with Mr. Hohenberger; adding that he would focus on the quality of the cameras versus quantity as there are extremely high definition ones available.

Mr. Breton again suggested that Chief Lewis and Captain Caron be consulted, as they may be able to establish a game plan if advised where the surveillance is wanted.

Ms. Haas noted that the Committee is concerned as to who would write such an RFP, as they would want to be able to compare apples to apples (eg establishing a brand of camera beforehand). Mr. Breton replied that the Chief should be able to advise regarding the best equipment. After further discussion, it was the consensus that an RFP be drafted and the cameras placed out to bid.

WORKSHOP SESSION: Mr. Sullivan led off the workshop between the Board and the Transfer Station Manager and Highway Agent relative to the latter's departments and Maintenance. He gave a brief history of structure changes to date since the retirement of the previous Maintenance Manager, and reviewed the current organizational structure between the Transfer, Highway, and Maintenance departments (as attached). Mr. Sullivan explained that most of the staff involved are part of the municipal union, however, there is a sidebar in place which affords the ability to share staff between the three departments to fill vacancies, etc. He indicated the setup has been working fairly well, thus far, but one alternative option is looking toward hiring a property maintenance firm to replace the handyman. Mr. Sullivan then reminded the Board that, in April, three of the maintenance employees had taken a voluntary separation from the town with a buyout, after which a janitorial firm had been contracted. Mr. Sullivan then reviewed the proposed General Services Division structure, as attached, which they are working towards. He then deferred to Mr. Poulson, who approached and presented the attached Transfer Station handouts to the Board.

Mr. Desilets noted that as to demolition, there does seem to be apparent abuse of the service which he understood could be difficult to police. He suggested the Board should consider charging a small fee. Mr. Hohenberger noted this is a service we provide to the residents which draws them to the station; adding no one is policed properly, citing the fact he's never had a sticker as an example.

Mr. Hohenberger pointed out that there are many things which cost the Town money that aren't utilized by 100% of the population. He indicated that, the way taxation is set up, a service is provided so people can use it; adding that if you take the service away, people will begin dumping in the woods and other places. Mr. Desilets clarified he was not talking about removing the service, but reaching a net zero solution.

Mrs. Simmons sought clarification as to what types of materials other stations are charging for, and Mr. Poulson replied bulky waste such as refrigerators and the like. Mr. Poulson then noted he was simply pointing out to the Board, in a generic way, how our station functions versus others; adding that we are the only one that does not police the users through some type of mechanism, whether it be charging or some other way. He indicated that doing so doesn't only serve to police users, but also generates revenue, whereas here the service is built into our taxes with no offset. Mr. Poulson also pointed out that many stations will not take demolition.

Mrs. Simmons inquired how others police their users, and Mr. Poulson replied that they utilize a scale operation. He went on to note that we are bound to the logistics of our station, and that we're not able to do that here thus the only remedy to that is to eliminate what comes in. Mr. Poulson indicated that when the Town used to charge for demolition, it was a nightmare as it cost more to police it than the revenue it generated. Discussion ensued.

Mrs. Simmons then sought clarification of the annual budget for the Station, and a discussion ensued regarding the variances in same being due to unfilled staffing.

Discussion then moved to recycling and the loss of value in commodities and the tipping fees for same, as well as that the Town has in place an existing contract involving zero costs for recyclables.

Mr. Poulson discussed with the Board changes in the nature of the recycling business, with a move away from local contacts to corporate oversight; adding that in 2018, all of the Town's contracts will be up and subject to being placed out to bid.

Mr. Sullivan asked that Mr. Poulson clarify the commercial and demolition rate, and whether it was based upon a contract. Mr. Poulson noted that the Town has never had a contract for C & D, rather the price is negotiated annually. Discussion ensued, and Mr. Poulson clarified he was trying to advise the Board of the worst case scenario.

Mr. Poulson then reviewed the following possible, future options with the Board for the Station:

- Publically Operated: responsible for all facets associated with the operation of the Station, its assets, and the disposal of all solid waste streams.
- Privately Operated: retain ownership with some administrative oversight; responsible for contractually paying a vendor to operate and maintain facility; vendor could supply assets as part of their contractual obligations; Town could broker disposal agreements.
- Hybrid of Public/Private: retain internal operational control and outsource parts of the operation, i.e., hauling and disposal.
- Curbside Collection: cease Transfer Station operation with the exception of an optional drop-off facility for special waste streams not collected on curb.

Discussion ensued, and Mr. Poulson indicated he would like some direction from the Board as to the options (eg does the Board want numbers on all or would they rule something out?). He indicated that the window to make a change is almost two years, but he feels they should be proactive and begin looking at options.

Mr. Desilets noted that in order to formulate his opinion, he would like to get a picture of each of the options; as well as what they would mean for residents. Discussion ensued, with Mr. Hohenberger agreeing with Mr. Desilets that in order to make an educated decision numbers are needed on all options.

Mr. Poulson then pointed out that he did not believe Windham will ever go to curbside pickup, as a drop center will be an issue and there could be no disposal of demolition, metal, etc. Mrs. Simmons noted that Hudson offers it, and inquired what they do. Mr. Poulson noted they have a drop center with limited availability (eg they accept bulky waste once per month). Lengthy discussion ensued regarding the options versus the current setup.

Mrs. Simmons inquired what Mr. Poulson's recommendation would be, and he replied he would not advocate for curbside pickup or a hybrid solution. He suggested that the first two are the ones to consider, however, he will investigate all four if the Board wishes. Discussion ensued regarding the Town's assets and hauling costs.

Highway Agent Jack McCartney then approached and reviewed his attached handouts with the Board.

Mr. Desilets sought clarification as to whether the length/number of new roads equal out to the average increase in costs; with Mr. McCartney replying in the affirmative. Discussion ensued.

Mr. McCartney then advised the Board that new stormwater regulations, which are approaching implementation, may require the Town to conduct, at minimum, an annual inspection of every catch basin and detention pond in Town; adding the Town may also be required to clean every one annually. Discussion ensued.

Mr. Poulson returned to the podium to review the attached handouts regarding the Maintenance Department with the Board. Discussion ensued regarding the difficulty the Town has been experiencing in getting bids in response to requests. Mr. Poulson then deferred to Mr. McCartney to address completed/ongoing maintenance projects.

After brief discussion relative to the nature of the Joint Loss Management Committee/JLMC project list, discussion moved to the pending and completed project lists. Mr. Breton expressed concerns with items noted as safety issues taking a month to address. Mr. Sullivan clarified that if life/safety issues are identified they are fixed immediately. Discussion ensued and Mr. Breton questioned when the report was received. Mr. McCartney replied June, and further discussion ensued.

Mr. Desilets requested that Mr. McCartney highlight some of the pending projects, perhaps those that remain so due to budget constraints. Mr. McCartney obliged, discussing the following:

- Highway Garage – if funds remain in the bottom line budget, this could be revisited this year
- Estimates have been received for the Community Development Department
- The Transfer Station could also be revisited this year

Mr. McCartney clarified that they endeavor to do something in every building, every year; noting that Community Development got new carpeting and an HVAC system, and the Searles a new septic this year. He reminded the Board, however, that there is only so much money in the Property Maintenance Trust to go around.

Mr. Desilets indicated he wants to make sure that the direction to staff is set properly, so that when the Board looks at the project report they are not surprised and that all are on the same page as far as priorities. He noted he would like staff to come in the next couple of months, with a prioritized list and cost/manpower estimates; adding that the list will never be complete as it will grow every year.

Mr. Poulson sought clarification as to what threshold of items the Board wants included on the list (eg does the Board need to know about torn screens or broken tiles, or will they trust staff is addressing those). He indicated that he would think the Board would want to be aware of big ticket items and let he and Mr. McCartney worry about the rest. Mr. Desilets replied he does believe a good job is being done by staff. Mr. McLeod concurred, noting he trusts the two to do their jobs until given reason to otherwise. He indicated that, beyond that, he also trusts Mr. Sullivan and between them all, he couldn't care less about screens or tiles. Mr. McLeod suggested the Board spend time on big items that require significant decisions, such as HVAC systems; adding he did not need to see the project list. He indicated that while he appreciates that it's available, he trusts that staff will keep working on it. Mr. Desilets stated he agreed with Mr. McLeod 100%; adding he wants to see what is valuable and useful to Mr. McCartney and Mr. Poulson as department heads as it pertained to tracking.

Mr. Sullivan asked that the Board discuss Mr. Breton's suggestion that some of the proceeds from the surplus land sales be placed into a trust; adding there are big projects coming up and some delays on the list this year because the septic issue arose at Searles. Mr. Breton clarified that he would like to take those funds and put them in a very loosely written fund. He then noted that he likes the project list, but it could be prioritized better as it should not take three weeks to fix a smoke detector.

He noted he does not care about tiles either; rather he cares about safety issues. Discussion ensued regarding the importance of the list.

Mr. Sullivan indicated that the Board, as policy makers, should discuss implementing the Trust as well as staff's recommendation that a committee be established to look into a future facility such as a new Town Hall. Discussion ensued, and Mr. Sullivan clarified that the latter had been a part of Mr. Poulson's presentation, however, if the Board wanted it on another agenda that was fine. Mr. McLeod suggested it be so, and further discussion ensued.

Mrs. Barbara Coish, President Windham Seniors, approached noting that her facility is a different animal. She reminded the Board that it is leased from the Town and, as currently set up, the Town takes care of the exterior while the Seniors take care of the interior; including the cleaning which she does herself. Mrs. Coish felt that the Board needs to think about what will happen in the future and take a look at the lease; suggesting that the Town could possibly take over some of the items. She went on to note that the one custodian the Town has is so busy, she never sees her; adding that whatever the Board does, at least one person is needed in Town and available at a moment's notice. Mrs. Coish then spoke positively about the yard waste program at the old landfill, and questioned what the costs would be to finish the bays at the old Fire Station so that the Town van/cars can be parked inside.

Mr. Desilets noted that the Board's list of goals includes development of a comprehensive maintenance plan, and that this discussion was a great lead in to that; indicating he would like to meet once or twice more regarding the maintenance component. Discussion ensued as to why that would be necessary.

Thanks were then extended to Mr. Poulson and Mr. McCartney for their presentations.

OLD/NEW BUSINESS: Mr. McLeod inquired how much incremental public safety services costs the Town incurred as a result of the recent Trump rally. Mr. Sullivan replied that the police and fire departments costs were a few thousand dollars each, and that both had sent out a request for payment with neither receiving a response, as yet.

Mr. McLeod then indicated he would like to kill the policy requiring that we bill for same, as he believes it is a waste of time. Mr. Desilets inquired whether Mr. McLeod intended that to be a motion, and the latter replied in the affirmative. Mr. Breton seconded.

Motion passed 3-1-1, with Mr. Hohenberger opposed and Mrs. Simmons abstaining.

Mr. Hohenberger expressed concerns that this matter had not been posted on the agenda; pointing out that, last time it had been discussed, people were present to comment on same. Discussion ensued.

Mr. McLeod moved to reconsider and Mr. Breton seconded. Passed 3-0-2, with Mrs. Simmons and Mr. Hohenberger abstaining.

Discussion ensued, and it was determined that this would be posted on the next agenda.

CORRESPONDENCE: Mr. Sullivan advised that a trenching permit request for Woodvue Road had been received from Liberty Electric. Mr. McLeod moved and Mr. Breton seconded to approve.

Passed unanimously.

Mr. Sullivan advised that Mrs. Case has successfully obtained another grant from the NH Council for the Arts for use towards another stained glass window at the Searles facility. Grant amount is \$14800, and the Board will be asked to formally adopt the required resolution to accept same at the next meeting.

Mr. Sullivan advised the Board that he had met, briefly, with Housing Authority Chair Charlie McMahon, and had reminded him that Special Town Meeting had given them only one year to enter into an option to lease. He reminded the Board that this has yet to be done, and indicated Town Counsel is currently reviewing a draft option for the Board's consideration next meeting. Discussion ensued in that, once executed, they will then have three years to enter into a lease, as well as the Special Town Meeting warrant article language.

NON-PUBLIC SESSION: Mr. Breton moved and Mr. Hohenberger seconded to enter into non-public session in accordance with RSA 91-A:3 II b. Passed unanimously. Roll call vote all "yes". The topic of discussion was personnel, hiring.

The Board and Mr. Sullivan were in attendance to discuss the vacant Community Development Director and Planning Director position; eliminating by consensus several candidates who will be notified accordingly. No other decisions were made.

Mr. Hohenberger moved and Mrs. Simmons seconded to adjourn. Passed unanimously.

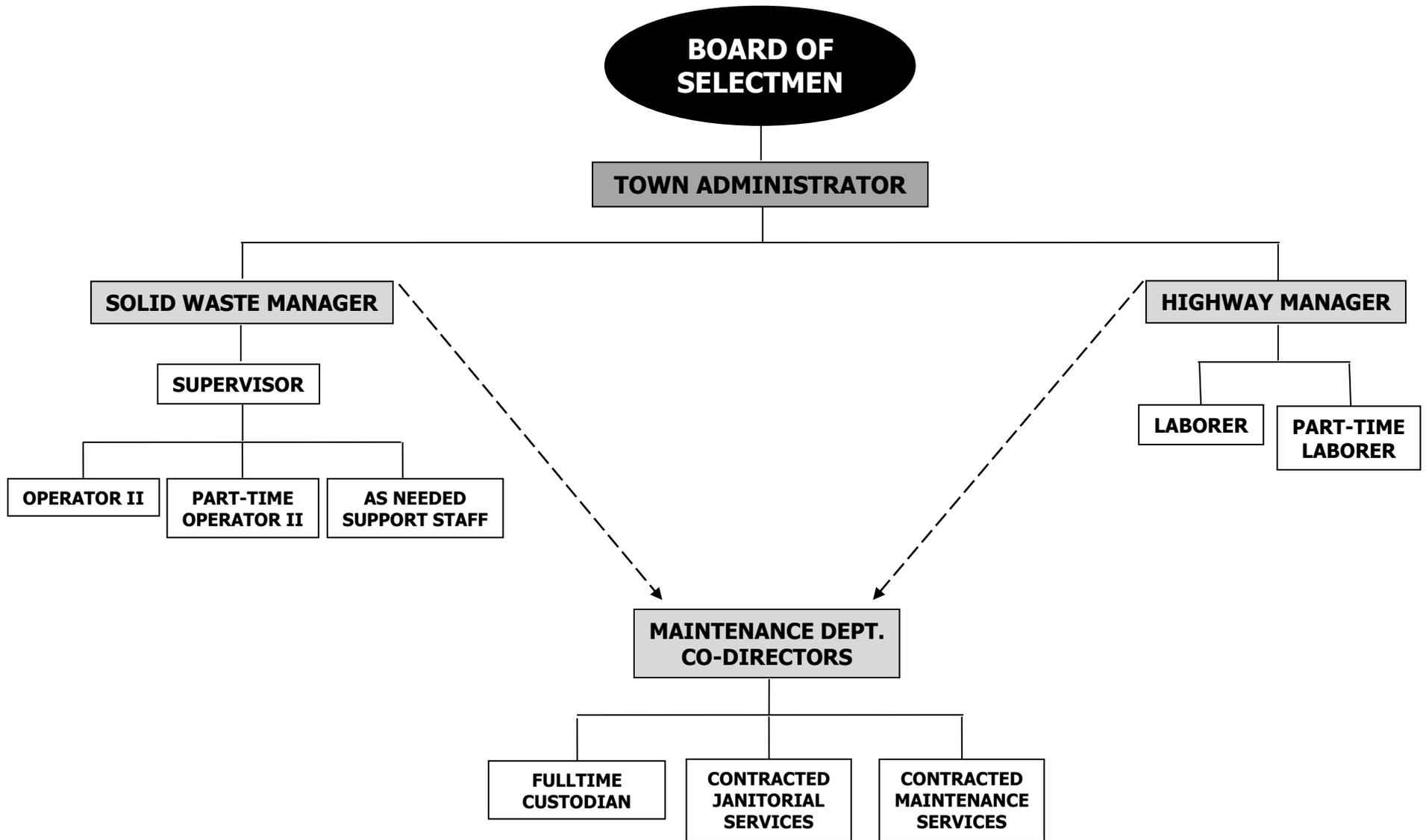
Meeting was adjourned at 10:10 PM.

Respectfully submitted,

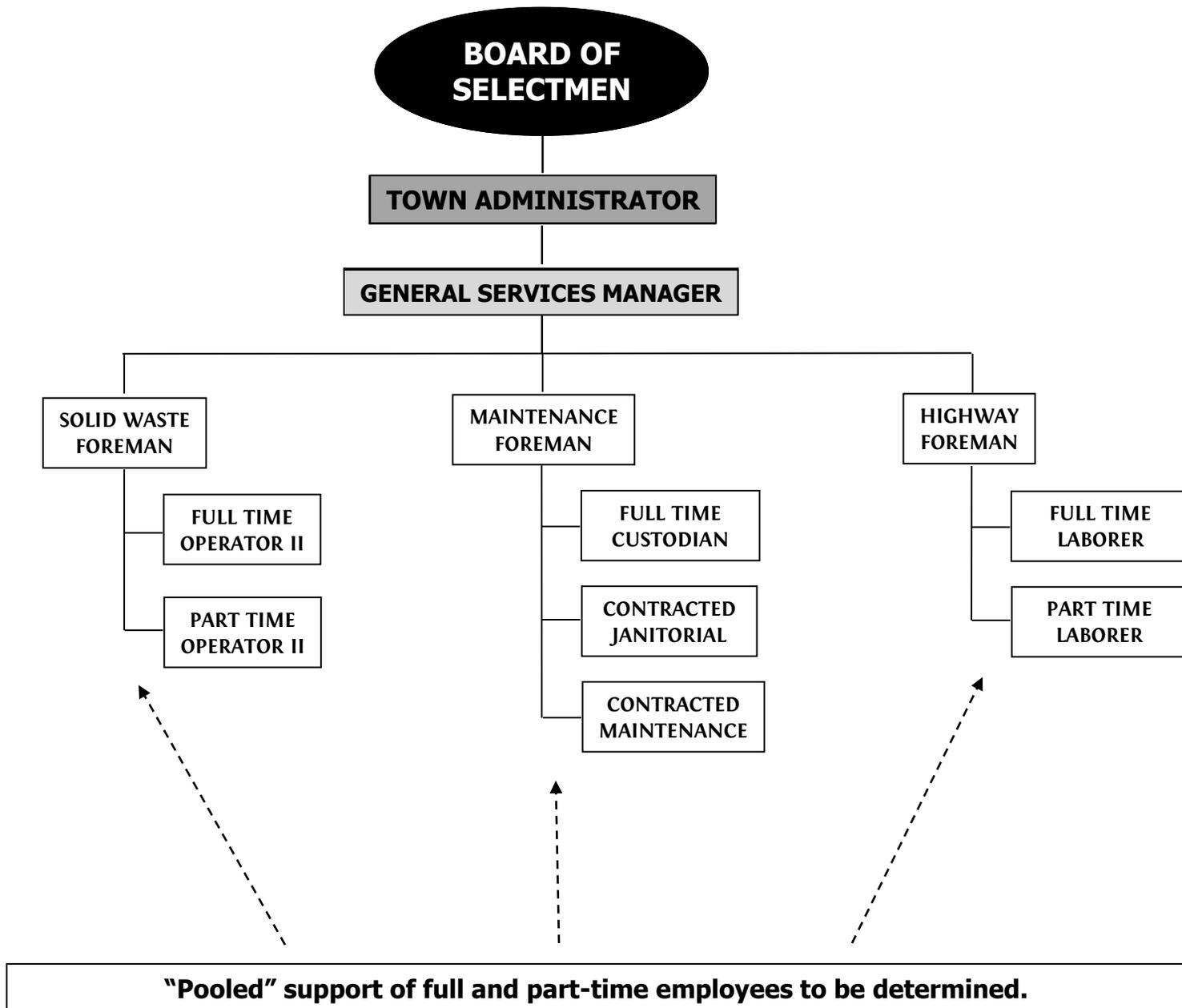
Wendi Devlin, Administrative Assistant

Note: These minutes are in draft form and have not been submitted to the Board for approval.

CURRENT ORGANIZATIONAL STRUCTURE



PROPOSED ORGANIZATIONAL STRUCTURE



SOLID WASTE MANAGEMENT DEPARTMENT

BOS WORKSHOP INTRODUCTION

Integrated Solid Waste Management has graduated from the inept “DUMP” to a sophisticated global business. Unfortunately, most people have an “out-of-sight/out-of-mind” disposition about solid waste. However, solid waste will never go away and will always need a final resting place. It is very difficult for the public sector to compete with the private sector because of the lack of competitive public disposal facilities and money. Solid waste has become international commerce with no borders. It is difficult to be public and small.

New Hampshire has approximately 200 transfer facilities with very little State regulatory oversight and funding assistance. New Hampshire generates approximately 1.3 million tons of solid waste/year and increases at a rate of 6-8 %/year. Every community stays independent and does something different, but have one thing in common, no good answer to the rising cost of disposal. Communities are held hostage to the private sector and most budgets reflect that problem. Solid waste management has become a private sector monopoly of very few companies that control the disposal end of the business. More efforts should be made by the public sector to come together and work on solutions that could reduce the burden solid waste disposal puts on communities. I advocate regionalizing, co-ops, sharing resources, public disposal sites, and a State task force to name a few. To stay public, we need to think and act like the private sector with a business attitude and still provide a high level of public service.

Our current Transfer Station has 3 fulltime and 1 part time staff. Our 2016 budget is \$820,000 with no 2016 CIP requests. Since 2010, the budget has averaged \$870,000/year. Not counting CIP expenditures, hauling and disposal accounts for approximately 73% of the Department’s budget. The Station operates from taxpayer funding and does not charge residents for usage. The Station has little restriction on quantity or type of solid waste deposited with the exception of prohibited hazardous waste. Approximately 80% of the waste is delivered by the resident and 20% by subscription curbside vendors. Logistically, the Station is very difficult to police, especially the demo trailer. We cannot quantify the abuse by non-Windham or commercial users. **After polling other transfer facilities, we are unique by not restricting or charging our users which help communities offset operational costs and reduces abuse.**

SOLID WASTE MANAGEMENT

RECYCLING INFORMATION



Recycling as the environmental thing to do has been compromised by economics. Recycling has become a global business which impacts the US markets on commodity values, i.e., metal, plastics, glass, etc. Markets have shrunk and there is an excess of commodities. Beyond market reductions, recycling revenues are impacted by processing costs, brokering costs, transport costs, and other miscellaneous handling charges. There is no indication things will get better any time soon and items may return to the trash.

- Producing products from recycled material is more expensive than using virgin material, especially in the US. Example: paper
- Products are cheaper to produce and process in other countries because of labor and less regulation. China is largest market for fiber (paper & cardboard) and their economy impacts the value of fiber in the US. TVs and monitors are being shipped to Spain for processing. The US's unique position on polyester vs cotton clothing.
- Station's Single Stream Recyclables: received \$22.50/ton in 2009 to paying \$37.50/ton in 2016.
- Station's scrap metal revenue: \$40,000 in 2013 to \$18,500 in 2015.

WINDHAM SOLID WASTE MANAGEMENT DEPARTMENT

BUDGET PROJECTION

2017	TRAILER	\$55,000 (pushed back)
2018	LOADER	\$100,000
2019	TRAILER	\$60,000
2019	TRUCK	\$150,000
2021	TRAILER	\$65,000
2021	TRUCK	\$150,000
2022	TRAILER	\$67,500
2022	LOADER	\$100,000
2023	TRAILER	\$67,500
2024	TRAILER	\$68,000

TOTAL COST OF ASSETS = +/- \$883,000/7 YEARS

NOTE: DOES NOT INCLUDE INFLATION, MAINTENANCE COST, EXPANSION OF ASSETS, DELAYED PURCHASING IMPLICATIONS, INFRASTRUCTURE UPGRADES, FUEL IMPACTS, AND OTHER MISC. EQUIPMENT REPLACEMENTS. OPTION TO BUY USED TRUCKS AND LOADERS TO SAVE MONEY.

TIPPING FEES (WORST CASE)

2018 MSW TONNAGE RATE = \$71.25/TON ESTIMATED COST = +/- \$410,000

2018 C&D RATE = UNKNOWN (\$75.00/TON) ESTIMATED COST = +/- \$113,000

2018 SS RECYCLING = UNKNOWN (\$35/TON) ESTIMATED INCREASE = +/- \$42,000

DISPOSAL COST THROUGH 2018 = +/- \$565,000 increase of \$144,000/2 yrs.

INTERNAL HAULING COST (LOCATIONS) = +/- \$150,000

INTERNAL VEHICLE MAINTENANCE (FLEET CONDITION & SERVICE COST) = +/- \$30,000

NOTE: BEYOND 2018, COSTS ARE SUBJECT TO SIGNIFICANT INCREASES DUE TO THE EXPIRATION OF DISPOSAL CONTRACTS AND ANTICIPATED HIGHER TIPPING FEES. WE SHOULD CONSIDER EVALUATING ALTERNATIVES TO OUR SWM OPERATION.

SOLID WASTE MANAGEMENT DEPARTMENT

OPERATIONAL OPTIONS

Publically Operated: responsible for all facets associated with the operation of Station, its assets, and the disposal of all solid waste streams.

- Main advantage(s) – public service oriented; better accountability; personnel and assets under Town authority.
- Main disadvantage(s) – little to no leverage with controlling costs due to private sector factors, i.e., tipping fees, maintenance of assets, etc. **(good staff – motivating factor)**

Privately Operated: **retain ownership with some administrative oversight;** responsible for contractually paying a vendor to operate and maintain facility; vendor could supply assets as part of their contractual obligations; **Town could broker disposal agreements.**

- Main advantage(s) – ability to leverage cost and reduce liability from disposal to assets; no Town personnel; chance to sell assets.
- Main disadvantage(s) – **business motive;** less accountability; questionable care of Town assets; **contract conditions;** little Town oversight; **relation with other disposal vendors.**

Hybrid of Public/Private: retain internal operational control and outsource parts of the operation, i.e., hauling and disposal.

- Main advantage(s) – retain internal public operation with some reduced liability which may translate to cost savings, i.e., bundling disposal and hauling to one vendor, including some assets (trucks).
- Main disadvantage(s) – subject to service coordination problems; proper care of Town assets, **contract conditions.** Hauling has become expensive due to the operational overhead; **(incentive to bid; all or nothing)**

Curbside Collection: cease Transfer Station operation with the exception of an optional drop-off facility for special waste streams not collected on curb.

- Main advantage(s) – no operational/asset/infrastructure expenses; collection & disposal only.
- Main disadvantage(s) – **limited waste collected;** limited or interrupted service; sometimes poor performance; need to address other waste streams economically; **contract conditions.**

Note: Should cost be the decisive factor that determines our operational option? We need to structure a product that can benefit the Town and ensure the solid waste services needed long term.



HIGHWAY DEPARTMENT

3 North Lowell Road
Windham, New Hampshire 03087
Telephone (603) 965-1211 Fax (603) 965-1234
www.WindhamNH.gov

August, 2016

HIGHWAY DEPARTMENT REPORT:

1. Budget: This will continue to grow as we add more miles of roadway and new parking areas to the Town infrastructure, and with the addition of former State roads that are being turned over to us. Also, the continued inflationary costs of materials, equipment and vendors used by the Department will add to the budget.

Over the last sixteen (16) years it has increased, on average, 4.7% per year with some years seeing even higher spikes due to fuel related costs. This has proven difficult to budget for, as we have no control over this portion of our budget, yet a good amount of our budget is related to fuel costs.

The Department has been fortunate through the years, on several occasions, to receive FEMA monies for storm events, grant monies for equipment purchases, and developer contributions towards off-site improvements. We also saved significant money last year with the Pennichuck water project, which paid a large share of the paving costs for their waterline replacement project. Six (6) roads were paved in relation to this work including all of Wildwood, Robin Hood, Birchwood, Johnson, and Rolling Ridge; as well as a portion of West Shore.

Going forward, I would see the budget remaining within this average inflationary range while growing due to added increases for new additional roads and added maintenance not already included in the budget. (i.e. additional stormwater costs, regulatory concerns or changes in present methods of operation due to new requirements.)

2. Equipment: In addition to the present trucks and loader the Department has, a chipper for tree and brushwork for both regular maintenance use and storm related events should be considered, as well as a small rubber track excavator with attachments for shoulder work, culvert cleaning, detention pond maintenance and other small tasks this machine would be capable of. Other than this, normal scheduled replacement of equipment due to age and wear and tear will be part of ongoing budget processes.
3. Facilities: While we have the newest buildings in Town, we have already outgrown them as far as keeping everything inside during winter events. Currently, there are eight (8) Highway and one Maintenance department vehicle. Four (4) large trucks are kept in the garage for sanding and plowing, while the loaders and one (1) truck are kept in the salt shed. The two remaining vehicles are kept outside, with one of them being used by myself daily.

While we are not presently requesting any funding for additional space, it is something to be considered in future years. Even if it was cold storage space this would be beneficial as much of the newer equipment has electronics involved. This equipment would last longer and provide better service when needed by keeping it away from the salt shed when possible.

4. Manpower: This is an area of concern as more maintenance is necessary throughout the road network. We presently rely on several vendors to assist the Department. This holds true especially during winter months, with more subcontractors than Town help. During the summer, the large scale projects are bid out while Town help and a number of smaller vendors do the everyday tasks. The issue is, there are less vendors for winter operations where large trucks with wing blades and sanders are needed. Also, as more roads are added additional help will be needed for routine maintenance duties. I believe we will need two to three part-time drivers for winter months and at least one full-time and one part-time employee for everyday tasks. This will be determined by how quickly we lose present vendors and how fast we add more maintenance and service needs to the Department.

In closing, the Department has made significant progress through the years with new facilities, equipment and budget increases as needed. However as the Town and its infrastructure continues to grow, so must the Department if we are to provide safe and reliable services to the residents.

Respectfully submitted,

Jack McCartney

MAINTENANCE DEPARTMENT

BOS WORKSHOP

INTRODUCTION PRESENTED BY: DAVE POULSON

DETAILED INFORMATION PRESENTED BY: JACK MCCARTNEY

To move forward, is to let go of the past. The goal is an organizational structure endorsed by all stakeholders establishing an efficient and effective Maintenance Department and an Infrastructure Action Plan. No timeframe has been defined, but it is anticipated to be over the next 2 years depending on the extent of the reorganization (matrix) or other directives.

As of April 22, 2016, the Maintenance Department reduced its internal staff by 3 fulltime employees based on a vetted process and an ultimate business decision. The current Maintenance Department has 2 co-directors, an outside cleaning company at 105 hours/week, and **1 fulltime employee**. The Department has made provisions to cover small and large maintenance projects by using a “handyman” service or a variety of specialized vendors. The Department has the ability to share internal resources and staff to cover other incidental projects and issues. Currently, the Town is responsible for the maintenance of 11 buildings and 7 complexes. All these properties have associated grounds to maintain. Please note that any new or added infrastructure or grounds will increase the need for more maintenance and has a financial impact.

The Directors monitor the operation and phase-in needed changes to reach the ultimate goal stated above. The following is list of factors that will determine the final structure with the added input from all our stakeholders.

- **Ongoing performance evaluations and phasing in changes when necessary.**
- **Ongoing audits of properties and their assets.**
- **Ongoing projects and their costs for budgets and property trust.**
- **Lack of bids and estimates; reduced vendor list.**
- **Ongoing personnel requirements and phasing in changes when necessary.**
- **Influences and interests of Outside Organizations and Town Departments.**

Over the years, some buildings and grounds have been upgraded to improve their appearance, function, or assets. Overall our buildings are aging and some have deteriorated to the point they need extensive attention, i.e., vacated SAU building. Some buildings have restrictions due to their historical classification and are difficult to improve, i.e., Town Hall, Searles Chapel, and Armstrong.

As part of our decision-making process, we should look into innovative alternatives to maintaining and managing Town owned properties that are beyond reasonable renovation or have little to no direct connection to Town municipal interests or activities, i.e., Griffin Park Multipurpose Building and abandon SAU building. Some Town owned properties are used and managed predominantly by outside organizations who provide little financial or personnel assistance with the property's maintenance. Some maintenance responsibilities should be redefined for better functional coordination, i.e., Searles Events. We should interact with the school system to share resources or assist each other by creating a maintenance network or co-op, i.e., voting booth procedure.

As our Town grows, the needs of Town government grow, including its work station environments. Our present buildings which house Town staff and their assets are questionable for the future due to their condition, logistical issues, and their limited space. We need to come together as a team to assess the need for an alternative infrastructure for our municipal workforce and their needs. We recommend establishing a Municipal Complex Committee and conduct a feasibility study on this issue. This Committee will compile relevant information for the BOS to review and deliberate at a determined date.

In closing, we need to work as a team on all facets connected to Town maintenance and its infrastructure recognizing Windham is changing and Town public service will need to change as well. There are multiple stakeholders involved and we need to come together to design a sound universal maintenance action plan for the future.



TOWN OF WINDHAM, NEW HAMPSHIRE

FIRE DEPARTMENT

BUREAU OF FIRE PREVENTION AND PUBLIC EDUCATION

2016 JLMC BUILDING INSPECTIONS

May 4, 2016

TOWN HALL; Checked panic buttons in Town Clerk, Assessor and Tax Collector offices. Some work some do not. Staff needs training on how to activate them and old hard wired units that do not work need to be removed. 2 out of 5 emergency lights did not work and need servicing. (New batteries)

Need new Knox Box key for interior offices. (Jack got it for me on 5/5/2016)

ARMSTRONG BUILDING; This building is in good condition after extensive pest control last year.

SENIOR CENTER; Emergency light in new meeting room needs a battery. (Replaced battery in emergency light on 6/7/2016). While replacing battery in exit/emergency light we found past leakage from roof shingles that need replacing.

BARTLEY HOUSE; Fire Alarm panel in closet is obstructed and needs a lock. Emergency light at Cheryl's desk needs a battery. Staff needs training on panic button. Old hardwired buttons need to be removed. (Replaced battery in emergency lighting on 6/7/2016)

May 11, 2016

COMMUNITY DEVELOPMENT; 3 out of 5 emergency lights need new batteries. Staff needs training on panic buttons. Old panic hardware needs to be removed. The basement area is under renovations at this time. Reorganization of storage to take place when complete. Snow blowers and other gasoline power equipment should be stored in shed. (Replaced 3 batteries upstairs in office area and 2 batteries in basement/garage area on 6/7/2016)

POLICE STATION; Building in good condition.

FIRE STATION; Building in good condition.

NESMITH LIBRARY; Emergency lighting needs batteries. Upstairs storage needs de-cluttering. (Upstairs is now clean and de-cluttered, replaced battery in emergency light on 6/14/2016)

HIGHWAY GARAGE; Emergency light in break room needs battery. (Replaced battery on 6/15/2016).

TRANSFER STATION; Emergency lights need new batteries. Dave Poulson said he will check with DEM Electric to have all emergency lighting serviced. (Replaced 2 batteries on 6/15/2016).

May 18, 2016

SEARLES CHAPEL/SCHOOL; Rear exit doors need adjusting so that they latch properly. (Security alarm pads do not connect) Basement emergency light needs a battery. (6/15/2016 Replaced batteries in 3 emergency lights).

GRIFFIN PARK; Tested emergency alarm on outside pavilion. It reported to dispatch as general fire and medical alarm. Greatly de-cluttered from last year.

BATHING BEACH; Tested emergency alarm. Dispatch received commercial fire alarm and medical alarm.

OLD SAU BUILDING 21 HAVERHILL RD; This mostly vacant building continues to deteriorate.

JUNE 7, 2016

Replaced emergency light batteries at Town Hall (3), Bartley House (1), Senior Center (1), Community Development (2) in basement and Armstrong Building (1).

JUNE 13, 2016

Met with Dave Poulson, Chris VanHurtim and Earl Bartlett to come up with a plan to fix/upgrade all the various panic alarms so that all employees feel comfortable knowing how and when to use them. When these panic alarms are in we will schedule training in their use as well as combining this training with Fire Extinguisher training.

ITEMS COMPLETED SINCE JULY 2015

<u>BARTLEY HOUSE :</u> Contact Dave Sullivan			
	Caulking needed near chimney - inspected and determed clear caulking was fine	7/15/2015	7/21/2015
<u>SENIOR CENTER :</u> Contact Barbara Coish			
	Rear hall ceiling needs to be repainted due to winter ice dam damages	6/15/2015	6/29/2015
<u>TOWN HALL :</u> Contact Dave Poulson			
	Replace casing around new rear door	6/15/2015	7/7/2015
	Repair or Replace front door threshold	6/15/2015	7/15/2015
	Ponderosa window on second floor should have protective glass over its exterior side	7/15/2012	6/29/2015
	Replace or remove gutter above emergency door (off of meeting room)	6/15/2015	11/16/2015
<u>COMMUNITY DEVELOPMENT :</u> Contact Laura Scott			
	Replace carpeting in conference room and main office area.	7/15/2014	12/2/2015
	Check for ceiling leak and repair – monitor for future issues	6/15/2015	7/21/2015
<u>ARMSTRONG BUILDING :</u> Contact Margaret Case or Kelly			
	Hire contractor to remove bats and mice – establish formal P/M program for 2016 budget (Interim P/M ongoing)	6/15/2015	9/11/2015
	Patch walkway ramp	6/15/2015	10/30/2015
	Rear door pass lock set	10/1/2015	11/19/2015
	Repair water seepage problem in basement	2/22/2016	3/7/2016
	Heat tape on roof over entry door	2/1/2016	4/6/2016
	Dehumidifier installed in basement	2/22/2016	4/20/2016
<u>HIGHWAY GARAGE/SALT SHED :</u> Contact Jack McCartney			
	Fix bullnose on stair tread in rear staircase	6/15/2015	7/1/2015

<u>FIRE STATION :</u> Contact Bill Martineau			
	Entry door at main entrance sticks	7/15/2014	7/7/2015
	Resolve two areas with water stains in corner of bays	7/15/2014	7/7/2015
	Replace stained ceiling tiles in conference room, admin hallway, and men's bathroom	6/15/2015	7/15/2015
	Strip hallway floor and reseal	6/15/2015	9/9/2015
	Clean or replace air vent caps in conference room and sergeant's office	6/15/2015	7/15/2015
<u>POLICE STATION :</u> Contact Gerry Lewis			
	Stained ceiling tiles need replacing in bathrooms, admin hallway, and prosecutor's office.	6/15/2015	7/7/2015
	Replace carpet in dispatch area and hallway to dispatch	6/15/2015	1/6/2016
	Repair/replace one exit sign light	6/15/2015	7/7/2015
<u>NESMITH LIBRARY :</u> Contact Carl Heidenblad			
	Light out above adult circulation desk	6/15/2015	7/7/2015
	Column in front of circulation desk needs to be hammered together	6/15/2015	7/15/2015
<u>SEARLES SCHOOL & CHAPEL :</u> Contact Donna Markham/Historic Commission			
	Install some gravel in parking lot for shimming purposes	6/15/2015	7/7/2015
<u>TOWN BEACH :</u> Contact Cheryl Haas			
	Replace one emergency light in kitchen	6/15/2015	7/7/2015
<u>GRIFFIN PARK :</u> Contact Cheryl Haas			
<u>FORMER POLICE STATION/PRESCHOOL :</u> Contact Jack McCartney			

UPDATED
August, 2016

Submitted by: David Poulson & Jack
McCartney, Maintenance Directors

PROPERTY	PROJECTS	DATES		Comments	Cost
		Noted	Resolved		
Bartley House:					
Contact Dave Sullivan	Minor curling of some vinyl in rear of building - rear corner edge cracked	11/15/15		Delayed; Budget Constraints	
Town Hall:					
Contacts Maintenance Directors & Town Clerk	Closet ceiling needs repair; asbestos assessment required	6/15/15		On hold unless repair required	
	Touch up painting rear of building	11/15/15		Siding alternative; pending estimate	
	Paint upstairs wood trim	4/16/16	6/7/16		\$ 1,950
Community Development:					
Contact Laura Scott	Replace HVAC Unit	6/15/15	7/21/16	Project starting	\$32,260
	Insulate duct work In sublevel of building	2/22/16		Should start in Sept.	\$2,545
	Clean/purge garage area; install sump pump in rear of garage	6/15/15		Town staff; ongoing into 2016	
	Side entire building and make exterior repairs	6/7/16		Waiting for estimate	
	Remove old flag pole (awaiting Cemetery decision as to re-location)	7/15/13		Wendi Devlin coordination	
	Install tank less hot water system	2/22/16	5/7/16		\$1,063
	Partial siding project	6/7/16	6/14/16		\$3,325
Senior Center:					
Contact Barb Coish					
Armstrong Building:					
Contact Margaret Case or Kelly Yucupicio	Museum floor cleaning	6/1/16	7/14/16		\$ 400
Transfer Station:					
Contact Dave Poulson	Painting needed in some interior spaces; some done during 2015	6/15/15		Delayed; Budget Constraints	
	Lighting project	3/1/16	6/30/16	Grant w/ Eversource; project pending	\$9,022

PROPERTY	PROJECTS	DATES		Comments	Cost
		Noted	Resolved		
Highway Garage/ Salt Shed:					
Contact Jack McCartney	Install heat tape to prevent freeze-ups into garage area. Note – Gutters installed in 2014 have helped.	6/15/15		Delayed; Budget Constraints	
Fire Station:					
Contact Bill Martineau					
Police Station:					
Contact Gerry Lewis	Replace stained VCT tile under men's urinal in locker room	6/15/15		Jack will assess	
	Repainting needed in several areas including: admin asst. office, bathrooms, ladies locker room	6/15/15		Delayed; Budget Constraints	
	VC tile cracking at entrance to kitchen	7/15/12		Jack will assess	
Nesmith Library:					
Contact Carl Heidenblad	Three lamp posts (of six) need spot painting	7/15/12		Waiting on estimate	
	Replace tile under Men's urinal	6/15/15		Pending	
	5 individual window insert pieces need replacement	6/15/15		Pending	
	Interior paint is showing age in some area (awaiting full building painting)	7/15/12		Several areas done	
	Carpet will need replacement in near future; CIP Request	7/15/12		CIP Directive	
	Fence around HVAC system starting to fail; panel is sagging – repaired in past but needs extensive repairs now – will await replacement of HVAC units	7/15/12	7/15/16		\$ 3,800
	Smoke Detector	4/1/16	4/20/16		
	No molding around defib unit	4/1/16	5/18/16		
	Lights out in parking lot	4/1/16	5/25/16		\$ 1,005
	Remount mailbox	4/1/16	6/2/16		
	Replace stained tile in history rm	4/1/16	5/18/16		
	Window repair in children's rm	4/1/16	4/20/16		

PROPERTY	PROJECTS	DATES		Comments	Cost
		Noted	Resolved		
Searles School & Chapel:					
Contact Donna Markham or Searles Trustees	All wood floors should be refinished	7/15/12		Contractor Quotes for 2016	
	Stairs to rear Chapel need repair/replacement	7/15/12		Searles Committee Directive	
	Fabricate/purchase vision panel for A/C units outside School room rear entrance	7/15/12		Searles Committee Directive	
	Rear of building has ongoing, serious issue with birds/bird droppings; not sure on remedy	7/15/12		Searles Committee Directive	
	Consider new septic system due to treatment problems of the wastewater.	7/15/12		Project started	
Town Beach:					
Contact Cheryl Haas	Minor painting needs on trim work (SOME DONE – MORE APPEARED IN 2015).	7/15/2014		Delayed; Budget Constraints	
Griffin Park:					
Contacts Maintenance Directors & Cheryl Haas	Decision needed on multipurpose building by Town and Baseball				
	Cracking of concrete under pavilion	7/15/2016		Jack arrange asesment	
	Concession needs purged and cleaned	7/15/2016		Pending	
	Storage garage needs cleaned and separation of	7/15/2016		Discuss an alternative	
	Pavillion canopy ceiling needs treated and painted	7/15/2016		Jack get cost estimate	
	Concession floor need crack repair	7/15/2016		Jack arrange asesment	
	Resurface walkways throughout Park.	7/15/2016		Jack get cost estimate	
Wonderland Playground:					
Contact Cheryl Haas	Safety upgrades to playground area	5/1/2016		Project started; almost complete	
Former Police Station/SAU Preschool:					
Contacts are Maintenance Directors	* Property needs serious attention both exterior/interior and continues to deteriorate.	6/15/2015		* BOS decision is required.	



HIGHWAY DEPARTMENT

3 North Lowell Road
Windham, New Hampshire 03087
Telephone (603) 965-1211 Fax (603) 965-1234
www.WindhamNH.gov

August, 2016

HANDYMAN WORK AND COSTS TO DATE:

From June up to August 15, the handyman costs are approximately \$3000.00 for labor and \$1000.00 for materials. These monies covered repairs across several town buildings, including several small carpentry projects, painting, cement repairs, lighting repairs, ceiling tiles, door moldings and repairs, and other small jobs. Also, several projects were done at Wonderland Playground including new swing seats, chains and s-hooks, tire removal, damaged or broken apparatus removal, walkway repair, damaged wood repair or filling, and other repairs or replacement of damaged equipment.

The work has been done well and within reasonable time and cost frames, and we are happy with the performance to date.

CLEANING CREW REPORT:

To date, this crew has done well with only a couple of small issues dealing with personnel problems of theirs, which they have corrected, stocking of correct goods, (a problem we believe has been improved) and other minor problems. We have received positive feedback from all departments on the quality of their work and how they go about quietly and perform their tasks without bothering anyone or doing things they shouldn't be.

FUTURE MAJOR MAINTENANCE PROJECTS:

Future projects will include continued HVAC system upgrades at, but not limited to, the Town Hall, Police Department and Fire Department. Other areas including air handlers, vent work, pumps and plumbing will also be reviewed for replacement as necessary. Vinyl siding work at the Community Development Department and Town Hall where allowed, and roofing at the Library and Senior Center as needed. Also, continued sealcoating and striping of Town parking areas, repaving of some of the walkways at Griffin Park and possible paving of other parking areas that are presently gravel only. There may also be large scale painting projects for both interior and exterior work.

Respectfully submitted,

Jack McCartney