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**MINUTES OF THE  
CAPITAL IMPROVEMENTS PLAN COMMITTEE**

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**June 20, 2023**

7 The CIP Committee held a meeting on Tuesday, June 20<sup>th</sup> at the Salem Town Hall, 33  
8 Geremonty Drive, Salem, NH.

9  
10 **Committee Members Present:** Sean Lewis, Chair (Planning Board Representative, attending  
11 via Zoom), Jeff Boyer, Vice-Chair (Budget Committee Representative), Nicole McGee,  
12 Secretary (Finance Director), and Linda Harvey (Resident)

13  
14 **Staff Present:** Crayton Brubaker, Community Development Program Manager; Joe Devine,  
15 Assistant Town Manager (attending via Zoom); Larry Best, Fire Chief; Joel Dolan, Police Chief;  
16 Shane C. Smith, Deputy Chief; Captain Jason Smith, Operations Support Bureau Commander;  
17 and Captain Joseph Keating, Operations Bureau Commander

18  
19 **1. Call to Order**

20  
21 *The meeting was called to order at 10:03 a.m.*

22  
23 My Boyer explained that he was acting as chair for a few minutes until the committee voted to  
24 allow Sean Lewis and Joe Devine to participate remotely.

25  
26 Mr. Lewis has requested to attend the meeting remotely for childcare purposes. He is at his  
27 home, and no one is in the room with him.

28  
29 Mr. Devine also requested to attend the meeting remotely due to a prior appointment. He is at his  
30 home, and no one is in the room with him.

31  
32 **MOTION BY: Jeff Boyer**

33 *Motion pursuant to RSA 91-A:2, III (a) to allow Sean Lewis and Joe Devine to participate in*  
34 *the meeting remotely via Zoom and that any votes for the duration of his participation will be*  
35 *conducted by roll call, pursuant to RSA 91-A:2, III (e).*

36 **SECOND BY: Nicole McGee**

37 **ROLL CALL VOTE:** 3-0-0

38 **JEFF BOYER** – **YES**

39 **NICOLE MCGEE** – **YES**

40 **LINDA HARVEY** – **YES**

41 **The motion passed unanimously.**

42  
43 *Sean Lewis and Joe Devine started participating at 10:05 am.*

44  
45 **2. Review of Minutes from June 5, 2023**

1 **MOTION BY: Sean Lewis**  
2 *To accept the June 5, 2023 minutes.*  
3 **SECOND BY: Jeff Boyer**  
4 **ROLL CALL VOTE: 3-0-1**  
5 **SEAN LEWIS – YES**  
6 **JEFF BOYER – YES**  
7 **NICOLE MCGEE – YES**  
8 **LINDA HARVEY – ABSTAIN**  
9 **The motion passed.**

10  
11 **3. Fire Department CIP Presentation and Discussion**

12  
13 Fire Chief Best noted that the Fire Department has two 2024 CIP projects requests – the  
14 replacement of the 2017 Horton ambulance and land acquisition for a West Side Fire Station.  
15 According to the vehicle replacement program schedule, the 2017 Horton ambulance is the next  
16 vehicle within the Fire Department to be replaced. The purposes of this program schedule are to  
17 have safe and up-to-date vehicles, keep maintenance costs low, and minimize the tax impact on  
18 residents. The program schedule also maximizes life expectancy of vehicles and decreases the  
19 downtime of when vehicles are taken off rotation.

20  
21 The Fire Department uses the same vehicle conditioning index program that Municipal Services  
22 uses. The life cycle of an ambulance is approximately seven years. The Fire Department follows  
23 international fire standards and puts their ambulance vehicles on a specific rotation in alignment  
24 with these standards. The department has five ambulance vehicles. Ambulances currently  
25 respond to approximately 1,600 – 1,700 service calls annually per vehicle. Four ambulance  
26 vehicles are actively used, and one is used as a backup. If call volumes are high, the backup  
27 ambulance is utilized.

28  
29 The current 2017 Horton ambulance would be used as a backup vehicle if this project gets  
30 approved. The estimated cost of a new ambulance is approximately \$462,238. Chief Best noted  
31 that a price cannot be locked down due to market conditions, but the provided estimate is a  
32 quality one.

33  
34 Maintenance for the new vehicle is expected to be approximately \$2,000 - \$3,000 annually in  
35 years 1-4. Maintenance costs are expected to be about \$5,000 - \$6,000 annually in years 5-6.  
36 Chief Best spoke about the status of current ambulances, including description, mileage, engine  
37 hours, and expected budget year they would to be replaced, per the vehicle program schedule.

38  
39 Chief Best explained that the time between approval at the Town Meeting and receiving a  
40 vehicle is approximately 18 to 24 months due to manufacturer availability issues. For example,  
41 procurement started in 2021 for two ambulance vehicles that were received earlier this year.

42  
43 Ms. Harvey inquired about escalator clauses and procurement contracts for vehicles. Chief Best  
44 stated that escalator clauses are now commonly included in contracts, but he has only seen them  
45 enforced once and that the use of them is not typical.

46

1 Mr. Lewis highlighted that, in the presentation, the 2017 Horton ambulance and the 2013 Horton  
2 ambulance had similar high mileage and engine hours. He asked if the department had evaluated  
3 replacing one over the other. Chief Best stated that the 2017 Horton ambulance has maintenance  
4 issues specific to its model and that it would cost more money over time to maintain rather than  
5 replace. It was noted that the 2013 Horton was approved to be replaced at 2023 Town Meeting  
6 using American Rescue Plan Act (ARPA) money. The 2013 Horton ambulance replacement  
7 should arrive within the next year or two.

8  
9 A discussion ensued regarding whether the current ambulance rotation works and if any  
10 adjustment needs to occur. Chief Best stated that the rotation is being evaluated by the  
11 department right now. It was explained that the “rescue” numbers 1-5 on the side of the  
12 ambulances are flexible and change over time, depending on their assigned station. Vehicles are  
13 tracked by their asset number.

14  
15 Mr. Boyer stated that the CIP Committee looks at the significance and readiness of projects. Mr.  
16 Boyer said that the ambulance replacement is significant due to the current backup ambulance  
17 problems and that it should have been replaced a while ago. There are several engine issues, and  
18 it is unreliable. It was reiterated that the current backup vehicle is being replaced with 2023  
19 dollars.

20  
21 Mr. Lewis asked if the 2018 Horton ambulance will be the last one to have more than 70,000  
22 miles approximately 12 months from now. Chief Best replied yes.

23  
24 Ms. Harvey asked if new ambulances would be required if the Town had a new fire station.  
25 Chief Best stated that it could, depending on how Fire Department staffing is conducted at the  
26 time. At that point, there would probably need to be two back up ambulances. This would be  
27 dependent on call volume and community needs.

28  
29 Mr. Boyer asked if the budget estimate number of the project would be accurate for a contract.  
30 Chief Best said that the department would need to evaluate how it will be bid on, whether with  
31 an open bid or on a bid list to ensure the Town is getting the best deal. A discussion ensued about  
32 the difference between a bid list and an open bid.

33  
34 Ms. Harvey asked how the estimate number was determined. Chief Best stated that he spoke  
35 with manufacturers to receive an estimate based on factors they can account for.

36  
37 Ms. Harvey asked whether past estimates have been close to the actual price in the past. Chief  
38 Best said that they are typically within a few thousand dollars, however, there have been  
39 challenges with estimates in recent years due to pandemic and inflationary pressures.

40  
41 A discussion ensued regarding different types of vehicles and their longevity and maintenance  
42 costs.

43  
44 Chief Best pointed out that Salem does not have a hospital. This makes comparing mileage,  
45 transport times, and other factors in similar communities difficult.

1 The discussion moved toward the second proposed project, land acquisition for a West Side Fire  
2 Station. Chief Best noted that there are no fire stations west of Route 28 in Salem. Currently,  
3 there are approximately 1,100 calls to the west side area accounting for 18-20% of call volume.  
4 There are at least 1,800 homes and/or commercial occupancies in this area. Response times are  
5 lengthy, typically between 7-9 minutes. Most responses for the west side come from the Main  
6 Street Station first, and the Lawrence Road Station second. The need for the West Side Fire  
7 Station is based off projected need and growth of the community.

8  
9 Chief Best discussed a four-phase plan of growth accepted by the Board of Selectmen a few  
10 years ago. Phase one included the West Side Fire Stations with the ability to reprogram some  
11 operations from the Main Street Fire Station to the new West Side Fire Station. This would allow  
12 flexibility and ease in continued operations as other stations would be renovated in future phases.

13  
14 Chief Best discussed that the Lowell Road or Stiles Road area is best area geographically based  
15 on travel time and models conducted between the Fire Department and John Vogl. The estimated  
16 land acquisition price is \$715,000 based on conceptual ideas. Approximately \$700,000 in Public  
17 Safety impact fees could be used for this project. Approximately \$300,000 of ARPA funds could  
18 be used. The project would hopefully have little to no tax impact for the land acquisition. For  
19 every \$1,000 of public impact fees used, \$1,600 of ‘other’ funds must be used. This could  
20 include taxes, grants, or other money.

21  
22 The Municipal Building Advisory Committee (MBAC) is also looking at the land acquisition  
23 project. Departmental and community coordination are being conducted for this project. The  
24 actual land purchase for the West Side Fire Station will be done in coordination with the Town  
25 Council.

26  
27 No other fire department CIP projects are expected for 2024.

28  
29 *Chief Best left the meeting at 10:50 am.*

#### 30 31 **4. Police Department CIP and Discussion**

32  
33 *Chief Dolan, Deputy Chief Smith, Captain Smith, and Captain Keating entered the meeting at*  
34 *10:55 am.*

35  
36 Chief Dolan started the presentation for the Police Department’s two 2024 CIP project requests –  
37 the new Police Station and a new records management system. It was noted that the Police  
38 Station was a specific goal for the Town Council and is anticipated to be a 2024 warrant article.

39  
40 Ms. McGee asked Chief Dolan to discuss the condition of the police station for the committee.  
41 Chief Dolan explained the station was originally built in 1966 with an addition in 1978 and  
42 trailers added in 2009. The current facility is 13,000 SF. Between 30,000 and 32,000 square foot  
43 capacity is typical communities of comparable size. So, the current facility is beyond maximum  
44 capacity. The station is non-ADA compliant, has no public bathrooms or meeting space, and is  
45 not suitable for current departmental needs. There are numerous mechanical, structural, and  
46 plumbing failures throughout the building. Records management, dispatch, and office space is

1 inadequate. The original building was built for fourteen officers and the Police Department  
2 currently has 102 employees.

3  
4 Ms. Harvey asked how the \$26,000,000 estimate was produced. Chief Dolan said that it is based  
5 off estimates in similar communities with similar police departments and scopes. Multiple  
6 municipalities in Massachusetts and the Town of Dover, New Hampshire were used as  
7 comparable communities. The estimated square footage construction cost is between \$650 and  
8 \$700 per square foot.

9  
10 Mr. Lewis asked what non-tax funding is expected and what ratio of impact fee money to town  
11 funds is anticipated. Chief Dolan said that for every \$1,000 in impact fee money, the Town  
12 would need to use \$2,300 from other sources. Approximately \$212,000 in impact fees are being  
13 used for engineering and design. It is anticipated that all expected impact fees will be used for  
14 this project. Ms. McGee clarified that the Town could use impact fees for the length of the bond.

15  
16 A discussion ensued regarding the \$26,000,000 figure and project readiness. The contracted  
17 architecture firm is aware of the tight timeline and importance of getting quality numbers fast.  
18 The expected budget will be provided by late summer or early fall. Chief Dolan is confident that  
19 the architecture firm will meet deadlines and provide the Town with necessary information.

20  
21 Mr. Lewis asked, regarding the readiness issue, where the Town is in the selection of a  
22 construction management firm. Chief Dolan said that the Town is a few months short of hiring a  
23 construction manager. The architectural company needs to provide concepts before going out to  
24 bid. MBAC oversees construction management procurement.

25  
26 Ms. Harvey asked if the new police station is being designed and constructed to meet current  
27 needs or projected future needs. Chief Dolan stated that the project is being designed to  
28 accommodate future projected growth. Chief Dolan acknowledged that the police station project  
29 has a fast, aggressive schedule, but reassured the committee that there will be sound information  
30 presented to the community before and during the 2024 Town Meeting schedule. Mr. Lewis said  
31 that the Town will not put something on the ballot that is incomplete or lacking in quality.

32  
33 Chief Dolan noted that prior work that had been completed in prior efforts to build a new police  
34 station, including site work, test bores, and a space needs analysis. The Police Department is  
35 waiting for a survey being done by GPI. Ms. Harvey asked about a wetlands impact and Chief  
36 Dolan noted that there would likely be some wetland impact.

37  
38 The discussion turned to the second project, a new records management system (RMS). The  
39 current RMS is a locally developed, custom software. However, it is outdated and has been sold  
40 several times in the past few decades. Many critical records are stored in the RMS; it is the  
41 central nervous system for the department. In the past few years, the vendor has told the  
42 department that that they are no longer going to offer updates or new features to this technology.  
43 The software would maintain what the department has, but no upgrades could be made. Online  
44 reporting and crime mapping are two new system functions added recently that would not  
45 continue if the department stayed with the current RMS.

1 The software was described as one major Microsoft or technology update away from being an  
2 obsolete system. As a result, the software may not be supported from attacks or threats soon.

3  
4 Mr. Boyer asked if the department has received an official notice of this to date. Typically, only  
5 a one-year notice is given for no more updates/support. There would be an 18-month build out  
6 starting from approval at the Town Meeting.

7  
8 The department evaluated the two main police records software vendors in New Hampshire -  
9 Central Square and CSI. Based off their research, the Police Department views Central Square as  
10 the best fit for their needs. Data transfer would be seamless, four different platforms would be  
11 combined into one, making for a more efficient, time-saving operation. Currently, an officer can  
12 only access one platform at a time.

13  
14 The estimated total for the new RMS project is \$349,125.55. This number is inclusive of all  
15 anticipated quotes from the vendor. Annual recurring maintenance costs would be approximately  
16 \$86,235.31. However, due to the buildout time, this figure would not be applicable until after the  
17 'Go Live' date. Current costs for additional IT and Police after-hours calls would need to be  
18 accounted for until the 'Go Live' date. The physical IT infrastructure would fit right in to either  
19 the current or new proposed Police Station. These costs are incorporated into the estimate.

20  
21 Mr. Boyer asked, in terms of significance, if there would be any duplication of hardware or  
22 computer systems. Chief Dolan said no, the new RMS will interface well with current devices.

23  
24 Mr. Boyer asked Ms. McGee if the RMS project could be rolled into the police station bond. Ms.  
25 McGee noted the difference in the anticipated lifespan of the two projects and that she would  
26 check with the Town Attorney.

27  
28 Ms. McGee asked what other features the new RMS has. Captain Smith noted that this will  
29 provide 24/7 support for the system. Specialists would be able to remote in and fix technical  
30 problems, rather than paying police officers overtime to come in and fix problems. Money would  
31 be saved by removing the need for after-hours calls. Central Square would be responsible for all  
32 backups.

33  
34 Ms. McGee asked how the product improves day-to-day operations. Captain Smith said that it  
35 would be easier for officers to navigate, multiple types of records could be accessed  
36 simultaneously, and pulling data be significantly easier and more accurate. With the current  
37 software, data inconsistency and inaccuracy are common. Captain Keating noted that current  
38 data extraction is manual and tedious, and this software would cut down on time and make  
39 processes more efficient. Captain Smith stated that back-end updates, such as GIS data, would  
40 also help the department significantly.

41  
42 A discussion ensued on what systems other communities use. It was reiterated that the data  
43 transfer on Central Square would be seamless and that other communities switching to  
44 completely new companies have had to spend extensive time and resources toward data transfer.

1 The specific package that the Police Department is requesting is the Pro Suite package. Ms.  
2 McGee asked if the Police Department had the administrative capacity to implement this. Chief  
3 Dolan said this RMS change would focus primarily on back-end items and that minimal staff  
4 time would need to focus on implementation. Chief Dolan also noted that doing this project and  
5 the new police station in the same year wouldn't negatively impact each other since they are  
6 vastly different projects.

7  
8 Mr. Lewis asked, in terms of readiness, what the Police Department must do to prepare for this  
9 project. Chief Dolan replied that some data transfer would be conducted, and a contract would  
10 need to be signed. There is no anticipated impact on operations or staff because of this project.

11  
12 Captain Smith stated that the 18-month buildout is an estimated timeline and that what Central  
13 Square will implement is standard infrastructure with some 'plug in' modules necessary per state  
14 requirements.

15  
16 It was clarified that the projected annual subscription to the new RMS would not be accounted  
17 for in the operating budget until after the Go Live date. Current expenses associated with after-  
18 hours calls would need to be accounted for until the 18-month period ends. Captain Smith noted  
19 that the Town is currently under contract negotiations with its IT vendor, and it could renegotiate  
20 these costs to be lower. Chief Dolan stated that approximately 95% of what the Police  
21 Department uses IT for is problems with the current RMS.

22  
23 *Chief Dolan, Deputy Chief Smith, Captain Smith, and Captain Keating entered the meeting at*  
24 *12:08 pm.*

25  
26 The committee discussed the necessity of reviewing the project sheets in the meeting versus  
27 outside of the meeting. The committee decided to review project sheets outside of the meeting.

## 28 29 **5. Old Business**

### 30 31 **a. Discussion of adding Assistant Town Manager as voting member**

32  
33 Mr. Boyer noted that this is his third year on the CIP committee. He is an advocate for having  
34 Town employees involved in the process. It offers an opportunity to learn additional information  
35 about important items regarding Town operations and projects. Mr. Boyer expressed that he is in  
36 favor of having the Assistant Town Manager as a voting member of the CIP committee.

37  
38 Ms. Harvey reviewed the minutes of the last meeting. Prior to the previous bylaws, the Assistant  
39 Town Manager and Community Development Program Manager were both voting members.  
40 Currently, neither are voting members. Mr. Devine stated that he is OK with being a voting  
41 member. Either way, he will continue to attend meetings guiding and helping the committee.

42  
43 Mr. Boyer said that he wants to formalize the role in the bylaws. It would likely set a precedent.  
44 Mr. Devine noted that if he is added, there would be six members and that may result in some  
45 ties in votes.

1 **MOTION BY: Nicole McGee**  
2 *To amend the bylaws to allow the Assistant Town Manager to become a full voting member of*  
3 *the CIP Committee.*

4 **SECOND BY: Jeff Boyer**

5 **ROLL CALL VOTE: 4-0-0**

6 **SEAN LEWIS – YES**

7 **JEFF BOYER – YES**

8 **NICOLE MCGEE – YES**

9 **LINDA HARVEY – YES**

10 **The motion passed unanimously.**

11  
12 **b. Review of Projects Slated for 2025 and 2026**

13 The committee did not discuss this issue in the interest of time.

14  
15

16 **ADJOURNMENT AT 12:18 pm.**

17  
18 **MOTION BY: Nicole McGee**

19 *Move to adjourn at 12:18 pm.*

20 **SECOND BY: Jeff Boyer**

21 **ROLL CALL VOTE: 4-0-0**

22 **SEAN LEWIS – YES**

23 **JEFF BOYER – YES**

24 **NICOLE MCGEE – YES**

25 **LINDA HARVEY – YES**

26 **The motion passed unanimously.**

27  
28  
29

30  
31 Notes/minutes taken by: Crayton Brubaker

32  
33 Approved: Capital Improvements Plan Committee

34  
35 Date: \_\_\_\_\_