

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*



**Town of Moultonborough, NH**  
**CAPITAL IMPROVEMENTS PROGRAM**  
**2013 - 2018**

PREPARED & ADOPTED BY:  
THE CAPITAL IMPROVEMENTS PROGRAM COMMITTEE  
*Final Recommendation August 15, 2012, Amended October 4, 2012 & November 15, 2012*

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

**CAPITAL IMPROVEMENTS PROGRAM COMMITTEE**

**TO:** Board of Selectmen

**FROM:** Richard Brown, Chairman

**RE:** Capital Improvements Program

**DATE:** August 16, 2012, *Amended October 4, 2012 & November 15, 2012*

**CC:** Carter Terenzini, Town Administrator



---

On behalf of the Capital Improvements Program Committee, I am pleased to submit herewith our proposed Capital Improvements Plan for Fiscal Years 2013-2018 for your consideration. The sum total of all projects is **\$9,507,079.00** with **\$1,279,080.00** of this programmed for 2013.

As you know, this was our third year. As such, much of our effort was expended on expanding upon our analysis tools, how we gather information and the process we utilize, including a method for ranking the project requests.

We would like to thank all of the Department Heads for the presentations on their needs. We know this is still a work in progress and it takes a lot of time out of their busy days. Without their full co-operation we could not have completed this document.

We look forward to your thoughts and stand ready to answer any questions that you might have.

**Capital Improvements Program Committee:**

Richard Brown, Community At-Large, Chairman  
Barbara Rando, Community At-Large  
Josh Bartlett, Community At-Large (Alternate)  
Alan Ballard, Advisory Budget Committee  
Peter Jensen, Planning Board  
Heidi Davis, Finance Director (Ex-Officio Member)  
Jon Tolman, Selectmen Representative  
Betsey Patten, Selectmen Representative (Alternate)  
Bruce W. Woodruff, Planner (Ex-Officio Member)

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

**Town of Moultonborough, New Hampshire**  
**Capital Improvements Program 2013 - 2018**  
**Table of Contents**

	<u>Page</u>
I. Executive Summary	4
II. Our Charge	4
III. Our Process	5
IV. Benefits of a CIP	6
V. CIP Project Definition	8
VI. CIP Project Selection Criteria	9
VII. Development of the CIP	10
VIII. The Program Finance	12
IX. Committee Recommendations	13
Appendices	
A. Master Plan Tie-In Table	16
B. Committee Ranking of Project Requests	20
C. NH RSA 674:5-8	21
D. CIPC Charge and Composition	23
E. RSA 674:21 Innovative Land Use Controls	28
F. Asphalt Road Deterioration	30
G. Life Cycle of a Road	31
H. CIPC Created at 2009 Town Meeting with Warrant Article 10	32
I. Capital Spending Forecast Charts	33
J. Year on Year Comparison Total v. Tax Levy Table	39
K. August 13, 2012 CIP Public Hearing Comments	40
L. Capital Financing Plan Memorandum	41
M. 2013 Project Submittals	44

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

**SECTION I. Executive Summary**

Annually the Capital Improvements Program Committee (CIPC) is to review capital requests and recommend a program of capital improvement projects to address the needs of the Town over at least a six year period, with the first year being the capital year or year in which actual funds are expended and the remaining five years as the planning period. As a preface to the proposed Capital Improvements Program, it is important to note that:

1. Approximately **\$9,507,079.00** of capital improvement projects have been requested by the various town departments over the next 6 years.
2. The CIPC has recommended **\$1,279,080.00** of capital projects in the capital year, 2013.
3. The CIPC also recommends implementing a Capital Reserve Fund program linked to future Capital Project Requests as per the Capital Financing Plan Memorandum, dated October 20, 2011.

The CIP Committee has attempted to balance recommended capital improvements with the fiscal impact on the tax and rate payers by “smoothing” out the expenditures. This avoids an increase in the tax rate in one year (“spiking” the rate for a peak) only to see subsequent low or “valley” in the tax rate the following year. This is a challenge as can be seen when comparing the disparity between requests and historic budgets. Financing the capital needs of any community is a challenge. Setting aside any new development of facilities, the ongoing maintenance of rolling stock, facilities and our infrastructure takes a significant annual investment. The amount of monies to be sought from the Annual Town Meeting remains the product of the Select Board. The significant demands on our limited financial resources requires prioritization of projects, phasing some projects, prefunding of purchases and improvements through the use of capital reserve accounts, bonding of projects when necessary, and in some instances, deferral of projects to subsequent years.

**SECTION II. Our Charge**

Our Charge was to recommend a Capital Improvement Program (CIP) covering a period of no less than the coming six (6) fiscal years, including a Capital Improvement Budget for the next

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

fiscal year, and the financing thereof, to aid the Select Board in their financial planning and deliberations on annual budget requests.

The CIP is to obtain 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 may encompass both projects being currently undertaken and future projects to be undertaken with federal, state, county and other public funds. The CIP shall classify projects according to their urgency and need for realization, shall recommend a time sequence for their implementation, and shall specifically comment on the relationship of the Program and budget to its consistency with the Town's Master Plan.

The program shall include only those capital projects and improvements involving tangible assets and projects which (1) have a useful life of not less than five years and (2) cost over \$10,000 [or such other sum which conforms to Statement #34 of the Governmental Accounting Standards Board (GASB34) or such future equivalent capitalization schedules.

**SECTION III. OUR PROCESS**

The Capital Improvements Program Committee was formed in January 2010 by the Select Board under the authority of Article 10 of the Annual Town Meeting of 2009 (See Exhibit F). This body assumed authority for Capital Planning from the Planning Board with their full assent and support.

The Capital Improvements Program Committee is comprised of nine persons, with two of them being alternate members to act in the stead of a permanent member when they cannot be present and two ex-officio members.

These persons represent various constituencies and disciplines of:

One (1) from the SelectBoard,

One (1) from the Advisory Budget Committee,

One (1) from the Planning Board,

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

Two (2) from the at-large residents of the Town, and

Two (2) alternate members from the at-large residents of the Town.

We held our first meeting this year on April 4, 2012 to discuss an overall format, process and schedule for the task at hand. Over the course of developing this Capital Improvements Plan we heard presentations from Department Heads and the School on their current facilities and perceived needs. We reviewed a number of town and financial reports. We reviewed project requests and, at times, requested additional information.

Finally, we presented our Draft to two public meetings and adjusted our proposal to reflect relevant comments accordingly.

**How To Use This Manual**

Sections II through V are largely devoted to introduction and process. These sections are particularly valuable to readers who are not familiar with capital improvement programming generally, and the concepts as they are applied in Moultonborough. Sections VI and VII are more substantive and are specific to the current amendment cycle.

**SECTION IV. BENEFITS OF A CIP**

There are many benefits to the organization in the process of establishing a Capital Improvements Program:

1. Having a CIP recognizes the need to make and maintain an ongoing investment in the facilities, infrastructure, vehicles and equipment necessary to provide the services each community has chosen as important to ensuring the quality of life it wishes to enjoy;
2. The CIP can be a plan to maintain a stable property tax rate by “smoothing” out expenditures. Major capital projects are planned within a framework designed to distribute the tax burden attributable to capital expenditures evenly over time. Untimely expenditures can generate unstable property tax impacts;
3. Successful community planning requires a series of incremental steps moving logically through the steps of project proposal to an end result. The CIP provides the linkage

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

between each proposal and our spending;

4. The CIP can bring a central point of community focus, not driven by cost-cutting budget concerns, to the individual demands on funding and drives a call for cooperative project planning. This co-operation can result in the avoidance of duplication of effort and prioritization of expenditures and thus generate cost savings. Communication and coordination between Departments, Town and School officials is considered essential;
5. The CIP process is an open forum to make voters aware of proposed improvements that may be of particular interest and major proposals that will likely come before future Town or School District meetings. The discussion it generates is essential to community well being through the creation of an informed, participatory decision making process; and
6. Communities demonstrating sound planning fiscal health and high quality facilities and services are attractive to investors of all kinds; homeowners, businesses and lending institutions. Decisions to invest in Moultonborough may be influenced by improvements that enhance the quality of life for our citizenry, work force and business owners. Capital improvement programming supports and compliments our broader community economic development objectives and well being.

Finally one must have a CIP in place in order to adopt a local ordinance requiring the payment of impact fees to offset the public costs incurred from development projects, (RSA 674:21 V).

### **What A CIP Is Not**

It is equally important to understand the limitations of a Capital Improvement Program:

1. The CIP process is not meant to micro-manage the budget development process. Preparation of the Town and School District annual budgets is the responsibility of elected officials and professional administrators;
2. The CIP process is not an allocation of funding for “wish list” projects that are neither needed nor likely to receive public funding and support;
3. Although the program provides a framework to guide activity, the CIP should not be rigid and inflexible. The CIP process cannot anticipate unusual changes in growth, economic conditions, political behavior, emergencies, non-tax revenue sources and opportunities not

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

predictable enough to schedule;

4. Although the recommended CIP fits within reasonable fiscal constraints, it does not guarantee a level tax rate. There are many variables that determine the total tax rate (i.e., tax base, operating costs, revenues, etc). Capital expenditures constitute a relatively small portion of total, local spending; and
5. Although it may assign projects to a broad ranking category, it does not provide a means of rationing capital between projects beyond that initial categorization.

**SECTION V. CIP PROJECT DEFINITION**

Capital Improvements for the purpose of the CIP are defined as having the following characteristics:

1. Projects or improvements that are typically non-recurring in nature;
2. Projects or improvements that have a useful life of at least five years;
3. Projects or improvements that cost \$10,000 or more (or such higher sum as GASB34 requires)

Capital Improvements meeting the above criteria can be generally categorized as follows:

- Construction and reconstruction of public infrastructure such as roadways, sidewalks, and storm water systems;
- The purchase, construction, rehabilitation, and/or replacement of public buildings, land, parking lots, boat ramps, paths and the like;
- The purchase or lease of new or replacement of equipment such as police cruisers, fire trucks, dump trucks, loaders, etc.;
- Major software systems and computer installations; and
- The acquisition or lease of land.

Finally, in order to be included in the CIP all items must meet the following standards:

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

1. All projects for improvement, repair, replacement, or upgrade should be included in the current municipal asset inventory.
2. All elements of a project should be included as part of a single project, (i.e. water, road and storm water).
3. If the project is one element of a larger plan, such as a section of roadway but not the full length, there must be an indication of how the full project unfolds to show this element is consistent with the other phases and does not negate them or require an unreasonable “re-work” to accommodate future phases.
4. The expenditure, operating cost impact, potential revenue and an analysis of options the proposed project (i.e. refurbish vs. replace a piece of equipment).
5. Historical records are to be included for the last 2 years or for the duration of the projects that remain open.
6. Projects carried forward from one year to another shall retain the original project # for tracking.
7. Town debt service information shall be submitted so that the high and low capital years can be synchronized with the high and low debt service years.
8. All cost estimates must have some basis either from an actual cost estimate, vendor estimate, or historical data.

**SECTION VI. CIP PROJECT SELECTION CRITERIA**

New Hampshire RSA 674:6 requires that the Capital Improvements Program (CIP) classify projects according to urgency and need and to contain a time sequence for their implementation. The Moultonborough CIP Committee adopted a classification system that uses seven (7) possible classifications as outlined below. In deliberations leading up to the CIP Committee’s proposed capital allocations, each submitted project was assigned a class. After each project was classified, projects falling into the same class were reviewed against town needs as identified by the town master plan and further prioritization was established.

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

<b>Class 1= Urgent Need-immediately for health &amp; safety needs</b>
<b>Class 2= Justified Need-to maintain basic level &amp; quality services</b>
<b>Class 3= Desirable-to improve quality &amp; level of service</b>
<b>Class 4= Unprogrammed-not enough info provided to evaluate need</b>
<b>Class 5= Prior Approved Expense</b>
<b>Class 6= Not Considered</b>
<b>Class 7= Not Recommended</b>

**SECTION VII. DEVELOPMENT OF THE CIP**

In many New Hampshire communities the Planning Board has the responsibility for the preparation of the capital improvement program. In Moultonborough, after consultations with the Planning Board, the SelectBoard sought and obtained the approval of the legislative body to create a separate entity to carry out this responsibility notwithstanding this difference in structure the CIPC still must follow the statute RSA 674:5 through 674:8.

The Capital Improvements Program must also be responsive to the uncertainties that are inherent in all aspects of community development. It is important that the program be reviewed on an annual basis to remain both proactive and practical.

**Review of Town Meeting.** The annual review and update process begins in the spring of each year with a review of the decisions made at the Moultonborough Town meeting. This review examines the capital improvement related decisions that were acted upon by the voters.

**Meetings with Project Sponsors.** Throughout the spring, the Committee meets with Boards, Commissions, Committees and Department Heads to discuss any updates to existing information, and to review and discuss any newly identified projects.

**Formulation of CIP Recommendations.** In the summer, the Committee conducts final

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

meetings with project sponsors if necessary. By consensus the Committee develops its recommendations for the ensuing six year program period. The Master Plan provided background information and provides guidance to the Committee processes.

**CIP Adoption.** The CIP Committee presents its Draft recommended program to the community at a public hearing. This is an opportunity for the public to comment on the CIP prior to its adoption. The Draft is then formalized based upon the comments received. The notification and hearing requirement processes the CIPC follows are the same process that used for the adoption of a Master Plan provided for in RSA 675:6. Once adopted, the CIP is filed with the Town Clerk and the NH Office of Energy and Planning.

**CIP and the Budget Process.** The adopted CIP is forwarded to the Board of Selectmen, with copies to the Advisory Budget Committee, School Board and Library Trustees for their consideration as part of the budget development processes. As the respective entities hold their budget workshops and hearings, the public has additional opportunities to comment on capital improvements. We expect to place a copy on the Town Website for easy access to members of our community.

One of the goals of the CIP is to recommend a stable program of improvements in terms of the associated tax rate impact. Although capital improvements represent a relatively small portion of Town appropriations, they can be easily targeted for budget reduction purposes. It is important that public officials consider needed capital expenditures within the context of the bigger spending picture. To the extent this is accomplished reasonably, tax rate stability can be achieved while decreasing the likelihood that action on needed capital improvements will be deferred.

**Town Meeting.** The budget processes culminate with the consideration of budgets presented by the Board of Selectmen with comments by the Advisory Budget Committee to the Town Meeting. It is at the Town Meeting vote where actual appropriations are made to fund capital improvements.

**Public Participation.** The people of Moultonborough have the opportunity to participate in the

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

development of the program and to review and comment on the setting of community needs and priorities. The value of public participation lies not only in allowing the project beneficiaries and taxpayers to express their desires, but also in obtaining continued public support for future investments in our community.

**SECTION VIII. PROGRAM FINANCE**

As mentioned previously, the CIP forecasts major capital projects within a flexible framework designed to distribute the tax burden attributable to capital expenditures over time. Towards this end, the Committee recommends a six-year program that fits within reasonable, fiscal constraints. Although a fiscally constrained CIP is not a statutory requirement, the Committee feels that it is a very important element of a balanced program.

**Project Financing.** Financing mechanisms will vary by project and circumstance including general fund revenues, special assessments, grant funding, Capital Reserve funding, lease/purchases, and short and long-term borrowing.

**Non-Property Tax Revenue Offsets.** Non-property tax revenues such as federal and state grants are identified in relation to specific projects. These projected revenue offsets are applied to project costs.

**Expendable Trust Funds.** The making of an annual contribution to an expendable trust fund for future withdrawal can be a useful tool to “smooth” out the property tax levy. The community is currently undergoing a complete review of its trust funds as to when it should establish one, how to establish, how much to annually contribute, and what the “floor” (i.e. minimum level) and “ceiling” (i.e. maximum level) should be. The CIPC recommends adhering to the annual recommended contributions to the reserve accounts and the percentage ceiling for capping the total capital year expenditures on an on-going basis as outlined in the Capital & Reserve Financing Plan Memorandum dated, October 20, 2011 (also endorsed by the Board of Selectmen).

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

**SECTION IX. COMMITTEE RECOMMENDATIONS**

The CIPC recommends the accumulation of capital reserves to provide a smoothing out of capital funding required to meet the town's needs on a long-term basis as per the October 20, 2011 Memo Report prepared by the Town Fellow. (See Appendix J. chart - below). The CIPC recommends this level funding process that includes the Capital Reserve philosophy adopted by the BOS in 2011. This will level out over the next 6 years at approx. \$2Mil per year.

The CIPC is recommending all the projects in the Capital year, with the exception of projects ranked as a priority four (4) or a priority seven (7), as indicated in the attached 2013-2018 CIP spreadsheet document. Please also refer to Appendix B. Committee Ranking-Median Based spreadsheet. Therefore, these designated projects are not included in the total amount on the 2013-2018 CIP spreadsheet. There may be room to add some of these back if there is a justified need.

A policy of utilizing Lease-purchase programs is advocated for large ticket equipment purchases which will spread rather than spike the cost. This policy is preferable to simply moving out a large purchase, which just defers the problem and increases the eventual cost to the Town.

All project requests were analyzed for their Master plan tie-in, which is indicated in Appendix A.

**LIONS CLUB**

There are concerns regarding the Lions Club facility in that there is no current long-range maintenance plan or budget. Overall responsibility for the facility has not been assigned to any Dept. Mgr. in the Town, although the Road Agent has been given some responsibility at this time. The BOS should address this in order to ensure a long-range capital plan for the facility.

**STATES LANDING**

The States Landing property in town is not currently being utilized or maintained for its intended purpose and may need funding to bring the site up to useable standards. The understanding of the CIPC is that the site is being impacted by storm water run-off from upstream. We also understand that the BOS is aware of this. However, there does not yet appear to be an active plan to address the issues. This could impact the Town's long-range capital plan and therefore should be assigned to a Dept. Mgr. or otherwise addressed in order to fully develop a capital plan.

**HISTORICAL BUILDINGS**

It is our understanding that several entities in town continue to work in support of our historical buildings but that there is not a comprehensive plan regarding oversight and capital budgeting for the six year planning cycle under the CIPC charter.

**ASSET MANAGEMENT PLAN**

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

The asset management plan proposal for the town was reviewed at a recent work session with the BOS. It is the CIPC's opinion that this is a necessary tool to support long-range capital budgeting. We also understand that this process will be new for Dept. Mgrs. and should be phased in as new equipment is purchased or as capital requests are developed for replacement of existing equipment and facilities. There needs to be a long-term process for supporting capital requests that currently falls short of the information required for justification of large expenditures.

The CIPC also recommends an equipment replacement planning approach that uses manufacturer recommended replacement schedules as the long-term planning guide and depends on actual serviceability of equipment at appropriate cost levels for year to year determination when the target year is reached (if it isn't broken, we won't replace it).

#### CAPITAL SPENDING FORECAST CHARTS

Finally, we have included three capital spending forecast charts in Appendix I regarding proposed capital requests that outline three options for capital expenditures at different spending levels. These are only three of many possibilities to illustrate a number of potential spending levels that the BOS could recommend to the Town for its annual budget consideration and long-range planning. The options shown would allow for accumulation of trust fund dollars to meet long-term capital needs and also attempt to level/equalize spending trends for the long term as required by the CIPC charter.

#### K-9 PROGRAM

The CIPC is recommending that the K-9 cruiser replacement be deferred until the BOS has a recommendation for the K-9 program.

#### BASEMENT RECORDS SHELVING PROJECT

The CIPC has recommended the town review its records retention needs as part of this project.

#### RECOMMENDATIONS

Overall the CIPC feels that the Dept. Mgrs., School and Library have put together responsible Capital requests that address the long-term needs of the town. It is however, our opinion that the BOS should take a critical look at the needs requested in light of the areas overall economic realities. The CIPC has outlined several levels of spending that could be adjusted based on overall spending levels that may be desirable. These levels have been shown in the charts included in this report. The attempt has been made to level spending at several different dollar amounts to give the BOS guidance in determining which capital projects be included in any given calendar year. In other words, we indicate which projects should be included when a capital dollar threshold is met. These options outlined show how desired projects could be distributed over the 6 year time line.

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

## Appendix A.

### Master Plan Tie-In Table

Dept.	Project	Master Plan Tie-in?	Chapter	Page, Section	Justification
BLDG	Facilities Flooring Replacement & Repainting	Yes	VII	55, 65 G. 2.	Normal
BLDG	Public Safety Building Slab Replacement/Repair	Yes	VII	55	Normal
BLDG	Alternative Heating System - DPW Garage	Yes	VII	55, 65 G. 2.	Normal
BLDG	Public Safety Building Roofing Replacement	Yes	VII	55	Normal
BLDG	Public Safety Parking Lot Replacement	Yes	VII	55	Normal
BLDG	Facilities Energy Upgrades	Yes	VII	55	Weak
BLDG	Highway Garage Building Maintenance Bay Addition	Yes	VII	62 E. 4; 66	Normal
DPW	Road Projects	Yes	VIII	86 D.	Normal
DPW	2013 10 Wheel Dump Truck w/Plow, Wing and Sander	Yes	VII	62 E. 2	Normal
DPW	2014 550 Style 6 Wheel Dump Truck w/Plow, Wing and Sander	Yes	VII	62 E. 2	Normal
DPW	Commercial Lawn Mower	Yes	VII	62 E. 2	Normal
DPW	Tele-Arm Bucket Lift	Yes	VII	62 E. 2	Normal
DPW	2014 35-40hp Tractor w/Snow Blower Attachment	Yes	VII	62 E. 2	Normal
DPW	Pay-Loader Replacement w/Plow and Broom	Yes	VII	62 E. 2	Normal
DPW	2016 6 Wheel Dump Truck	Yes	VII	62 E. 2	Normal
DPW	2016 1-Ton Pickup w/Plow and Sander	Yes	VII	62 E. 2	Normal
DPW	Commercial Lawn Mower	Yes	VII	62 E. 2	Normal
DPW	Skid Steer Replacement w/quick attach snow blower, bucket, forks & sweeper	Yes	VII	69 J. 3	Normal

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

<b>DPW</b>	<b>2018 19.5k GVW- 6 Wheel Dump Truck w/Plow, Wing and Sander</b>	Yes	VII	69 J. 3	Normal
<b>FIRE</b>	<b>Replacement of Rescue1 - \$450K est - \$100K 5yr lease-purch</b>	Yes	VII	59 D. 3 & 6	Normal
<b>FIRE</b>	<b>Replacement of First Responder Medical Vehicle (1)(Rescue 2)</b>	Yes	VII	59 D. 3 & 6	Normal
<b>FIRE</b>	<b>Replacement of First Responder Medical Vehicle (2) (Rescue 3)</b>	Yes	VII	59 D. 3 & 6	Normal
<b>FIRE</b>	<b>Replacement of Pumper ( Engine 2 )</b>	Yes	VII	59 D. 3 & 6	Normal
<b>FIRE</b>	<b>Replacement of Chief's Command Vehicle</b>	Yes	VII	59 D. 3 & 6	Normal
<b>FIRE</b>	<b>Replacement of Forestry Vehicle (combine replacement of F1&amp;R3)</b>	Yes	VII	59 D. 3 & 6	Normal
<b>Town Hall</b>	<b>Purchase Parcel at Map 116 Lot 5-Greenes Basin Road-cost tentative</b>	Yes	V	40 B. last para.	Weak
<b>Town Hall</b>	<b>Purchase Parcel at 1091 Whittier Highway adjacent to Berry Pond</b>	Yes	V	40 B. last para.	Weak
<b>Town Hall</b>	<b>Purchase Parcel at 34 Berry Pond Way adjacent to Berry Pond</b>	Yes	V	40 B. last para.	Weak
<b>Town Hall</b>	<b>Purchase Parcel at 10 Orchard Drive adjacent to Moultonborough Academy</b>	Yes	V	40 B. last para.	Weak
<b>Town Hall</b>	<b>Basement Shelving System for Town Records</b>	Yes	VII	62 E. 4; 66	Normal
<b>POLICE</b>	<b>Replace 2009 Crown Victoria Cruiser w/2013 Ford Police Interceptor Utility</b>	Yes	VII	56 C. 1	Normal
<b>POLICE</b>	<b>Replace 2009 Crown Victoria Cruiser w/2014 Ford Police Interceptor</b>	Yes	VII	56 C. 1	Normal

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

	Sedan				
POLICE	Replace 2007 Crown Victoria K-9 Cruiser w/2015 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2010 Crown Victoria Cruiser w/2015 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2007 Ford Expedition w/2016 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2008 Chevy Impala Cruiser w/2017 Ford Police Interceptor Utility	Yes	VII	56 C. 1	Normal
POLICE	Replace 2012 Ford Police Interceptor w/2017 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2013 Ford Police Interceptor w/2018 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
REC	Rehab Baseball Field at Playground Drive	Yes	VII	76 N. 5, append. F	Normal
REC	Install Lights at Baseball Field at Playground Drive	Yes	VII	76 N. 5, append. F	Normal
REC	20 Passenger Coach Bus	Yes	VII	76 N. 5, append. F p 17	Normal
REC	Phase III Moultonborough Neck Pathway Concept Design only -match & construction <b>only if TE grant approved</b>	Yes	VII	75 N. 1	Normal
REC	Ice Rink - Maintenance Building 24' x 24' Addition	Yes	VII	76 N. 5, append. F	Normal
REC	Retrofit Moultonborough Pathway for Usability	Yes	VII	55, 75 N. 1	Normal
REC	Feasibility Study for Construction of Bldg. w/gym, program space,	Yes	VII	76 N. 5, append. F	Normal

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

	<b>offices, storage</b>				
<b>REC</b>	<b>Construct level Concrete floor for Ice Rink</b>	Yes	VII	55, 65 G. 2.	Normal
<b>SCHO OL</b>	<b>Reconstruct MA Entrance Drive Drainage</b>	Yes	VII	71 K. 1	Normal
<b>SCHO OL</b>	<b>Replace School Truck and Plow</b>	Yes	VII	71 K. 1	Normal
<b>SCHO OL</b>	<b>Replace Lobby Storefront at MA</b>	Yes	VII	71 K. 1	Normal

*Moultonborough Capital Improvements Program for 2013 - 2018  
Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

## Appendix B. Committee Ranking-Median Based

1	Dept.	Project	Dept. Head Priority	CIPC Priority	CIPC Overall AVG Ranking	CIPC Overall MED Ranking	Hi-Lo	Sum	Project Year
24	FIRE	Replacement of Rescue1 - \$450K est - \$100K 5yr lease-purch	1	1	1.0	1.00	0.00	6	
27	FIRE	Replacement of Pumper ( Engine 2 )	1	1	3.3	2.00	-8.00	20	
11	DPW	Road Projects	1	2	3.5	3.00	-2.00	21	2013
6	BLDG	Public Safety Building Roofing Replacement	1	2	4.0	4.00	-2.00	20	
25	FIRE	Replacement of First Responder Medical Vehicle (1)(Rescue 2)	2	2	5.0	5.50	-4.00	30	
26	FIRE	Replacement of First Responder Medical Vehicle (2) (Rescue 3)	2	2	7.7	6.50	-10.00	46	
37	POLICE	Replace 2009 Crown Victoria Cruiser w/2013 Ford Police Interceptor Utility	1	2	7.2	7.50	-5.00	43	2013
4	BLDG	Public Safety Building Slab Replacement/Repair	2	2	8.5	8.50	-7.00	51	
12	DPW	2013 10 Wheel Dump Truck w/Plow, Wing and Sander	2	2	10.7	9.00	-13.00	64	2013
38	POLICE	Replace 2009 Crown Victoria Cruiser w/2014 Ford Police Interceptor Sedan	2	2	9.5	10.00	-5.00	57	
40	POLICE	Replace 2010 Crown Victoria Cruiser w/2015 Ford Police Interceptor Sedan	2	2	11.7	12.00	-4.00	70	
41	POLICE	Replace 2007 Ford Expedition w/2016 Ford Police Interceptor Sedan	2	2	15.3	13.00	-16.00	92	
42	POLICE	Replace 2008 Chevy Impala Cruiser w/2017 Ford Police Interceptor Utility	2	2	18.2	14.00	-22.00	109	
35	Town Hall	Basement Shelving System for Town Records	2	2	14.4	15.00	-21.00	72	2013
43	POLICE	Replace 2012 Ford Police Interceptor w/2017 Ford Police Interceptor Sedan	2	2	18.8	15.50	-22.00	113	
13	DPW	2014 550 Style 6 Wheel Dump Truck w/Plow, Wing and Sander	2	2	17.0	16.50	-13.00	102	
44	POLICE	Replace 2013 Ford Police Interceptor w/2018 Ford Police Interceptor Sedan	2	2	24.2	17.00	-26.00	145	
18	DPW	2016 6 Wheel Dump Truck	2	2	17.8	18.00	-12.00	107	
17	DPW	Pay-Loader Replacement w/Plow and Broom	2	3	21.7	20.00	-16.00	130	
8	BLDG	Facilities Energy Upgrades	3	3	21.8	20.50	-26.00	131	
19	DPW	2016 1-Ton Pickup w/Plow and Sander	2	2	21.5	21.50	-17.00	129	
55	SCHOOL	Reconstruct MA Entrance Drive Drainage	2	2	23.33	24.00	-8.00	140	
29	FIRE	Replacement of Forestry Vehicle (combine replacement of F1&R3)	3	3	24.5	24.00	-19.00	147	
22	DPW	2018 19.5k GVW- 6 Wheel Dump Truck w/Plow, Wing and Sander	2	2	22.2	24.50	-17.00	133	
56	SCHOOL	Replace School Truck and Plow	2	2	25.67	24.50	-25.00	154	
16	DPW	2014 35-40hp Tractor w/Snow Blower Attachment	2	3	25.7	26.00	-18.00	154	
28	FIRE	Replacement of Chief's Command Vehicle	3	3	25.8	26.00	-16.00	155	
46	REC	Rehab Baseball Field at Playground Drive	2	2	28.2	28.00	-17.00	169	
57	SCHOOL	Replace Lobby Storefront at MA	2	3	27.83	28.50	-9.00	167	
7	BLDG	Public Safety Parking Lot Replacement	3	3	27.5	29.00	-15.00	165	
3	BLDG	Facilities Flooring Replacement & Repainting	2	3	28.0	29.50	-13.00	168	2013
21	DPW	Skid Steer Replacement w/quick attach snow blower, bucket, forks & sweeper	2	2	29.5	30.00	-15.00	177	
48	REC	20 Passenger Coach Bus	2	3	30.8	32.00	-17.00	185	2013
14	DPW	Commercial Lawn Mower	2	4	31.8	32.50	-9.00	191	
20	DPW	Commercial Lawn Mower	2	4	33.6	33.00	-7.00	168	
51	REC	Retrofit Moultonborough Pathway for Usability	1	3	32.17	33.00	-21.00	193	2013
5	BLDG	Alternative Heating System - DPW Garage	3	3	34.0	34.50	-13.00	204	2013
15	DPW	Tele-Arm Bucket Lift	3	3	33.7	37.50	-22.00	202	
39	POLICE	Replace 2007 Crown Victoria K-9 Cruiser w/2015 Ford Police Interceptor Sedan	2	4	34.7	38.50	-33.00	208	
50	REC	Ice Rink - Maintenance Building 24' x 24' Addition	1	4	40.17	39.50	-5.00	241	2013
52	REC	Feasibility Study for Construction of Bldg. w/gym, program space, offices, storage	1	4	43.00	42.00	-9.00	258	2013
49	REC	Phase III Moultonborough Neck Pathway Concept Design only -match & construction only if TE grant approved	3	3	42.3	42.50	-5.00	254	
53	REC	Construct level Concrete floor for Ice Rink	3	3	42.83	42.50	-13.00	257	2013
32	Town Hall	Purchase Parcel at 1091 Whittier Highway adjacent to Berry Pond	3	3	43.7	43.50	-6.00	262	
9	BLDG	Highway Garage Building Maintenance Bay Addition	3	4	44.0	44.00	-12.00	220	
34	Town Hall	Purchase Parcel at 10 Orchard Drive adjacent to Moultonborough Academy	3	7	45.3	45.50	-5.00	272	
47	REC	Install Lights at Baseball Field at Playground Drive	3	3	45.7	45.50	-7.00	274	
31	Town Hall	Purchase Parcel at Map 116 Lot 5-Greener Basin Road-cost tentative	3	7	46.5	46.50	-4.00	279	2013
33	Town Hall	Purchase Parcel at 34 Berry Pond Way adjacent to Berry Pond	3	7	47.2	47.50	-4.00	283	
2									
10									
23									
30									
36									
45									
54									
58									
59		LEGEND: Priority Codes							
60		Class 1= Urgent Need-immediately for health & safety needs							
61		Class 2= Justified Need-to maintain basic level & quality services							
62		Class 3= Desirable-to improve quality & level of service							
63		Class 4= Unprogrammed-not enough info provided to evaluate need							
64		Class 5= Prior Approved Expense							
65		Class 6= Not Considered							
66		Class 7= Not Recommended							

## Appendix C.

674:7

### PLANNING AND ZONING

prospective development shown in the master plan of the municipality or as permitted by other municipal land use controls.

#### HISTORY

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

#### ANNOTATIONS

1. **Construction and application**                      tions presented to governmental authorities.  
Other than its management tool capabilities, a capital improvements program has no part to play in review of subdivision applica-      Zukis v. Town of Fitzwilliam (1992) 135 NH 384, 604 A2d 956.

#### LIBRARY REFERENCES

New Hampshire Practice  
15 N.H.P Land Use Planning and Zoning  
§§ 4.02, 29.02.

#### 674:7 Preparation.

I. In preparing the capital improvements program, the planning board shall confer, in a manner deemed appropriate by the board, 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 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, transmit to the board a statement of all capital projects it proposes to undertake during the term of the program. The planning board 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.

#### HISTORY

Source. 1983, 447:1. 1995, 43:1, eff. July 2, 1995.      "shall, upon request" in the first sentence and deleted "or" following "authority" and inserted "or school district board, department or agency" preceding "concerning" in the second sentence.

Amendments—1995. Paragraph II: Inserted "and every affected school district board, department or agency" preceding

#### CROSS REFERENCES

Authorization of program, see RSA 674:5.  
Contents of program, see RSA 674:6.

LOCAL LAND USE PLANNING

674:9

LIBRARY REFERENCES

**New Hampshire Practice**

15 N.H.P. Land Use Planning and Zoning  
§ 4.03.

**674:8 Consideration by Mayor and Budget Committee.** Whenever the planning board has prepared a capital improvements program under RSA 674:7, it shall submit its recommendations for the current year to the mayor and the budget committee, if one exists, for consideration as part of the annual budget.

HISTORY

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

CROSS REFERENCES

Authorization of program, see RSA 674:5.  
Purpose of program, see RSA 674:6.

LIBRARY REFERENCES

**New Hampshire Practice**

15 N.H.P. Land Use Planning and Zoning  
§ 4.03.

## **Appendix D.**

---

### **TOWN OF MOULTONBOROUGH**

#### **An Order Creating a Capital Improvements Program Committee**

#### **Charge & Composition**

##### **1.) Purpose and Intent**

A need has been identified to plan for the orderly implementation and financing of a capital improvements program in a manner which meets the needs of the Town and minimizes fluctuations of the tax rate and the impact thereof upon its taxpayers. In order to address that need, there is hereby established a Capital Improvements Program Committee (hereafter the "Committee").

##### **2.) Authority**

This Order is adopted pursuant to Warrant Article 10 of the March 14, 2009 Town Meeting authorizing the Board of Selectmen (hereafter the "SelectBoard") to appoint such a committee and the authority of the SelectBoard to make policy and issue directives to make and order its prudential affairs. The Committee shall operate under the framework of RSA 674:5, 6, and 7 and that set forth herein.

##### **3.) Definitions**

Words used in this Order shall be defined by the common usage under New Hampshire Statute unless otherwise defined herein. Wherever the masculine gender is used it shall include the feminine and vice-versa. Shall is mandatory; may is permissive or discretionary.

##### **4.) Composition & Term**

###### **a. Members, Appointment and Removal**

The Capital Improvement Planning Committee shall be composed of five (5) permanent members and two (2) alternate members as follows:

- One (1) from the SelectBoard,
- One (1) from the Advisory Budget Committee,
- One (1) from the Planning Board,
- Two (2) from the at-large residents of the Town, and
- Two (2) alternate members from the at-large residents of the Town.

Except as otherwise provided herein, the members shall be appointed by a majority vote of the SelectBoard. The SelectBoard, Advisory Budget Committee and Planning Board members shall each be appointed by their respective bodies. Those three (3) bodies may also each appoint an

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

---

Capital Improvements Program Committee  
Charge & Composition

alternate from their body to sit in the stead of such appointed member. The Advisory Budget Committee and Planning Board may not appoint any person serving upon their respective body in an ex-officio capacity to the Committee. Members may be removed for cause, after notice and a hearing, by the appointing authority.

In addition thereto, the Town Planner and the Finance Director shall serve as ex-officio non-voting members who shall otherwise enjoy full privileges to participate in the proceedings of the Committee provided that they may not be elected to any officer position nor be counted toward the quorum requirement.

None of the at large members or alternate members may be employed by the Town in a full-time elected or appointed position due to what some might perceive as a desire on their part to further the interests of their operational units without giving due consideration to the needs of the organization as a whole.

**b. Term of Office**

The term of office shall not commence until the member is sworn to the faithful performance of their office by the Town Clerk. The term of Ex-Officio members from the SelectBoard, Planning Board, and Advisory Budget Committee shall end annually upon the date of the Town Election At-large members and alternates shall serve a term of three years to end on June 30th of a given year. The initial appointments shall be made in such a fashion that none of the terms of the permanent members shall expire in the same year and the terms of the alternate members shall not expire in the same year. Appointments to fill a vacancy shall be for the period remaining in the unexpired term.

**c. Seating and Capacity of Alternate Members**

Alternate at-large members shall be seated to participate in any matter where a permanent member has excused himself over a matter in which he has a conflict or to provide a full complement of five members to conduct business. The minutes shall reflect any alternate member seated to act in the stead of a permanent member and the reason therefore. A seated alternate member shall have all the rights and voting privileges of a permanent member.

**d. Officers**

The Committee shall elect a Chair from amongst its members. It may create and fill such other offices as it may deem necessary for its work. Ex officio members are not eligible to serve as officers of the Committee, The term of the Chair, and any other such officers shall be one year, and he shall be eligible for reelection.

*Moultonborough Capital Improvements Program for 2013 - 2018  
Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

---

Capital Improvements Program Committee  
Charge & Composition

**5.) Powers and Duties**

**a. Annual Program**

The Committee shall, in the year beginning on January 1, 2011 and then annually thereafter, prepare and submit to the SelectBoard, for their review and consideration, a report recommending a Capital Improvement Program (hereafter the "Program") for a period of no less than the coming six (6) fiscal years, including a Capital Improvement Budget for the next fiscal year, and the financing thereof. The purpose and effect of the Program shall be to aid the SelectBoard and the advisory budget committee in their financial planning and deliberations on annual budget requests.

The Program shall 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 may encompass both projects being currently undertaken and future projects to be undertaken with federal, state, county and other public funds. The Program shall classify projects according to their urgency and need for realization, shall recommend a time sequence for their implementation, and shall specifically comment on the relationship of the Program and budget to its consistency with the Town's Master Plan.

The Program shall include only those capital projects and improvements (hereafter the "Project") involving tangible assets and projects which (1) have a useful life of not less than five years and (2) cost over \$10,000 [or such other sum which conforms with Statement #34 of the Governmental Accounting Standards Board (GASB 34) or such future equivalent capitalization schedules. It shall be an evasion of this Order to propose to finance an item meeting the foregoing definitions through normal operations or otherwise without first or, it shall submit the same to the Committee who shall study and report on the same to the SelectBoard forthwith.

The Program shall be submitted no less than 120 days prior to the date of the Annual Town Meeting. In preparing and submitting its annual report the Committee shall hold at least one public hearing at least fifteen (15) days prior to submitting its report and give warning of the public hearing with no less than fifteen (15) days notice. A copy of the proposed Program shall be available to the public at the time of the notice being published

In the time period prior to January 1, 2011, the Committee shall act diligently to: (a) obtain familiarity with the Town's current physical plant, infrastructure, and capital equipment, (b) review the Town's capital expenditures for the past 10 Fiscal Years, (c) review available documents detailing future capital needs including, but not limited to, the Town Master Plan, the Vehicle Replacement Plan and the like, (d) become familiar with state law with respect to how communities may finance Capital Improvements and establish reserves for the same, (e) review how various communities plan and finance their capital improvements, and (f) prepare and distribute an informative procedures manual to all describing the purpose of the committee and the expectations of it by the SelectBoard, what qualifies as a "Capital" expenditure, and how requests will be solicited received, reviewed and ranked, and then dealt with through the budgeting process.

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

---

Capital Improvements Program Committee  
Charge & Composition

**b. Conferring with Town Department and Agencies**

In preparing the Program, the Committee shall annually confer with the School Board and every municipal department, board, committee, or agency to solicit proposals for projects for the coming time period the subject of the Program. In soliciting such proposals, with at least thirty (30) days prior notice, the Committee shall solicit proposals for projects, upon forms designated by it, which describe the proposal, costs, operational benefits, cost increases or efficiency to be realized, relationship to the Master Plan or other objectives, proposed sources of grant or other supplementary financing and such other information as the Committee may deem useful to its deliberations.

The committee shall study each proposed capital project, and shall advise the proposing entity concerning the relation of the recommendations of the master plan in relation to the proposed project and the relation of the project to the Capital Improvement Program being prepared. In other matters, the Committee shall confer, in a manner it deems appropriate, with the requesting agencies and such other parties as it deems advisable allowing a reasonable time for response. All Town Departemtns shall cooperate in making a timely response to any such inquiries.

**c. Action by the SelectBoard**

Within ninety (90) days of receiving the Committee's report the SelectBoard shall advise the Committee whether it has accepted the report in whole or in part and what it shall submit for funding requests as part of the coming fiscal year budget.

**d. Expenditures Authorized or Controlled**

The SelectBoard shall not request an appropriation at a Town Meeting for a capital improvement purchase or project unless the proposed capital improvement is considered in the Committee's Report or the Committee has submitted a report to the Town Administrator explaining the omission. It is the intent of this paragraph that no project expenditure shall be made or undertaken unless the same has been previously considered by the Committee. This provision is not applicable to any capital improvements placed on the Town Meeting warrant by citizen petition, or otherwise governed by statute.

Such Capital Improvement Program, after its approval by the SelectBoard, shall permit the expenditure on projects included therein from departmental budgets for preliminary or ancillary matters relating to the project or purchase, such as for surveys, architectural or engineering advice, options or appraisals; but no such expenditure shall be incurred which has not been so approved by the Town through the appropriation of sums in the current fiscal year or in prior years, or for preliminary planning for projects to be undertaken more than five years in the future.

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

---

Capital Improvements Program Committee  
Charge & Composition

**e. Annual Report Publication and Filing**

The Committee shall file a copy of its Report and the SelectBoard's recommended Capital Budget shall be published and made available in a manner consistent with the distribution of the Advisory Budget Committee Report. The Committee shall deposit its original Report with the Town Clerk. The Committee shall file an executive summary of its annual activities for inclusion in the Annual Town report.

**6.) Predecessors and Successors**

Upon the effective date of this Order, the Municipal Needs Committee and the Recreation Strategic Planning Team are hereby dissolved. All records, property, equipment, and facilities owned by the town and under the control of the offices, boards, or commissions which are abolished or superseded by this Order shall be transferred to and be under the control of the Committee.

**7.) Severability**

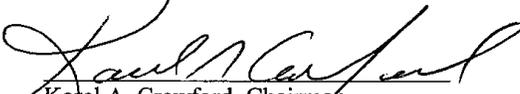
The provisions of this Order shall be severable. If any portion of this Order is determined by any court of competent jurisdiction to be unenforceable or illegal, then all other portions of this Ordinance not expressly found to be unenforceable or illegal shall remain fully in effect.

**8.) Effective Date**

This Order is effective on January 21, 2010 and supersedes all previous orders or policies relative to or in conflict with this matter and the procedures described herein.

Approved and adopted this 21st day of January 2010 by a vote of 4 in favor and 0 opposed.

Certified as To a True and Accurate Vote

  
Karel A. Crawford, Chairman  
Town of Moultonborough SelectBoard Chair

## **Appendix E.**

### **RSA 674:21 Innovative Land Use Controls**

V. As used in this section "impact fee" means a fee or assessment imposed upon development, including subdivision, building construction or other land use change, in order to help meet the needs occasioned by that development for the construction or improvement of capital facilities owned or operated by the municipality, including and limited to water treatment and distribution facilities; wastewater treatment and disposal facilities; sanitary sewers; storm water, drainage and flood control facilities; public road systems and rights-of-way; municipal office facilities; public school facilities; the municipality's proportional share of capital facilities of a cooperative or regional school district of which the municipality is a member; public safety facilities; solid waste collection, transfer, recycling, processing and disposal facilities; public library facilities; and public recreational facilities not including public open space. No later than July 1, 1993, all impact fee ordinances shall be subject to the following:

(a) The amount of any such fee shall be a proportional share of municipal capital improvement costs which is reasonably related to the capital needs created by the development, and to the benefits accruing to the development from the capital improvements financed by the fee. Upgrading of existing facilities and infrastructures, the need for which is not created by new development, shall not be paid for by impact fees.

(b) In order for a municipality to adopt an impact fee ordinance, it must have enacted a capital improvements program pursuant to RSA 674:5-7.

(c) Any impact fee shall be accounted for separately, shall be segregated from the municipality's general fund, may be spent upon order of the municipal governing body, shall be exempt from all provisions of RSA 32 relative to limitation and expenditure of town moneys, and shall be used solely for the capital improvements for which it was collected, or to recoup the cost of capital improvements made in anticipation of the needs which the fee was collected to meet.

(d) All impact fees imposed pursuant to this section shall be assessed at the time of planning board approval of a subdivision plat or site plan. When no planning board approval is required, or has been made prior to the adoption or amendment of the impact fee ordinance, impact fees shall be assessed prior to, or as a condition for, the issuance of a building permit or other appropriate permission to proceed with development. Impact fees shall be intended to reflect the effect of development upon municipal facilities at the time of the issuance of the building permit. Impact fees shall be collected at the time a certificate of occupancy is issued. If no certificate of occupancy is required, impact fees shall be collected when the development is ready for its intended use. Nothing in this subparagraph shall prevent the municipality and the assessed party from establishing an alternate, mutually acceptable schedule of payment of impact fees in effect at the time of subdivision plat or site plan approval by the planning board. If an alternate schedule of payment is established, municipalities may require developers to post bonds, issue letters of credit, accept liens, or otherwise provide suitable measures of security so as to guarantee future payment of the assessed impact fees.

(e) The ordinance shall establish reasonable times after which any portion of an impact fee

*Moultonborough Capital Improvements Program for 2013 - 2018*  
*Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

which has not become encumbered or otherwise legally bound to be spent for the purpose for which it was collected shall be refunded, with any accrued interest. Whenever the calculation of an impact fee has been predicated upon some portion of capital improvement costs being borne by the municipality, a refund shall be made upon the failure of the legislative body to appropriate the municipality's share of the capital improvement costs within a reasonable time. The maximum time which shall be considered reasonable hereunder shall be 6 years.

(f) Unless otherwise specified in the ordinance, any decision under an impact fee ordinance may be appealed in the same manner provided by statute for appeals from the officer or board making that decision, as set forth in RSA 676:5, RSA 677:2-14, or RSA 677:15, respectively.

(g) The ordinance may also provide for a waiver process, including the criteria for the granting of such a waiver.

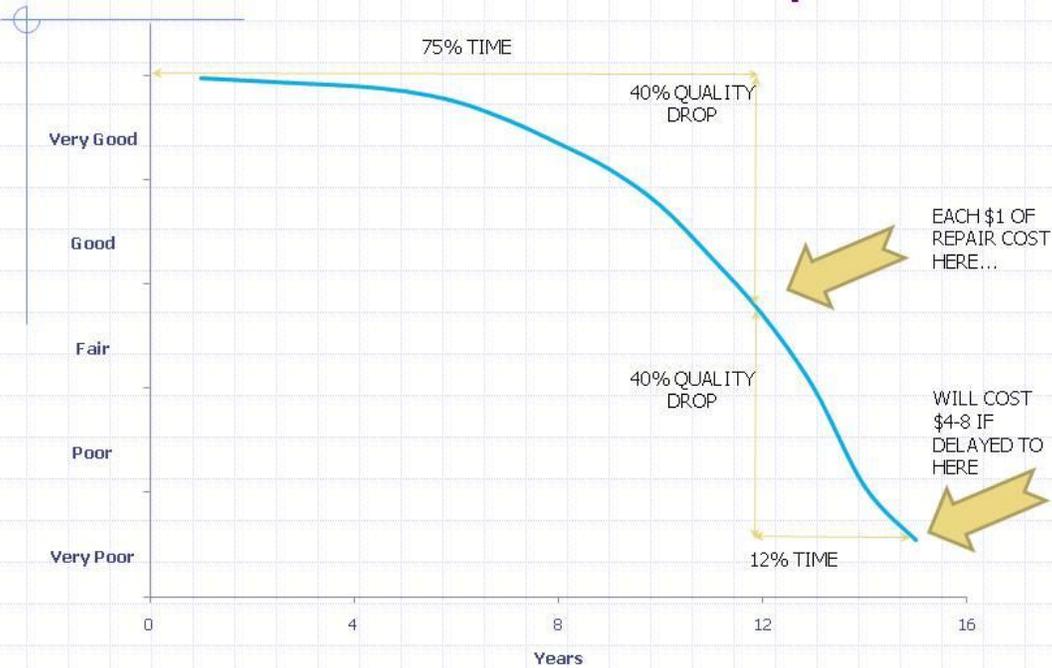
(h) The adoption of a growth management limitation or moratorium by a municipality shall not affect any development with respect to which an impact fee has been paid or assessed as part of the approval for that development.

(i) Neither the adoption of an impact fee ordinance, nor the failure to adopt such an ordinance, shall be deemed to affect existing authority of a planning board over subdivision or site plan review, except to the extent expressly stated in such an ordinance.

(j) The failure to adopt an impact fee ordinance shall not preclude a municipality from requiring developers to pay an exaction for the cost of off-site improvement needs determined by the planning board to be necessary for the occupancy of any portion of a development. For the purposes of this subparagraph, "off-site improvements" means those improvements that are necessitated by a development but which are located outside the boundaries of the property that is subject to a subdivision plat or site plan approval by the planning board. Such off-site improvements shall be limited to any necessary highway, drainage, and sewer and water upgrades pertinent to that development. The amount of any such exaction shall be a proportional share of municipal improvement costs not previously assessed against other developments, which is necessitated by the development, and which is reasonably related to the benefits accruing to the development from the improvements financed by the exaction. As an alternative to paying an exaction, the developer may elect to construct the necessary improvements, subject to bonding and timing conditions as may be reasonably required by the planning board. Any exaction imposed pursuant to this section shall be assessed at the time of planning board approval of the development necessitating an off-site improvement. Whenever the calculation of an exaction for an off-site improvement has been predicated upon some portion of the cost of that improvement being borne by the municipality, a refund of any collected exaction shall be made to the payor or payor's successor in interest upon the failure of the local legislative body to appropriate the municipality's share of that cost within 6 years from the date of collection. For the purposes of this subparagraph, failure of local legislative body to appropriate such funding or to construct any necessary off-site improvement shall not operate to prohibit an otherwise approved development.

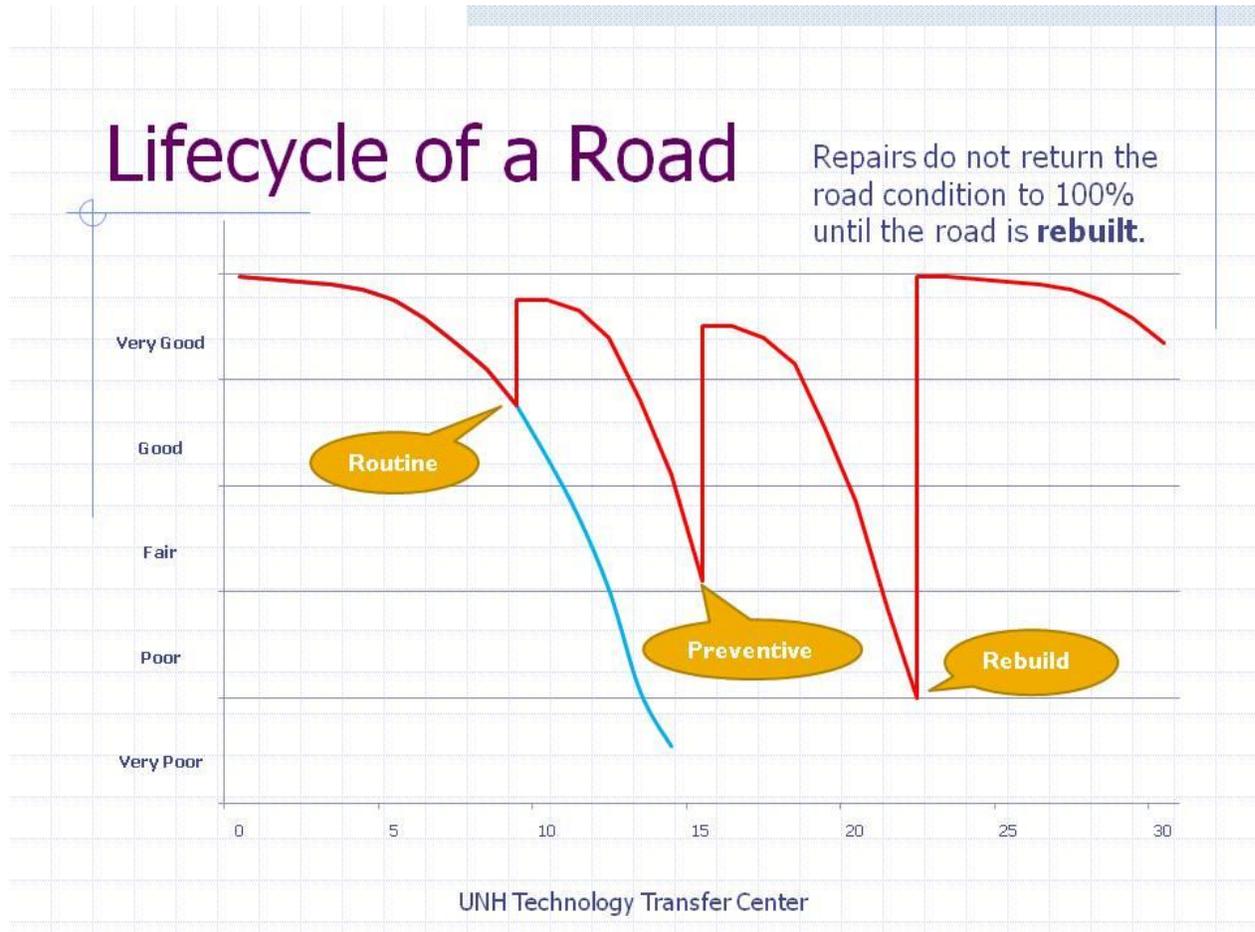
## Appendix F.

# Asset Deterioration: asphalt road



UNH Technology Transfer Center

## Appendix G.



*Moultonborough Capital Improvements Program for 2013 - 2018  
Final August 15, 2012, Amended October 4, 2012 & November 15, 2012*

## **Appendix H.**

CIPC Created at 2009 Town Meeting with Warrant Article 10

### **ARTICLE 10**

To see if the Town will vote, as a block, to:

A. Authorize the Board of Selectmen, under the authority of RSA Ch. 674-5, to appoint a Capital Improvements Program Committee (the "Committee"), the members of which shall be sworn to the faithful performance of their office by the Town Clerk, to prepare and recommend a program of municipal capital improvement projects projected over a period of at least six (6) years. Said Committee is to prepare its program in accordance with RSA Ch. 674:6, exercise its authority under RSA Ch. 674:7 and such other criteria as shall be established by the Governing Body, and file an annual report of their activities with the Town.

B. Repeal Article 17 of the Town Meeting of March 10, 1987, and any actions inconsistent with this article.

**(Recommended by Selectmen 5 - 0)**  
**(Recommended by Advisory Budget Committee 5 - 0)**

### **ARTICLE 11**

To see if the Town will vote, under authority of RSA Ch. 231:63 and in addition to those duties previously required of the Highway Agent under Article 23 of the Town Meeting of March 5, 1974, to require the Highway Agent, in addition to the usual duties as Highway Agent, to have charge, under the direction of the Selectmen, of the care of public parks and cemeteries; public forests; public playgrounds; shade and ornamental trees.

**(Recommended by Selectmen 5 - 0)**  
**(Recommended by Advisory Budget Committee 5 - 0)**

### **ARTICLE 12**

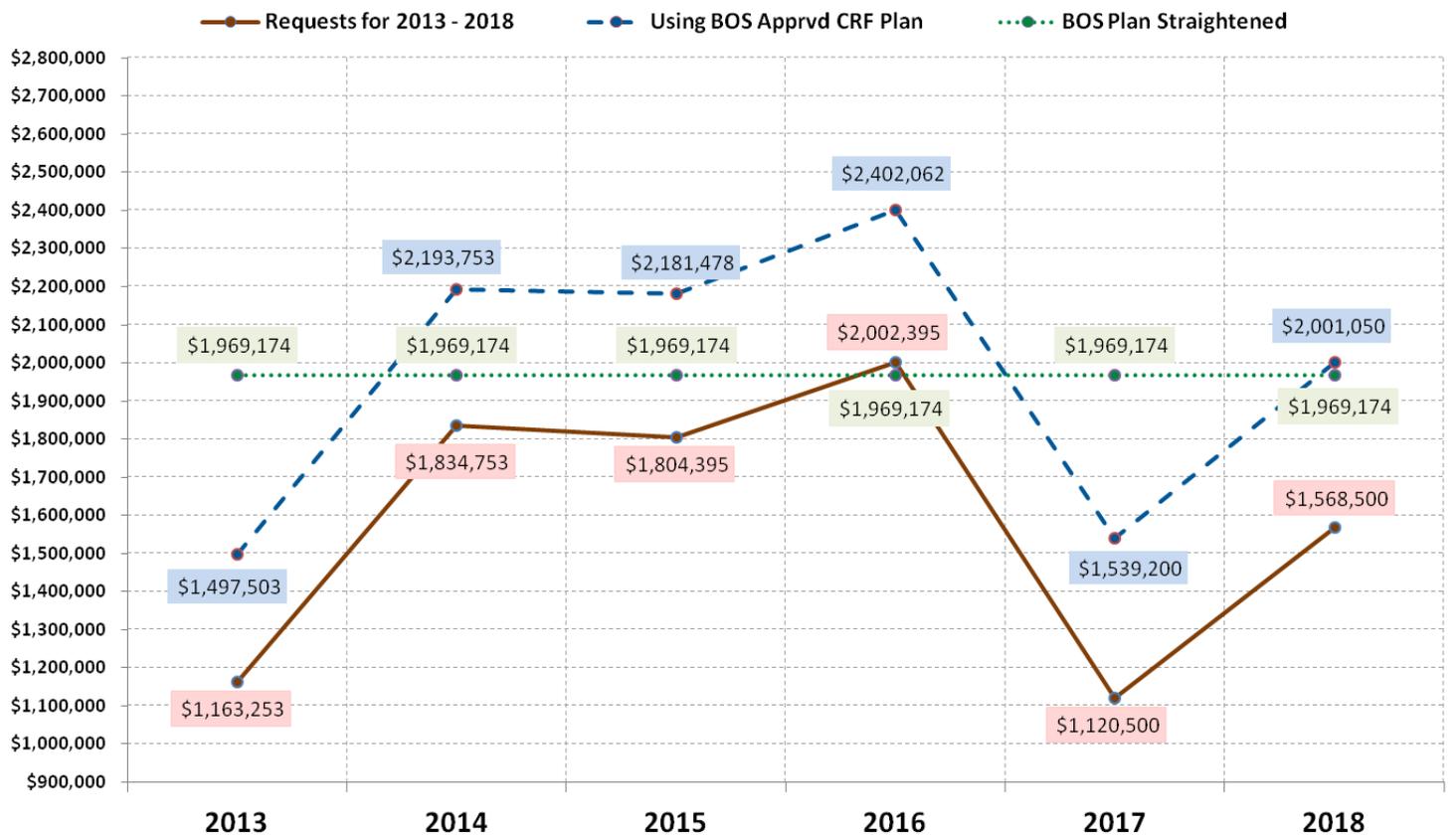
To see if the Town will vote to enact an ordinance to be entitled "Acceptance of Credit Cards" and to read as follows:

#### **SECTION I: PURPOSE:**

The purpose of this Ordinance is to authorize the Town of Moultonborough's Treasurer or other appropriate municipal official to accept payment by credit cards for taxes, utility charges, and fees.

#### **SECTION II: AUTHORITY:**

# Appendix I. Capital Spending Forecast Charts



2013-2018 Requests Using BOS Approved CRF Plan \* No Class 7 or Class 4 Requests \* 42 of 49 Requests + 3 Lease Payments Continued from Prior Years (45 Capital Expense lines)

For Years 2013 to 2018 without Class 4 and 7 Requests

2012 to 2013 Change to Total Capital Expense = \$433,174

6 Year CRF Plan Adjustments Total = \$2,321,250

6 Year CIPC Annual Average of Plan with CRF Adjustment = \$1,969,174

6 Year CIPC Annual Average of Plan without CRF Adjustment = \$1,582,299

6 Year CRF Annual Average of Plan CRF Adjustments = \$386,875

2012 Capital Requests = \$1,219,500 (2011 Annual Report Warrants #16, #17, #22)

2012 CRF ARC Adjustments = \$316,500 (2011 Annual Report Warrants #18, #19)

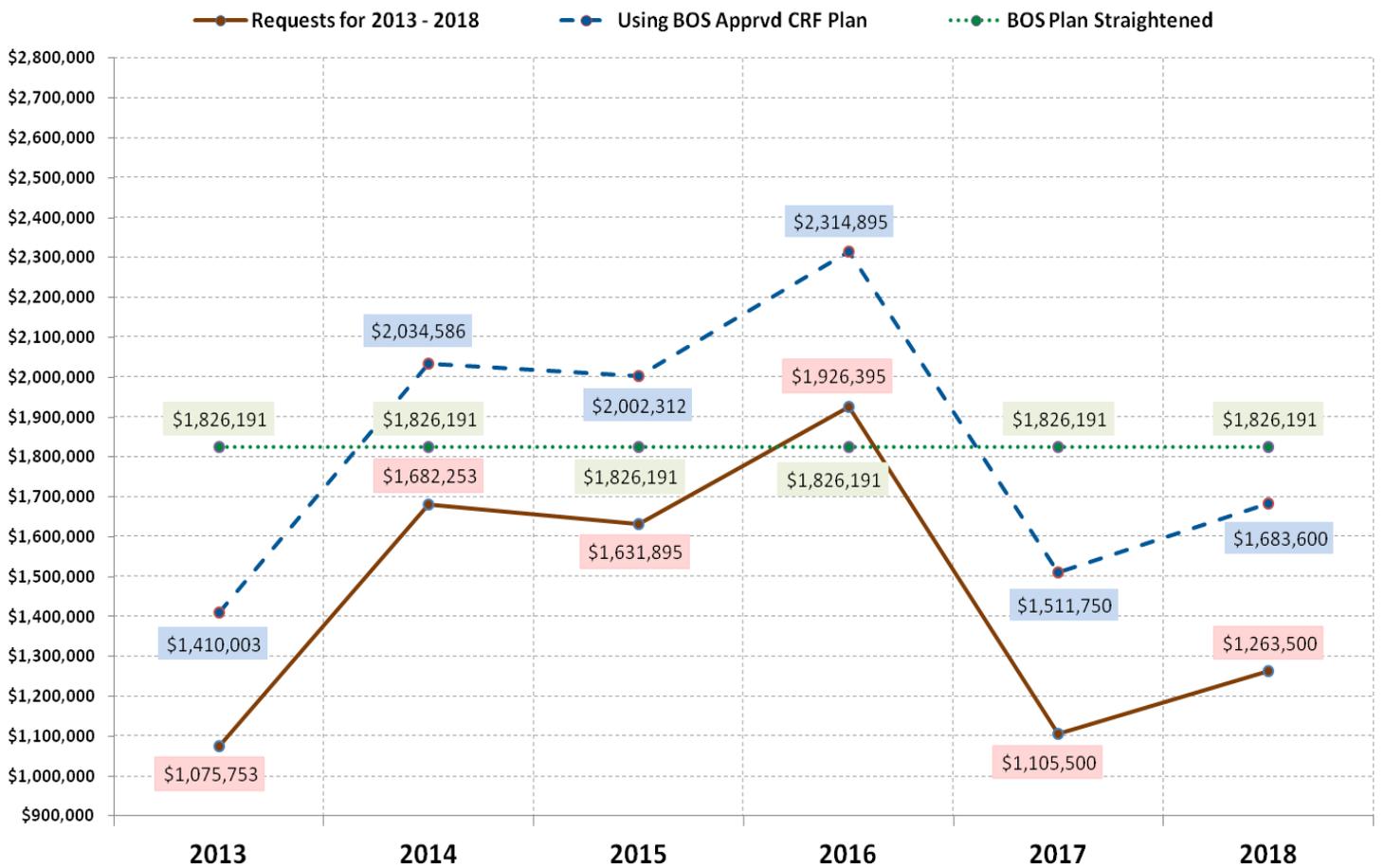
2012 Total Capital Expense = \$1,536,000

### Capital Reserve Fund ARC Adjustment

Year	Leveled	Un-leveled
2013	\$805,921	\$334,250
2014	\$134,421	\$359,000
2015	\$164,779	\$377,083
2016	\$(33,221)	\$399,667
2017	\$848,674	\$418,700
2018	\$400,674	\$432,550
	=====	=====
	\$2,321,250	\$2,321,250
	Inflate#	

<b>ARC</b>	<b>3100</b>	<b>FIRE</b>	<b>Fire Fighting Equipment Fund ARCs (109,000 in 2012 Warrant #18)</b>
<b>ARC</b>	<b>5000</b>	<b>DPW</b>	<b>DPW Equipment (160,000 in 2012 Warrant #18)</b>
<b>ARC</b>	<b>650</b>	<b>BLDG</b>	<b>Historic Buildings (12,500 in 2012 Warrant #19)</b>
<b>ARC</b>	<b>9000</b>	<b>BLDG</b>	<b>Municipal Buildings (35,000 in 2012 Warrant #19)</b>
<b>10yr</b>	<b>\$0</b>	<b>BLDG</b>	<b>Alternative Heating System - DPW Garage</b>
<b>30yr</b>	<b>0</b>	<b>Town</b>	<b>2013-2015 Basement Shelving System for Town Records</b>
<b>30yr</b>	<b>0</b>	<b>REC</b>	<b>2015 Install Lights at Baseball Field at Playground Drive</b>
<b>6yr</b>	<b>0</b>	<b>REC</b>	<b>2013 20-Passenger Coach Bus (Used)</b>
<b>30yr</b>	<b>0</b>	<b>REC</b>	<b>2014 Construct level Concrete floor for Ice Rink</b>

**Note: Replacement equipment and buildings already priced in to 2012 numbers**



2013-2018 Requests Using BOS Approved CRF Plan \* No Class 7 or Class 4 Requests \* Top 30 of 49 Requests + 3 Lease Payments Continued from Prior Years (33 Capital Expense lines)

For Years 2013 to 2018 without Class 4 and 7 Requests, without Requests ranked >= 30  
 2012 to 2013 Change to Total Capital Expense = \$290,191  
 6 Year CRF Total Plan Adjustments = \$2,271,850  
 6 Year CIPC Annual Average of Plan with CRF Adjustment = \$1,826,191  
 6 Year CIPC Annual Average of Plan without CRF Adjustment = \$1,447,549  
 6 Year CRF Annual Average of Plan CRF Adjustments = \$378,642  
 2012 Capital Requests = \$1,219,500 (2011 Annual Report Warrants #16, #17, #22)  
 2012 CRF ARC Adjustments = \$316,500 (2011 Annual Report Warrants #18, #19)  
 2012 Total Capital Expense = \$1,536,000

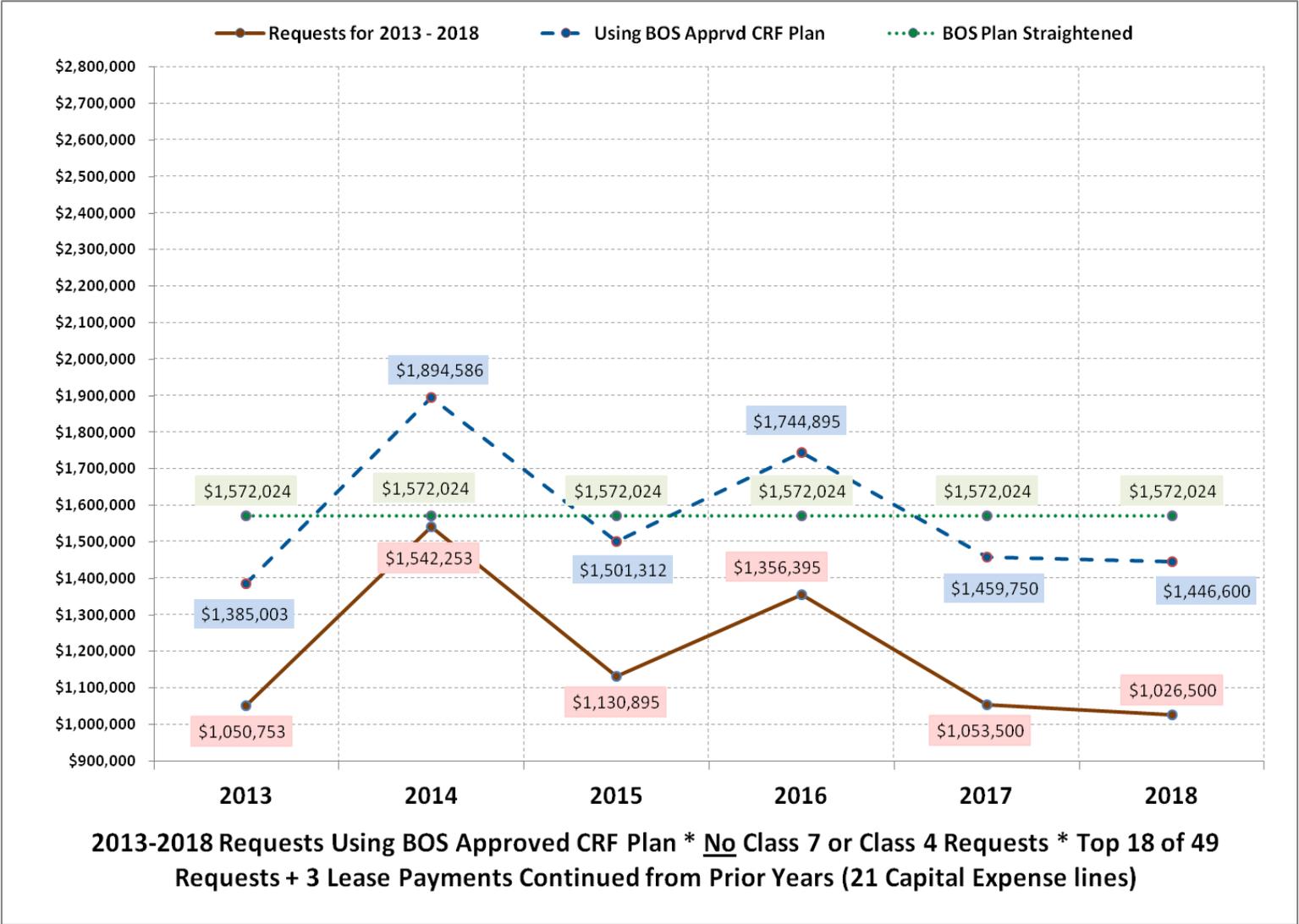
**Capital Reserve Fund ARC Adjustment**

Year	Leveled	Un-leveled	Annual Plan CRF Adjustments
2013	\$750,438	\$334,250	
2014	\$143,938	\$352,333	
2015	\$194,296	\$370,417	
2016	\$(100,204)	\$388,500	
2017	\$720,691	\$406,250	
2018	\$562,691	\$420,100	
	=====	=====	
	\$2,271,850	\$2,271,850	Total Plan CRF Adjustments

Inflate#

ARC	3100	FIRE	Fire Fighting Equipment Fund ARCs (109,000 in 2012 Warrant #18)
ARC	5000	DPW	DPW Equipment (160,000 in 2012 Warrant #18)
ARC	650	BLDG	Historic Buildings (12,500 in 2012 Warrant #19)
ARC	9000	BLDG	Municipal Buildings (35,000 in 2012 Warrant #19)
10yr	\$0	BLDG	<i>Alternative Heating System - DPW Garage</i>
30yr	\$0	Town	2013-2015 Basement Shelving System for Town Records
30yr	\$0	REC	2015 Install Lights at Baseball Field at Playground Drive
6yr	\$0	REC	2013 20-Passenger Coach Bus (Used)
30yr	\$0	REC	2014 Construct level Concrete floor for Ice Rink

**Note: Replacement equipment and buildings already priced in to 2012 numbers**



For Years 2013 to 2018 without Class 4 and 7 Requests, without Requests ranked >= 20  
 2012 to 2013 Change to Total Capital Expense = \$36,024  
 6 Year CRF Total Plan Adjustments = \$2,271,850  
 6 Year CIPC Annual Average of Plan with CRF Adjustment = \$1,572,024  
 6 Year CIPC Annual Average of Plan without CRF Adjustment = \$1,193,383  
 6 Year CRF Annual Average of Plan CRF Adjustments = \$378,642  
 2012 Capital Requests = \$1,219,500 (2011 Annual Report Warrants #16, #17, #22)  
 2012 CRF ARC Adjustments = \$316,500 (2011 Annual Report Warrants #18, #19)  
 2012 Total Capital Expense = \$1,536,000

**Capital Reserve Fund ARC Adjustment**

Year	Leveled	Un-leveled
2013	\$521,271	\$334,250
2014	\$29,771	\$352,333
2015	\$441,129	\$370,417
2016	\$215,629	\$388,500
2017	\$518,524	\$406,250
2018	\$545,524	\$420,100
	=====	=====
	\$2,271,850	\$2,271,850

**Inflate#**

<b>ARC</b>	<b>3100</b>	<b>FIRE</b>	<b>Fire Fighting Equipment Fund ARCs (109,000 in 2012 Warrant #18)</b>
<b>ARC</b>	<b>5000</b>	<b>DPW</b>	<b>DPW Equipment (160,000 in 2012 Warrant #18)</b>
<b>ARC</b>	<b>650</b>	<b>BLDG</b>	<b>Historic Buildings (12,500 in 2012 Warrant #19)</b>
<b>ARC</b>	<b>9000</b>	<b>BLDG</b>	<b>Municipal Buildings (35,000 in 2012 Warrant #19)</b>
<b>10yr</b>	<b>\$0</b>	<b>BLDG</b>	<b><i>Alternative Heating System - DPW Garage</i></b>
<b>30yr</b>	<b>0</b>	<b>Town</b>	<b>2013-2015 Basement Shelving System for Town Records</b>
<b>30yr</b>	<b>0</b>	<b>REC</b>	<b><i>2015 Install Lights at Baseball Field at Playground Drive</i></b>
<b>6yr</b>	<b>0</b>	<b>REC</b>	<b><i>2013 20-Passenger Coach Bus (Used)</i></b>
<b>30yr</b>	<b>0</b>	<b>REC</b>	<b><i>2014 Construct level Concrete floor for Ice Rink</i></b>

**Note: Replacement equipment and buildings already priced in to 2012 numbers**

## Appendix J.

YEAR ON YEAR COMPARISON OF TOTAL VS. TAX LEVY - FOR ILLUSTRATION PURPOSES  
ONLY TO DEMONSTRATE CAP ATTAINMENT

FY 2012

Tentative FY 2013

Item	Reserves	Grants	Taxes	Total
Roads	-	\$140,000	\$610,000	\$750,000
Turnout Gear	-	-	\$15,000	\$15,000
Software	-	-	\$100,000	\$100,000
Police Cruiser	-	-	\$35,000	\$35,000
DPW 1 ton Pick-up	\$35,000	-	\$10,000	\$45,000
Refit DPW P'up-> FD Utility 1	-	-	\$15,000	\$15,000
Flooring Replacement	\$25,000	-	-	\$25,000
FD Engine 3 Repair	\$50,000	-	-	\$50,000
Personnel Liability CRF	-	-	\$14,500	\$14,500
Community Substance CRF	-	-	\$10,150	\$10,150
Communication Technology CRF	-	-	\$22,500	\$22,500
Appraisal CRF	-	-	\$24,000	\$24,000
Firefighting Equipment CRF	-	-	\$109,000	\$109,000
Police Communications CRF	-	-	\$2,500	\$2,500
DPW Equipment CRF	-	-	\$160,000	\$160,000
Historic Building CRF	-	-	\$12,500	\$12,500
Municipal Building CRF	-	-	\$35,000	\$35,000
Milfoil	-	-	\$195,000	\$195,000
Lee's Mills	-	-	\$3,000	\$3,000
Dry Hydrant	-	-	\$2,500	\$2,500
Grader Lease	-	-	\$49,395	\$49,395
Backhoe Lease	-	-	\$18,358	\$18,358
	\$110,000	\$140,000	\$1,443,403	\$1,693,403

Use:	From:			Item
Total	Taxes	Grants	Reserves	Item
\$775,000	\$625,000	\$150,000	-	Roads
\$15,000	\$15,000	-	-	Turnout Gear
\$115,000	-	-	\$115,000	5 Yr Re-Valuation*
\$43,000	\$43,000	-	-	Police Cruiser
\$55,000	\$0	-	\$55,000	DPW 10 wheel Dump Truck-lease
\$25,000	-	-	\$25,000	20 Passenger Coach Bus
\$25,000	-	-	\$25,000	Facilities Flooring Replacement
\$10,000	\$10,000	-	-	Basement Shelving System
\$37,500	\$20,000	-	\$17,500	Retrofit Pathway for Usability
\$14,500	\$14,500	-	-	Personnel Liability CRF
\$9,500	\$9,500	-	-	Community Substance CRF
\$22,500	\$22,500	-	-	Communication Technology CRF
\$24,000	\$24,000	-	-	Appraisal CRF
\$112,000	\$112,000	-	-	Firefighting Equipment CRF
\$2,500	\$2,500	-	-	Police Communications CRF
\$170,000	\$170,000	-	-	DPW Equipment CRF
\$10,000	\$10,000	-	-	Historic Building CRF
\$65,000	\$65,000	-	-	Municipal Building CRF
\$190,000	\$190,000	-	-	Milfoil
\$3,000	\$3,000	-	-	Lee's Mills
\$2,500	\$2,500	-	-	Dry Hydrant
\$90,000	\$90,000	-	-	Engine2lease**(1/5)
\$49,395	\$49,395	-	-	Grader Lease
\$18,358	\$18,358	-	-	Backhoe Lease
\$1,883,752	\$1,496,252	\$150,000	\$237,500	
11.24%	3.66%			

\* This expenditure covers only the one time payment for revaluation in the final year of the current contract and costs that are annually found in the operating budget must still be funded there in addition to this expenditure.

\*\* This is a projected 5 year lease-to-buy replacement for Engine 2 (set to end in 2017). Payment of \$90 k per year was calculated using an estimated interest rate of 4.00%.

## **Appendix K.**

### **MOULTONBOROUGH, NEW HAMPSHIRE**

#### **CAPITAL IMPROVEMENTS PROGRAM COMMITTEE PUBLIC HEARING on Draft 2013-2018 CIP Recommendation Report – August 13, 2012**

##### Public Comments

Members Present: Richard Brown, Chair; Alan Ballard; Peter Jensen; Jon Tolman, Selectman; Bruce Woodruff, Town Planner; Heidi Davis, Finance and Personnel Director; Scott Kinmond, Road Agent/DPW Director.

Absent: Barbara Rando, Josh Bartlett.

Richard Brown called the Capital Improvements Program Committee (CIPC) Public Hearing to order at 7:00pm.

There were twelve (12) members of the public attending.

##### Comments:

- Recreation Bus Question: Contends that insufficient data submitted to committee.
- Comment on cost of CDL license was made.
- Comment on cost of insurance (increase) if have the bus.
- Wonders if there is a true savings for taxpayers, not just for participants.
- Do we currently have a 20 passenger bus?
- Do we really need this? We've been on a drunk with spending, spend, spend.
- Wants better data/numbers/analysis re: budget justification for the bus.
- RE: Moultonborough Pathway what is \$37,500 for if there are already funds waiting to be spent?
- What kind of bus can you buy for \$25,000? He has a concern with a used/reconditioned bus with 80,000 miles.
- Do you rate/rank these projects against each other?
- A very long comment on new and failed Federal programs was made; but the speaker noted that he was not critical of the CIPC.
- Phase I pathway now worse than any other section. She is concerned for the Safety of users and hopes the DOT will fix and restripe.
- You have a good process with this committee.
- An additional comment was made on whether recreation department should self-fund or not.
- ABC member, Jean Beadle stated the funding for the Rec. Dept. will now be from the Capital Reserve Fund phased in over the next five years, and after that, the Dept. must be self-supporting.

The CIPC will hold the second public hearing at the Life Safety Building on August 15, 2012 at 7PM in the Mel Bourin meeting room.

## Appendix L.

---

### MEMORANDUM - OFFICE OF THE TOWN ADMINISTRATOR

---

**TO:** C. Terenzini  
**FROM:** Mike Branley, Town Fellow *Mike*  
**RE:** Capital Financing Plan  
**DATE:** October 20, 2011  
**CC:** H. Davis

---

#### The Task

After completing my Reserve Fund Analysis and receiving feedback from the Board of Selectmen, you tasked me with making an effort to put my report into practice. Specifically, I was instructed to:

- Fund the capital projects ranked by the Capital Improvements Committee with but few exceptions;
- Fund other non-discretionary liabilities (such as current leases);
- Build the reserve funds (if not annually, at least in the aggregate) in accordance with the ARCs, Floors, and Targets laid out in my report Establishing Fiscal Wellness; and
- Keep the annual increased tax levy spent on capital below 5% each year (ideally below 4.50%).

I was instructed to fund all Tier 1, 2, and 3 capital projects with the following exceptions based on what you are willing to recommend:

- More than one police cruiser will not be recommended in any given year. To rectify this variation with the CIPC spreadsheet (specifically in 2013) I have spread out police cruiser schedule based on use and mileage to have one replaced annually;
- No energy savings projects will be recommended piecemeal; all energy savings projects should be bundled, put to bid for an Energy Savings Company (ESCO), and then repaid from the operating savings; and
- No School District projects were funded in this effort as they should be included in the District's budget, even though are included on the CIPC spreadsheet.

When having a discussion during this process with Chief Bengston and Road Agent Kinmond it became apparent that if kept on their replacement schedules, DPW pick-up trucks could be refurbished and transferred to the Fire Department to replace Utility 1 and Forestry 2 (Forestry 1 was a surplus vehicle and will not be replaced when it goes out of commission). This coordination would be more cost effective than continuing to maintain these vehicles (which date

back to 1986 and 1985 respectively) or buying brand new replacements. The projected cost of a heavy refurbishment and retrofitting the vehicles to fit their new role at the Fire Department is \$25,000 each (as opposed to a \$55,000 new replacement). I do not believe either of these pieces of equipment was submitted to the CIPC initially for the 2012-2017 cycle because the Chief was trying to minimize his capital requests, however I believe he has submitted these updated requests to the CIPC.

Based on these discussions in addition to updated replacement costs and schedules presented to the CIPC, I have attached updated fleet and reserve fund spreadsheets for the Firefighting Equipment Fund and the Public Works Equipment Fund.

When funding the trust funds, the following alterations to my report were made based on our discussions and feedback from the Board of Selectmen:

- The Dry Hydrant Fund's balance will not be reduced and will have a small amount appropriated annually;
- The purpose and name of the Police Department Communications Equipment Fund will not be changed and this fund will not be used for cruisers. This fund will have a small amount appropriated annually;
- Contributions to the Playground Improvement Fund will not be recommended; and
- The ARC for the Appraisal Fund was altered based on you clarifying how the Vision contract is funded.

Other aspects of the trust funds in this financing plan worth noting are:

- The Communication Technology Fund, Personnel Liability Fund, and Community Substance Fund will be level-funded every year of this cycle; and
- The Milfoil trust fund's appropriation (\$200,000 in 2011) will be decreased by \$5,000 annually.

One of the assumptions that I followed when funding the capital program was that the reserve funds, specifically the DPW and Fire Equipment Funds, would be used as "wash accounts." In essence, this means that the ARC is appropriated each year as laid out in the Trust Fund Report and then however much is needed to be expended to keep the tax rate from growing too high is expended. For example, if the ARC for the Fire Equipment Fund was \$100,000 and \$100,000 needed to be expended, those actions would be taken separately rather than one action to fund the \$100,000 project straight from tax levy. This gets the Selectmen and the community used to appropriating the ARC to the funds each year, even though in some cases the fund nets a loss after the expenditure.

Another assumption is that for some funds, such as Lee's Mills Fund, the Historic Buildings Fund, the Dry Hydrant Fund, and to some extent the Municipal Building Fund, it is nearly impossible to accurately predict when they will be expended. As such, I have budgeted for the ARCs to the extent that I was able even though in many cases this led to the funds rising higher than their recommended ceilings down the road (I reasoned that trying to guess how much would

be expended was just setting myself up to fail). As time goes on, adjustments should be made to reduce these contributions if the funds grow to the ceilings and to distribute that money to other funds in greater need.

### **The Finished Product**

Attached you will find the spreadsheets that lay out my recommendation for how to fund the Town's capital needs and also the trust funds. I have tried to make these documents easy to follow by aligning similar items and funds whenever possible.

As you can see from the "End of Year Fund Balances..." page, by 2017 I was able to reach the recommended Floors for all but two funds (Firefighting Equipment and Municipal Building) and was able to appropriate the ARC for every fund but one (the Municipal Building Fund). I was able to achieve this while keeping the average annual increase in tax levy spent on capital at 4.36%, well under the 5% limit and the 4.5% goal. I have also linked these spreadsheets electronically so that when changes are made in one year's appropriation to a reserve fund it changes the year end balances on that page and the left side of the next year's page. This amenity will facilitate alterations as they will inevitable be made during the course of this plan.

**NOTE:** The spreadsheet document entitled, **Final 2012-2017 Capital & Reserve financing plan**, referred to above is included in this report by reference and is available on the Town Website, CIPC webpage under [DRAFT Capital Improvement Program Documents for Aug. 13th & 15th Public Hearing](#) . The link is as follows:

[http://www.moultonboroughnh.gov/Pages/MoultonboroughNH\\_BComm/CIPC%20draft%20docs/Final1217CapResfinplan.pdf](http://www.moultonboroughnh.gov/Pages/MoultonboroughNH_BComm/CIPC%20draft%20docs/Final1217CapResfinplan.pdf)

## **Appendix M. 2013 Project Request Submittals**

On following pages.