



*Town of
Wolfeboro*

**CAPITAL IMPROVEMENTS PROGRAM
2012 - 2021**

Prepared By: The Capital Improvements Program
Committee
September 27, 2011

Adopted By: The Wolfeboro Planning Board
Date: October 18, 2011

Acknowledgments

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Town of Wolfeboro, New Hampshire
Capital Improvements Program 2012 - 2021

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SECTION I. Executive Summary

Annually the Capital Improvements Program Committee reviews capital needs and recommends a program of capital improvement projects over a ten year period. As a preface to the proposed capital improvements program, it is important to note:

1. Approximately \$48,899,634 of capital improvement projects have been identified by the various town departments over the next 10 years.
2. In 2011, municipal capital appropriations, exclusive of debt service, were \$2,356,248.

The CIP Committee continues to balance recommended capital improvements with their fiscal impact on the tax and rate payers. Despite historical public support for capital improvements, the unmet needs of our community are significant. The significant demands on our limited financial resources require 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.

Many of the capital improvements requests require better information in order for the Committee to determine actual needs and to program estimated project cost. In the spring of each year Departments are required to submit and update Project Identification forms for each project. The need for staff input and the accuracy of the information provided cannot be overstated.

For 2012, the Committee recommends projects in the amount of \$7,798,109.

SECTION II. HOW TO USE THIS DOCUMENT

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 Wolfeboro. Sections VI and VII are more substantive and are specific to the current amendment cycle. Recommended amendments to the CIP are found in Section VIII.

SECTION III. PURPOSES OF THE CIP

There are many significant community benefits that may be derived from preparing and maintaining a Capital Improvements Program:

1. Basic facilities and services, which ensure public health, safety and welfare, are a fundamental responsibility of local government. The CIP

- identifies and recognizes these needs as being the highest order of priority;
2. An informed, participatory decision making process is essential to community well being. The CIP will make voters aware of proposed improvements that may be of particular interest and about major proposals that will likely come before future Town or School District Meetings;
 3. The CIP will help to maintain a stable property tax rate by avoiding untimely expenditures, which generate unstable property tax impacts. Major capital projects are forecasted within a flexible framework designed to distribute the tax burden attributable to capital expenditures over time;
 4. Successful community planning necessitates a series of incremental steps designed to implement our shared vision for the future. The CIP provides linkage between planning for our future needs and spending on community improvements;
 5. Cooperative project planning can result in cost savings and the avoidance of duplication of expenditures. Communication and coordination between Departments and Town and School officials is considered essential;
 6. Communities demonstrating sound fiscal health and high quality facilities and services are attractive to investors of all kinds; homeowners, businesses and lending institutions. Decisions to invest in Wolfeboro 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 broader community economic development objectives.

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

1. The CIP process is not a means 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 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.

SECTION IV. 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 \$100,000 or more.

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

- Construction and reconstruction of public infrastructure such as road, sewer, water, storm water and electric systems;
- The purchase, lease, construction, rehabilitation, and/or replacement of public buildings and facilities;
- The purchase or lease (including replacement of heavy equipment and rolling stock such as fire trucks, dump trucks, loaders, etc.);
- The acquisition or lease of land.

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

1. All projects for improvement, repair, replacement, or upgrade shall be supported by the municipal asset inventory. Sewer, water, storm water, electric, and road systems, should be included in a current asset inventory.
2. All projects shall be submitted in detail and not general concepts such as road reconstruction or sidewalk repair. All elements of a project should be included as part of a single project, i.e. sewer, water, electric, and road.
3. Only projects recommended by the department head and endorsed by the Town Manager shall be included in the CIP.
4. The expenditure, potential revenue and reserves are to be included.
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. The tracking # should start with year of submittal, proposed year of implementation, and project number, 00/00/00.

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.

SECTION V. 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 Wolfeboro CIP Committee adopted a classification system that used three (3) 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.

Class	Category	Description
Class I	Urgent	Cannot be delayed; needed immediately for health and safety needs.
Class II	Necessary	Needed within 3- 5 years to maintain basic level and quality community services.
Class III	Desirable	Needed within 6-10 years to improve quality and level of service.

SECTION VI. THE CIP CYCLE

New Hampshire RSA 674:5 through 674:8 describes the preparation and effect of a capital improvement program. By statute the CIP is the responsibility of the Planning Board. The Wolfeboro Planning Board delegates the responsibility to annually review and update the CIP to a subcommittee of the Planning Board known as the CIP Committee. This seven member committee makes its recommendations back to the full Planning Board.

The Capital Improvements Program, while serving as a common sense forecasting tool, 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 Wolfeboro 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 meetings with project sponsors if necessary. By consensus the committee develops its recommendations for the ensuing ten year program period.

CIP Adoption. The CIP Committee presents its recommended program to the Planning Board at a public hearing. This is an opportunity for the public to comment on the CIP prior to its adoption by the Planning Board. The notification and hearing requirement processes the CIP 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 Town Manager, Board of Selectmen, Budget Committee 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.

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 and the Budget Committee the Town Meeting and Town ballot. It is at the Town Meeting vote where actual appropriations are made to fund capital improvements.

Public Participation. The people of Wolfeboro have the opportunity to

participate in the 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 VII. 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 ten-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, 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.

Capital Reserve Funds. The CIP makes considerable use of Capital Reserve Funds. Capital Reserve Funds are established by a vote of Town or School District Meeting and must specify a purpose and identify the agent that is authorized to expend from the Capital Reserve Funds. Monies are appropriated to the fund and accumulate over time. When the set-aside balance accumulates to a level that allows the project to move forward, funds are withdrawn from the Capital Reserve Funds in accordance with the specified purpose. This approach accomplishes several important objectives: (1) voters participate in the setting of priorities through the creation of Trust Funds and the appropriation of funds thereto; (2) a level of predictability is achieved; (3) increased efficiencies associated with project development and departmental coordination; (4) reduced reliance on borrowing thereby lessening interest cost; and (5) potential cost savings may be achieved through increased ability to negotiate pricing.

SECTION VIII. THE CIP

2012 RECOMMENDATIONS

General Government

- **Town Hall Repair/Replacement** – This is a placeholder until a recommendation is made by BOS

Recommendation: \$4,000,000 in 2012.

Rationale: Funding is necessary for all options being considered for the Town Hall.

Recommendation: Bond authorization for the project in 2012. The project continues to undergo additional refinement.

- **Acquisition of 255 South main Street**

Recommendation: \$160,000 in 2012.

Rationale: This acquisition will consolidate the Town's holdings along South Main. It will enable the widening of the exit from the Public Safety Building to better and more safely accommodate the turning movements of large fire apparatus.

Recommendation: General Fund authorization for the project in 2012.

- **Municipal Building Maintenance Fund**

Recommendation: \$150,000 in 2012

Rationale: The Town, through a consultant, has completed a code and conditions analysis of 5 of its buildings. This proposed program, modeled after the road maintenance program, is designed to seek a baseline annual appropriation that will allow the Town to make annual improvements to its buildings in a prioritized and cost efficient manner.

Recommendation: General Fund authorization for the project in 2012.

Parks and Recreation

- **Albee Beach Bath House**

Recommendation: \$205,634 in 2012. This is a placeholder developed by AG Architects until quotes can be received on the bath house.

Rationale: Albee Beach currently uses porta-potties for restrooms; the property does not include storage space for lifeguard equipment or changing rooms. The proposed facility will provide restrooms, changing area and a lifeguard storage area. .

Recommendation: General Fund authorization for the project in 2012.

- **Dehumidification, Insulation and Bleachers – Pop Whalen Arena**

Recommendation: \$275,000 in 2012

Rationale: Add insulation, dehumidification and ventilation system and bleachers to the Pop Whalen Ice Arena to improve the operational function of the rink.

Recommendation: Bond authorization for the project in 2012, funding bond payment through the Pop Whalen Enterprise Fund.

Fire and Rescue

- **Repair Public Safety Building Apparatus Bay addition to the Building**

Recommendation: \$237,475 in 2012.

Rationale: This project is necessary to address the existing building deficiencies after one of the apparatus bay walls partially collapsed. This project would provide a short term, temporary solution to these deficiencies. It is noted that the CIP contains a place holder in an out year for a complete renovation of the building .

Recommendation: Capital Reserve Fund withdrawal for the project in 2012.

Public Works

- **Road Upgrades (annual road maintenance program)**

Recommendation: \$750,000 in 2012

Rationale: The analysis of the road conditions clearly indicates that more maintenance funds are necessary if the Town is ever going to be able to bring its road infrastructure up to a base level condition. This amount, an increase in \$200,000 over the 2010 level, represents the Public Works Department annual road maintenance and upgrade program. See attachment for project list in appendix C.

Specific Infrastructure Projects

Infrastructure Improvements (Recommend in 2012)

- Glendon Street Parking Lot Construction \$ 300,000
- Union/Lehner Street Reconstruction \$ 750,000

These projects are part of the long range infrastructure improvement program.

Recommendation: Bond authorization for the project in 2012.

- **HD-20 Replacement (5 Ton dump truck)**

Recommendation: \$160,000 in 2012

Rationale: This is a frontline highway dept vehicle that has exceeded its useful life. It should be noted that a 2012 authorization would result in a fall 2012 delivery because of the lag time between ordering and delivery.

Recommendation: Capital Reserve Fund authorization for the project in 2012.

- **HD-19 Replacement (Loader)**

Recommendation: \$150,000 in 2012

Rationale: This is a frontline highway dept vehicle that has exceeded its useful life as a frontline vehicle.

Recommendation: Capital Reserve Fund authorization for the project in 2012.

- **Hydraulic Truck Lift and Fuel Pump Replacement**

Recommendation: \$210,000 in 2012

Rationale: (\$115,000) The existing lift is over 30 years old, and some repairs were made in 2010. However, the system requires replacement for reliability, safety and environmental reasons.

(\$95,000) The existing fuel dispensing system is outdated and non-compliant with State and Federal Codes and is required to be upgraded in order to bring the Town into compliance.

Recommendation: \$105,000 from Capital Reserve Fund and \$105,000 from General Fund authorization for the project in 2012.

- **Sewer Plant and Effluent Spray Area System Upgrades**

Recommendation: \$180,000 in 2012

Rationale: (\$90,000) The WWTP control building is approaching 40 years old is in need of upgrades. This is phase 1 of a multi-year project. This funding would include door replacement HVAC upgrades and structural work.

(\$90,000) The Town requires 600,000 gpd of treated effluent discharge capacity. The RIB capacity will likely be downgraded requiring the spray area system to make up the difference. This is phase 1 of a multi-year project.

Recommendation: General Fund authorization for the project in 2012.

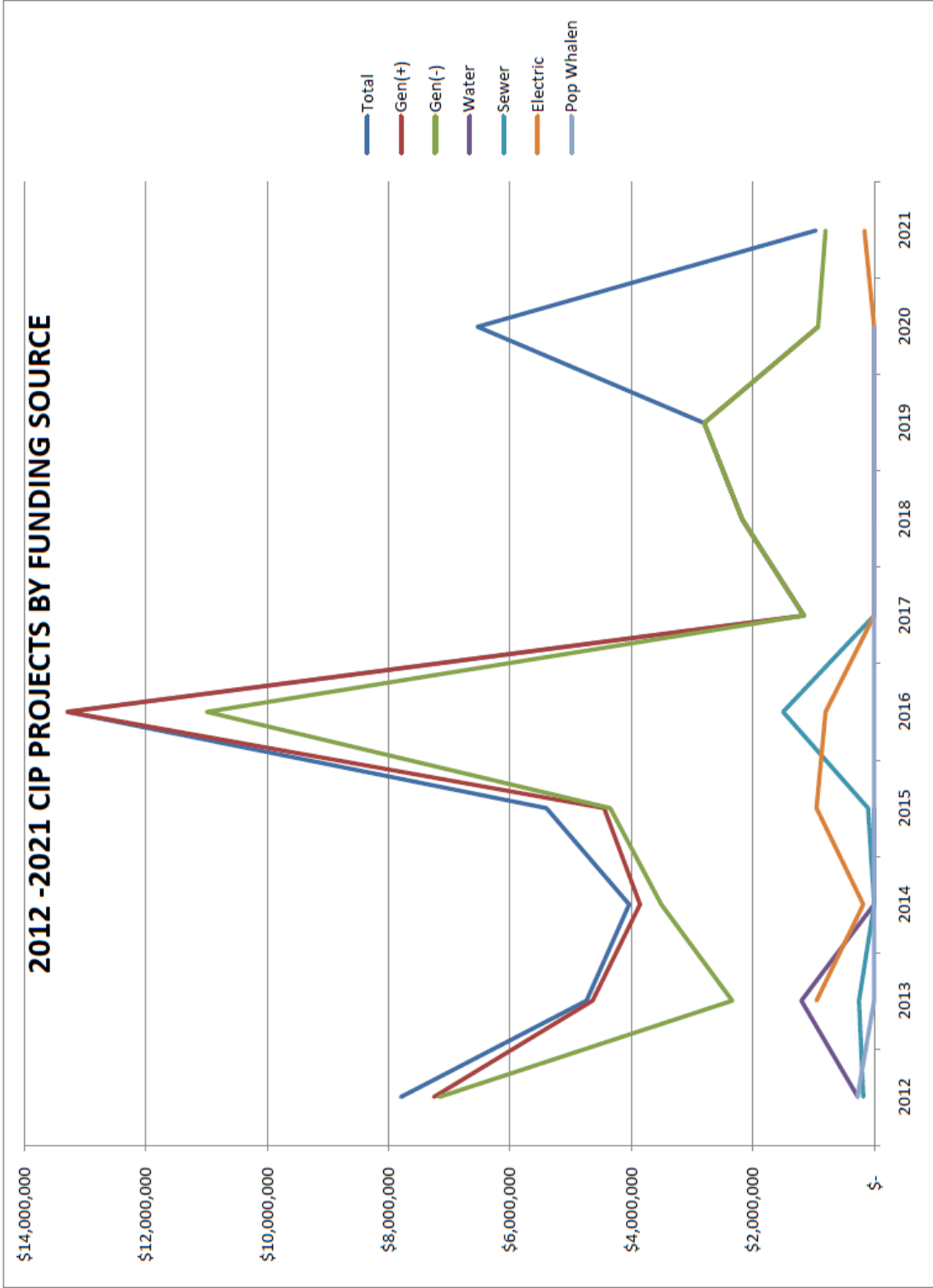
- **Water Treatment Plant Energy Upgrades and Chemical Feed Upgrades**

Recommendation: \$270,000 in 2012

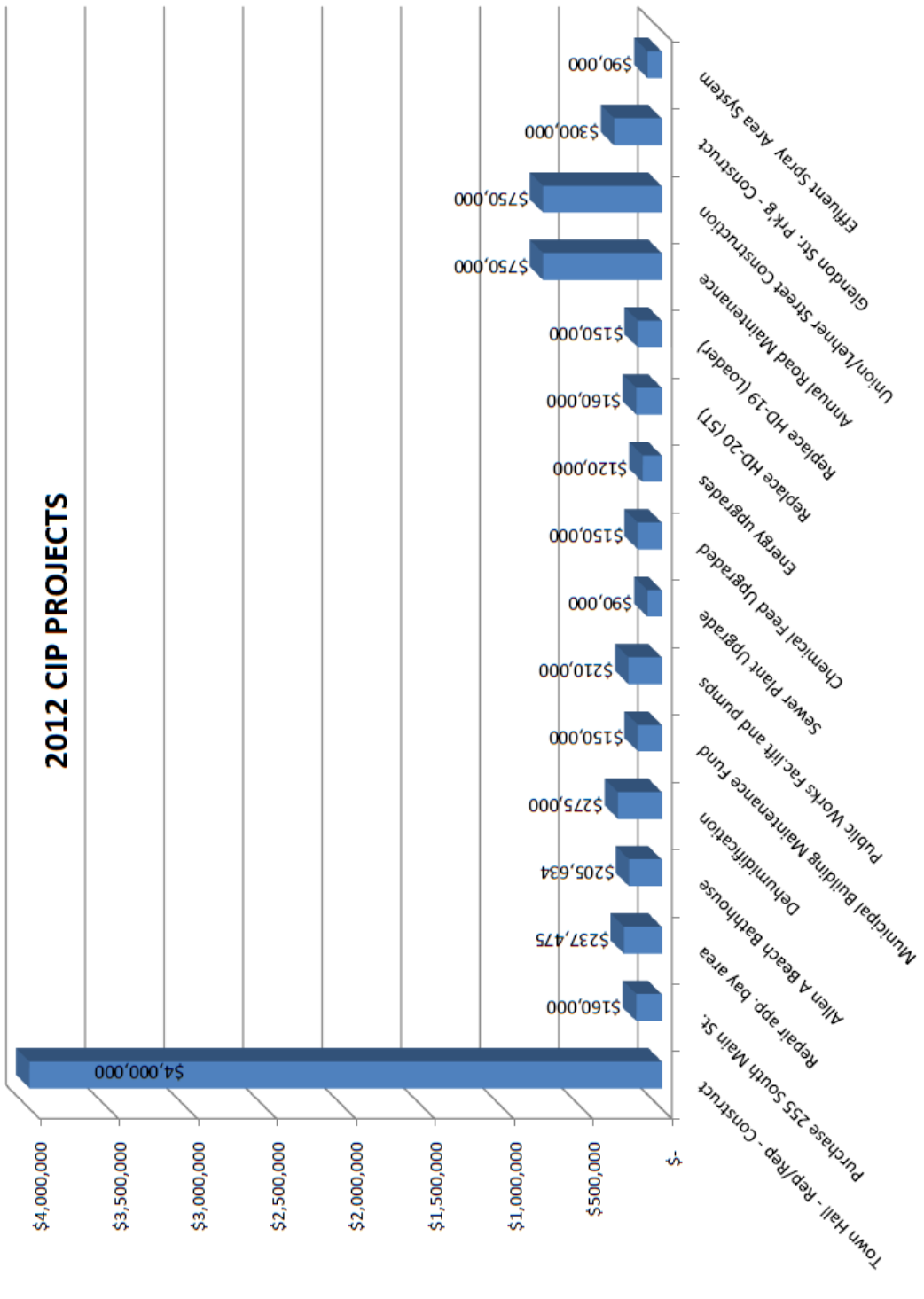
Rationale: (\$120,000) The current chemical feed system is substandard. This project will increase O&M efficiencies.

(\$150,000) The heating system is outdated and very inefficient. There are currently 2 boilers which run continuously during the winter and still do not heat the filter room adequately. The roof of the main building needs to be re-shingled and additional insulation is required to prevent exfiltration of the heated air. This project reduce the heating requirements by over 50%.

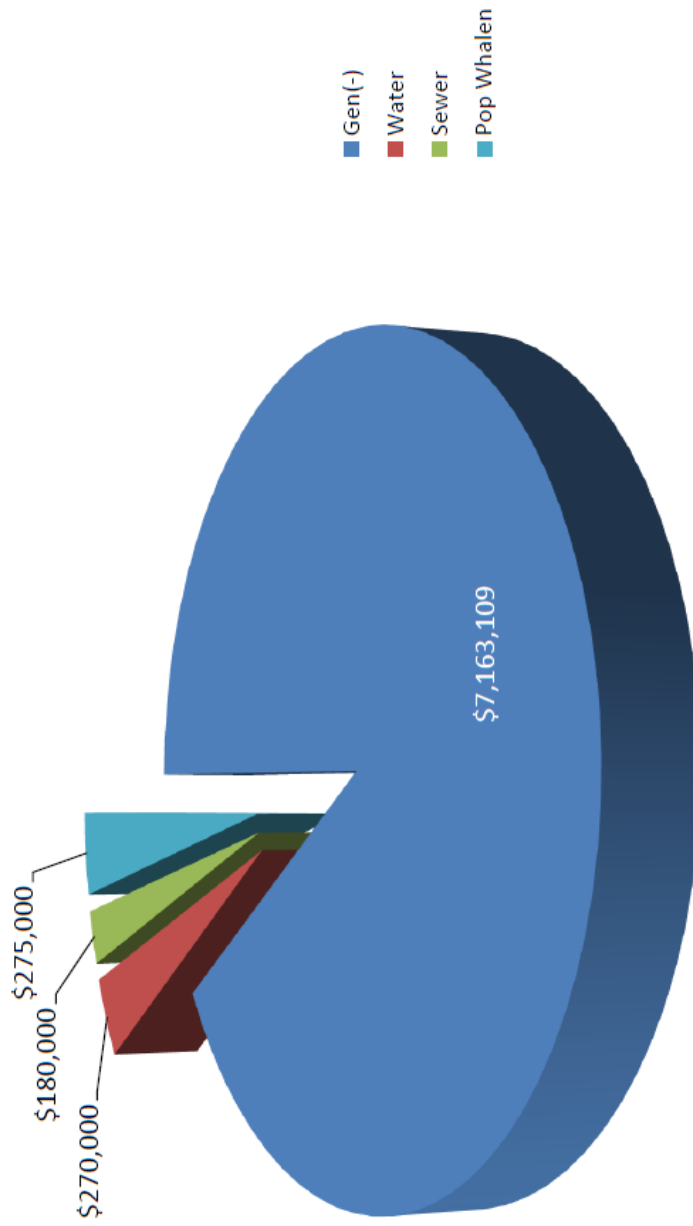
Recommendation: Bond authorization for the project in 2012.

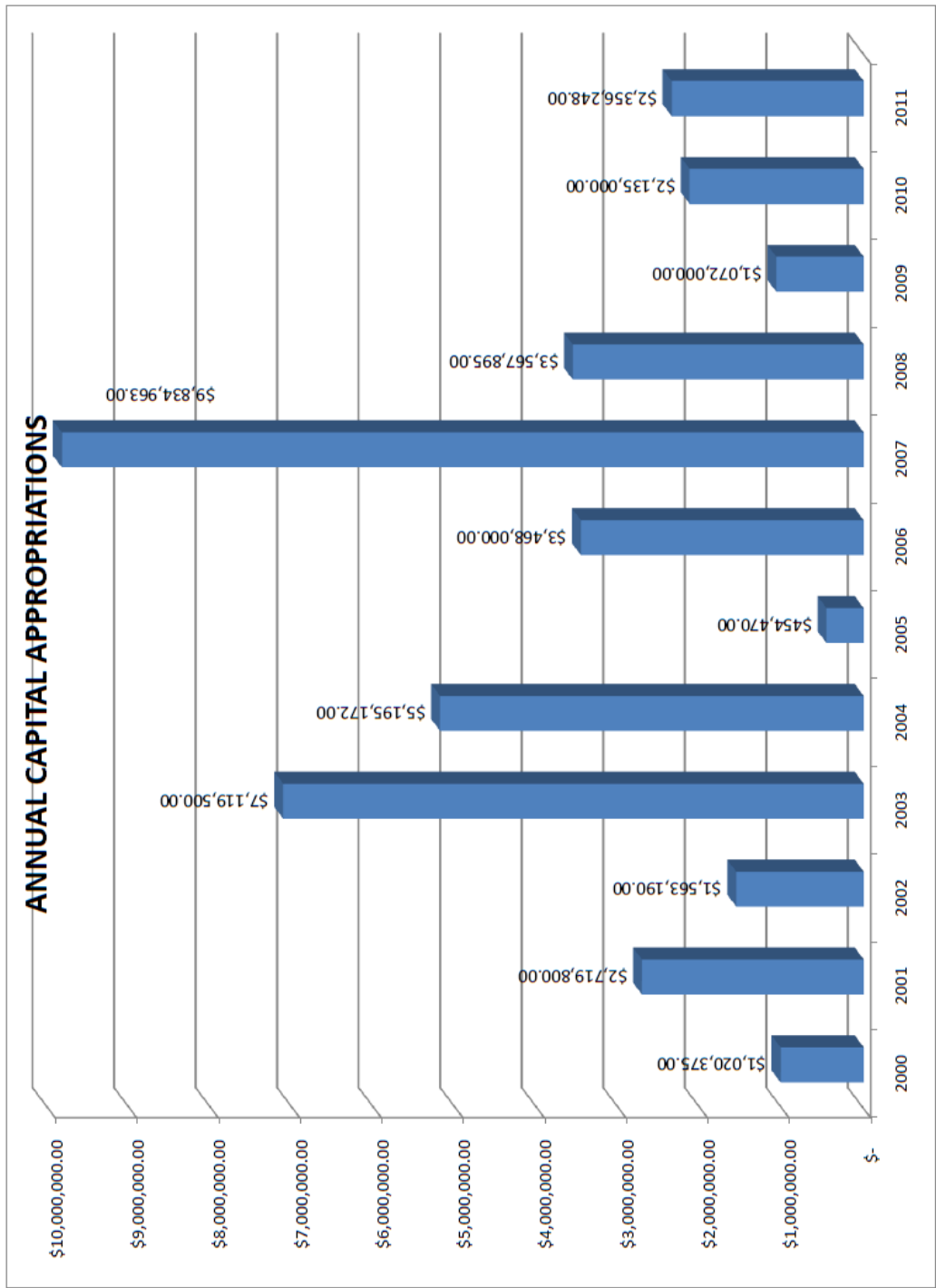


2012 CIP PROJECTS



2012 CIP BY BY FUNDING SOURCE





Appendix



*Town of
Wolfboro*

Memorandum

Date: September 16, 2011
To: CIP Committee
From: David W. Ford *DW Ford*
Subject: Public Works Vehicles
Replacement of HD 19 & HD 20

In 2012 the Public Works Department is requesting to replace HD-20 (1998 Ford, 6 wheel dump/plow truck) with a new vehicle and to trade in old HD-20. HD-20 has been a back up truck for last 2 years and we have paid out of pocket expenses of over \$3,000, however, the problem is the vehicle is rusting and will not pass state inspection test, unless a lot of body/frame work is done.

HD-19 is the 1991 Dresser Front End Loader, this piece of heavy equipment has had a lot of work done on it over the last 3 years and out of pocket expense total more than \$12,000. The Public Works Department is requesting to hold on to old HD-19, because of these recent repairs and that it is in pretty good shape for an old loader. The plan would be to use it for loading sand and salt during snow emergencies and to be used for loading other materials during the construction season, this frees up the other loaders and backhoe. It also keeps the newer equipment from having to handle the corrosive road salt. The new loader will be one size larger and will be set up for snow plowing in the downtown area and will be much more efficient when loading and hauling snow out of the downtown area.

*9 Union Street Post Office Box 629 Wolfboro, New Hampshire 03894
(603) 569-8176*



Proposed Road Improvements for 2012						9/12/2011		
Road	Distance (ft)	Width (ft)	Feet2 Yards2	Upgrade Strategy	Quantity	Unit Cost	Est. Costs	
1 Pleasant/Lucas Streets	1,300	21	27,300 3,033	1 inch wearing coarse	173	75	\$ 12,968	
				Structures	6	350	\$ 2,100	
				Traffic	1	3,000	\$ 3,000	
				Shoulders/Misc	1	2,500	\$ 2,500	
				Drainage (in house)			\$ -	
				Sub-Total			\$ 20,568	
							\$ -	
2 Pleasant Valley - Sections	7,230	21	151,830 16,870	1 inch wearing coarse	962	75	\$ 72,119	
				Crushed Gravel for shoulder	1	4,500	\$ 4,500	
				Traffic	1	1,800	\$ 2,200	
				misc			\$ -	
				Drainage (in house)			\$ -	
				Sub-Total			\$ 78,819	
3 Complete Downtown Streets								
Lehner	1,250	32	40,000	Reclaim & Grade	5,911	\$ 2	\$ 11,822	
Union	250	24	6,000	2 inch Base Pavement (Tons)	674	\$ 75	\$ 50,540	
Glendon	300	24	7,200	Non- SRTS sidewalks (Ln. Ft)	500	\$ 70	\$ 35,000	
			53,200	Driveways	1	\$ 6,000	\$ 6,000	
			5,911.11				\$ -	
				NOTE: Does not include major drainage			\$ 103,362	
4 Cross Road	860	24	20,640 2,293	Reclaim & Grade	2,293	2	\$ 4,587	
				2" base pave	261	75	\$ 19,608	
Culvert Upgrades				Gravel for shoulder leveling	1	1,500	\$ 2,000	
Additional of 1 foot of Gravel				Gravel 12"	756.80	30	\$ 22,704	
				Drainage			\$ 25,000	
				Sub-Total			\$ 69,312	
5 Pork Hill Road	4,768	22	104,896 11,655	Reclaim & Grade	11,655	2	\$ 23,310	
				2" base pave	1,329	75	\$ 99,651	
				Drainage	5000	1	\$ 5,000	
				Traffic	1500	1	\$ 1,500	
				Crushed Gravel for shoulder lev	216.73	15	\$ 3,251	
				Sub-Total			\$ 132,712	
6 Stoneham Road - CMR to Greens	6,250	21	131,250 14,583	Crushed Gravel for shoulder lev	284.09	15	\$ 4,261	
				1.75" O.L.	3000	1	\$ 3,000	
				Drainage	1,455	75	\$ 109,102	
				Traffic	5000	1	\$ 5,000	
				Contingency	1		\$ -	
				Sub-Total			\$ 117,102	
7 Libby St	360	21	7,560 840	Reclaim and grade	840	4	\$ 3,360	
				Base pave 2" pavement	95.76	80	\$ 7,661	
Need to check Water and Sewer				Driveways	50	120	\$ 6,000	
				Drainage	1	5,000	\$ 5,000	
				Contingency			\$ -	
				Sub-Total			\$ 22,021	
8 Cotton Valley Road - Bryant to CMR	7,000	21	147,000 16,333	Reclaim & Grade	16,333	2	\$ 32,667	
				2" base pave	1,862,000	75	\$ 139,650	
				Drainage	5000	1	\$ 5,000	
				Traffic	1500	1	\$ 1,500	
				Crushed Gravel for shoulder lev	318	15	\$ 4,773	
				Sub-Total			\$ 183,589	
	Feet	29,568	5.60 Miles					
9 N. Wolfeboro Rd & Stoddard Rd Sand Seal of 2010 Overlay							\$ 22,515	
PROPOSED GRAND TOTAL FOR 2012							750,000	

Wolfeboro Road Upgrades from 2000 through 2011												
YEAR	ROAD	LENGTH		Finished Road Length	ROADWAY IMPROVEMENT							Comments
		Miles	Feet		Shim	Overlay	Reclaim Base paved	Drainage	Chip Seal and Se	Other		
2011	Bay Street	0.49	2,600	2,600		X	X					
	Waumbec Road	1.25	6,600	6,600		X	X					
	Forest Road	1.08	5,700	5,700		X	X					
	Pleasant Valley Road	1.54	8,130	8,130				X				Major Drainage upgrades
	Upper Pleasant/Lucas	0.25	1,300					X				Major Drainage & curb upgrade
	HertJack St	0.43	2,265	2,265				X				
Springfield Point	0.34	4,587	4,587				X					
Subtotal	5.98	31,682	23,052									
2010	North Line Road (S2)	1.03	5,421	5,421			X					
	College Road	1.93	5,417	5,417		X	X					
	Brown/Beach Pk Road	0.38	1,995	1,995			X					
	Pleasant Valley Road	0.52	2,736	2,736		X	X					Shim overly bad section/no drainage
	Pleasant/Crow St	0.27	1,600	1,410			X					
	Stoddard Rd - paved hills	0.51	2,680	2,680		X	X					
	N. Wolfeboro Rd	0.91	4,800	4,800		X	X					
	Bay Street	0.49	2,600					X				
	Varnay Road	0.35	1,840	1,840				X				
	Trask Mt. Rd (gravel)	0.38	2,400									X
	Waumbec Road		6,600									X
Forest Road		5,700									X	
				26,299	4.98							
2009	North Line Road (S1)	0.97	5,135	5,135			X					
	North Line Road (S2)	1.93	5,421				X					
	Sleepy Hollow	0.43	2,262	2,262		X	X					
	Pleasant St	0.20	1,050					X				X
	Main Street											X
				7,417								
2008	Clark Road	0.81	4,280	4,280			X					
	Sewall Road	2.49	13,140	13,140			X					
	Northline Road (S1)	0.97	5,135					X				X
	Abenskee Drive	0.70	3,700	3,700		X	X					From Beach Pond East 5,135 ft. - Engipermixing lower
				21,120								
2007	Old Mill Drive	0.24	1,340	1,340		X	X					
	Estabrook Road	0.13	690	690		X	X					
	Haines Hill (S1)	0.51	2,690	2,690						X		Dimen Cr to Bottom of paved Hill
	Trask Mt. Rd (S1)	0.15	800	800								
	Sewall Road	2.49	13,140					X				
	Clark Road	0.81	4,280				X		X			
	Beach Pond Rd (S1)	0.22	1,150	1,150			X		X			
	Ross Drive	0.05	1,041	1,041			X		X			
	Lang Pond Rd (S1)	0.13	800	800			X		X			
	Cotton Mt. Rd.	0.58	3,060	3,060			X		X			
Lakeriew Drive	0.37	1,950	1,950									
				13,521								
2006	Friar Tuck Way	0.93	4,920	4,920		X	X					
	Beach Pond Rd (S2)	1.35	7,265	7,265		X	X					
	Section	0.90										
	Boucher Hill (S3)	0.22	1,150	1,150		X	X					
	Nelson Hill (S1)	0.18	975	975		X	X					
	Haines Hill Road	0.51	2,690			X						
	Trask Mt. Road	0.15	800									
	Stonham Road	0.30	1,600	1,600						X		
Cotton Mt. Road	0.53	3,060					X					
Lakeriew Drive	0.37	1,950										
				15,936								
2005	Green Street	0.13	665	665			X	X	X			
	Friend Street	0.14	742	742			X	X	X			
	Christian Ridge Rd.	0.15	930	930			X					
	Brewster Heights	0.44	2,306	2,306			X					
					4,643							
2004	Mill Street	0.22	1,175	1,175		X	X	X	X	X		X
	Varnay Road	0.15	792	792			X	X	X	X		X
	Treadwell Lane	0.17	876	876			X	X	X	X		X
	River Street	0.45	2,375	2,375		X	X					
	Crescent Point	0.07	357	357		X	X					
	Blackberry Lane	0.10	533	533		X	X					
	Trotting Track Road	0.48	2,553	2,553		X	X					
	Pleasant Valley Road	1.30	6,840	6,840		X	X					
	Christian Ridge Road	0.18	930					X				
	Brewster Heights	0.44	2,306					X				
	Stonham Road	0.30	1,600			X						
					15,911							
2003	Highland Terrace	0.20	1,072	1,072				X				
	Cricket Hill Road	0.12	635	635				X				
	Deer Run Road	0.12	635	635				X				
	Chipmunk Lane	0.12	611	611				X				
	Forest Road	0.19	1,000	1,000				X				
	Geenleaf Drive	0.39	2,056	2,056		X	X					
	Clipper Drive	0.10	535	535		X	X					
	Eagle Trace	0.27	1,422	1,422		X	X					
	Fairway Drive	0.15	835	835		X	X					
	Mary Shores Road	0.40	2,112	2,112		X	X					
	Beach Pond Road	0.92	4,850	4,850		X	X					
	Haines Hill Road	0.82	4,330			X				X		
	Upper Trask Mt. Rd.	0.33	1,762			X						
				15,759								
2002	King Street	0.23	1,220	1,220			X	X				X
	Upper Trask Mt. Rd.	0.33	1,762				X	X				
	Brews Road	0.26	1,372	1,372			X	X				Was gravel base paved
	Park Hill Road	0.50	4,758			X		X				
	Bryant Road	1.20	6,358	6,358		X	X					
	Beach Pond Road	0.33	1,750	1,750		X	X					Fretting Track to 169a
	Pointe Sewall Road	0.31	1,650					X				
Allen Road	0.31	1,644					X					
				10,790								
2001	Beach Pond Road	0.13	700	700				X				Paved section of gravel Rd. around Brown
	Lary Road	0.19	992	992			X	X	X			
	Basset Road	0.27	1,400	1,400			X	X	X			
				3,092								
2000	Cropley Hill Road	0.07	379	379			X	X	X			
	Clark Road	0.28	1,500	1,500			X	X				
	Varnay Road	0.37	1,950	1,950			X	X				
	Canopache	0.25	1,195	1,195			X	X				
	Anagance	0.22	1,186	1,186			X	X				
	Forest Road	0.28	1,500	1,500		X	X					Cricket Hill to Sewall
	Waumbec Road	0.28	1,500	1,500		X	X					Council Tree Lane to bottom of Hill
	Oakwood Road	0.76	4,036					X				X
Beach Pond Road	0.13	700									Drainage, prepare for paving	
				9,201								
Total Roadway Improvements, last 12 years			Miles									
		31.56	166,645	Foot								

Capital Improvements Program

CROSS REFERENCES

Master plan generally, see RSA 674:1 et seq.
Municipal budgets and finance generally, see RSA 32-34.

674:5 Authorization. In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years. The capital improvements program may encompass major projects being currently undertaken or future projects to be undertaken with federal, state, county and other public funds. The sole purpose and effect of the capital improvements program shall be to aid the mayor and the budget committee in their consideration of the annual budget.

HISTORY

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

CROSS REFERENCES

Consideration of program by mayor and budget committee, see RSA 674:8.
Preparation of program, see RSA 674:7.

ANNOTATIONS

I. Construction and application

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

Cited

Cited in *Rancourt v. Town of Barnstead* (1986) 129 NH 45, 523 A2d 55.

LIBRARY REFERENCES

New Hampshire Practice

15 N.H.P. Land Use Planning and Zoning
§§ 4.01, 5.08, 17.05, 26.03, 31.02.

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

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

HISTORY

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

ANNOTATIONS

I. Construction and application

Other than its management tool capabilities, a capital improvements program has no part to play in review of subdivision applica-

tions presented to governmental authorities.

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.

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

“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.

CROSS REFERENCES

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

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.

ASSET INVENTORY AND MANAGEMENT PLAN OUTLINE

ASSET INVENTORY AND MANAGEMENT:

A FRAMEWORK FOR LOCAL ACTION

The centerpiece of best practice in asset management is the development of asset inventory and management Plans (AIAMPs) in collaboration with stakeholders and governing boards. Communities engaged in this process can have a productive conversation about local priorities and investment decisions. Communities not engaged in this process can only guess about local priorities and risk over- or- under investing or investing in the wrong things.

An overall AIAMP consists of individual AIAMPs for each major category and subcategory of assets. As such, the first step in developing an AIAMP is to inventory and categorize the assets. It is also necessary to decide which AIAMPs should be developed first, since it is not necessary (and is often impractical) to develop them all at once. Because the breadth of the inventory task may look daunting, it can be a source of hesitation in getting started in asset management. With an initial prioritization of asset categories, it is much easier to get started by just focusing on the priority assets.

An AIAMP is not the same as a capital improvement plan, which is used to develop utility capital budgets. Asset management planning is much broader, encompassing the total capital, operating, and maintenance costs of owning an asset over its entire lifecycle. AIAMPs serve as the basis for decisions about capital expenditures, operations and maintenance (O&M) expenditures, and additional investment in asset management planning to continually refine and improve the plan.

Asset management planning is an explicit “risk management” process. For each category of assets, the asset management planning process explores a series of questions that provide a risk management basis for making decisions about the infrastructure. With this foundation, communities can make choices about the capital and O&M budgets needed to sustain their infrastructure in a desired state. This decision-making process leaves a clear trail that can be followed by future generations of managers and board members without losing a step.

Getting started matters more than precision

It is not necessary to have all data for all assets in place before beginning a process of asset management. It is much better to start with the obvious priority assets and improve and expand the process as you go forward. Once you start, you are managing the financial risks posed by the challenge of infrastructure renewal. Until you start, you are not managing those risks.

Managing uncertainty makes asset management a risk management process and a natural framework for collaborative local action among managers, governing boards, and stakeholders. It will take time to develop all of the answers to the strategic questions raised in an AIAMP. Accordingly, asset management should be viewed as a continuous improvement effort. But even the first pass through an AIAMP renders a utility much better off than inaction. If you start with the most important assets (those that could pose the greatest risks if they failed), a little progress goes a long way. If strategic AIAMP questions are left unaddressed, however, uncertainty becomes a potential threat to the community’s investment in a reliable and sustainable utility.

Asset Management Planning Process is a “Risk Management” Process

Asset management plans answer the following strategic questions:

- Are the assets performing at a level consistent with the level of utility service desired by the customers?
- What is the current physical condition of the assets in the category?
- What is the relationship between the physical condition of the assets in the category?
- What is the relationship between the physical condition of the assets and their performance? What physical condition must be maintained to meet performance objectives?
- How is the condition of assets changing as they age? What is the wear-out rate?
- How do routine costs of operating the assets change as they age and wear out?
- Based on the nature, rate, and cost of wear-out, what preventive maintenance and/or rehabilitation strategies can be applied to slow the wear-out process and keep the assets in a desired condition? How effective are these options and what do they cost?
- Given the rate and cost of the wear-out process, and taking into account preventive maintenance and rehabilitation measures, how long can the asset be kept in service before replacement becomes the most economic strategy?
- What combination of human assets, information strategies, and new technologies might make our efforts to extend asset lives through maintenance and rehabilitation even more cost-effective?
- What type of failures might result if the assets are not supported by required levels of preventive maintenance, rehabilitation, or replacement? How probable are these failures? How fast does the probability increase if expenditures are deferred?
- What societal costs are imposed by such failures in the form of physical damage, environmental damage, bodily injury, service outage, business disruption, and general nuisance?
- Once the probability and cost of potential failures are factored in, how does that change the rate of expenditures needed for preventive maintenance, rehabilitation, and replacement?
- What are the sources of uncertainty affecting the answers to all of the previous questions? How much of an impact do these uncertainties have on the bottom-line recommendations of the AIAMP?
- What additional asset management research would be beneficial to reduce key uncertainties and improve the overall AIAMP for these assets? How much would such research improve the AIAMP, and what would it cost?

THE FAMILY CAR:

A FAMILIAR EXAMPLE OF ASSET MANAGEMENT

The steps in asset management reflect the same intuitive process many people use to manage their automobile assets. For example, car owners often have a mental picture of how they think their car will wear out and how much they think it will cost to keep it running at a satisfactory level of performance. The steps car owners go through to develop that mental picture, and then adapt it to circumstances as time goes by, are the basis steps in asset management.

Critical assets require critical care

Many types municipal assets can be managed in exactly the same way that many families manage their cars to derive the most value from these investments. However, there is a second car in many families that provides a measure of redundancy if something goes wrong. Some municipal assets are critical assets that perform functions for which there is no ready means of substitution or redundancy. All of the same principles of asset management apply, but these assets must be managed to provide a higher level of reliability.

Step 1. Define service levels and performance indicators.

When we buy a car, we have clear objectives in mind. Whether it is for family use or commuting to work, we have an initial set of intentions encompassing comfort, style, features, reliability, and value. These objectives---our desired level of service from the asset---can be translated into terms of various performance indicators such as gas mileage, frequency of unplanned maintenance events, or breakdowns. As the car ages, we might expect to endure some fall-off in the level of performance, but there are minimum levels we will seek to sustain to assure our continued satisfaction with the asset.

Step 2. Assess the rate of wear-out and estimate the remaining asset life.

As we drive a car, we care for it and we look, listen, and feel to observe any changes in its condition and performance. Over time, we develop our own sense of the rate at which it is wearing out and the approximate number of years we expect to be able to continue driving it at an acceptable level of service (the remaining "life" of the asset).

Estimating the remaining life of the car may appear complicated, but it really is simple. Once we get to a point past the mid-life range, when the operating costs are beginning to rise and the maintenance costs are beginning to increase in both scale and frequency, we naturally begin to compare the sum of these outlays to the alternative of a new car payment. The point at which it seems that we would be better off with a new car defines the “economic life” of the asset.

Everything wears out eventually, but nothing should be given up without a fight.

Physical assets wear out with continued use according to discernable patterns and trends that are a product of physical, chemical, and biological processes. By studying and tracking these “wear-out processes,” we can devise cost-effective intervention strategies to slow them down and make our assets last longer.

Applying the principles of asset management enables us to get the most value from our infrastructure assets in the same way that we strive to get the most value from our automobile investments. We can’t afford to buy a new car every year, so we apply common sense approaches to make our car last.

Step 3. Select an optimal mix of strategies to manage the wear-out process.

Most of us adopt various strategies to try to change the “economic life” equation and slow the wear-out process to get as much value as possible out of an automobile. The methods we may use to intervene in the wear-out process are the same methods used in an AIAMP:

- We might first try to moderate the level and type of use of the asset to reduce extreme operating conditions that can accelerate the wear-out process (e.g., driving with more gentle starts and stops).
- Preventing maintenance activities such as routine service inspections and regular oil changes play a large part in most strategies for prolonging the life of a car. We might seek to enhance the effectiveness of these strategies by shopping around for the best human assets (e.g., auto mechanics) and the best technologies (e.g., auto mechanics) and the best technologies (e.g., oil additives) to help with our maintenance interventions.

- Along the way, our routine monitoring of performance indicators such as engine noise and smoothness of ride might indicate the need for rehabilitation or replacement of key components.
- In expectation of increased levels of maintenance, we may adopt strategies to reduce the costs of breakdowns (e.g., through roadside assistance insurance) and extraordinary maintenance events (e.g., through an extended warranty).

Step 4. Implement and continually improve the AIAMP.

As in all applications of asset management, an essential feature of the automobile example is the fact that we are operating in an environment of uncertainty. We do not have complete information about the wear-out process. In particular, there are key aspects of wear-out processes that are hidden from view (e.g., under the chassis, inside the engine) and would require elaborate and expensive efforts to conduct regular inspections.

We proceed, nonetheless, innately employing the standard procedures of the scientific method of inquiry. We have an initial hypothesis about the rate of wear-out, and we use this hypothesis as the basis for our AIAMP to monitor and manage the rate of wear-out and maximize our asset's value. Inherent in the wear-out hypothesis is an initial set of beliefs about the relationship between asset condition and performance. We routinely collect and review data on our car's condition and performance, such as repair bills and gas mileage. Depending on what the data say, we modify our hypothesis about the rate of wear-out and the asset's ultimate economic life. Accordingly, we also act to modify our AIAMP to continue trying to slow the wear-out process and maximize value over the life of the car.

SUMMARY

In sum, asset management is nothing more than common sense. The straightforward steps we go through in managing automobiles are an excellent example of how the logical principles of the scientific method of inquiry, as well as the management strategies of continuous improvement, can be applied to the problem of managing physical assets in the most economically beneficial manner. Viewed in this light, asset management is nothing new; rather, it is a familiar process that we all know from our own experiences.

The family car is also an excellent example of asset management in another important respect: household budgets must be stretched across transportation, housing, medical care, groceries, and other competing needs. We must get the maximum value out of our car because they are costly and our financial resources are limited. We must trade off one need against another to make our household budgets balance. Asset management fits into a community's budgetary equation in the same way. By maximizing the value to be derived from our very large equity in infrastructure, asset management can help us make the most cost-effective transition to the replacement era and make all of our other needs more affordable as a result.

Town of Wolfeboro
Capital Improvement Program 2012
 (Revised 28 September 2011)

Notes: submittal details can be found on the dept submittal sheet

Final

Multi-Division			Department	Description	Depart- ment Priority	Fund- ing	Fund Source	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Totals	Comments
11	struc	tw n hall	Admin	Town Hall - Rep/Rep - Construct	Urgent	bond	gen	\$ 4,000,000											Place holder
			Admin	Purchase 255 South Main St.	Desirable	current	gen	\$ 160,000											
11	struc	library	Library	Design	Necessary	bond	gen		\$ 700,000										
11	struc	library	Library	Construct	Necessary	bond	gen				\$ 7,900,000								
	struc	safety building	Fire/Res	Repair app. bay area	Urgent	bond	gen	\$ 237,475											
	struc	safety building	Fire/Res	Renovate Public Safety	Urgent	bond	gen									\$ 4,741,200			
21	struc		Parks	Allen A Beach Bathhouse	Necessary		gen	\$ 205,634											\$23,500 for the septic will be a 2011 capital outlay. This is a place holder until such time that the project has been bid out.
21	struc		Parks	Abenaki Ski Lodge	Necessary		gen			\$ 357,500									
	struc		Parks	Maintenance Building	Urgent		gen		\$ 225,500										
	struc		Parks	Generational Community Center	Necessary		gen					\$ 1,007,325							
21	struc		Pop Whalen	Dehumidification	Desirable	enterpriz	entr	\$ 275,000											
22	stru-p	town wide	admin	Municipal Building Maintenance Fund		current	gen	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		
23	stru-p	pw facility	PW/HWY	Public Works Fac. -lift & pumps		current	gen	\$ 210,000											
23	stru-p	pw facility	PW/HWY	Public Works Fac. -Design		current	gen			\$ 100,000									
24	stru-p	pw facility	PW/HWY	Public Works Fac. - Constr		bond	gen				\$ 3,000,000								
28	stru-p		Swr Plant +	Sewer Plant Upgrade	Urgent	current	gen	\$ 90,000											
28	stru-p		Swr Plant +	Pump Sta Uprade Design	Urgent	current	gen			\$ 100,000									
28	stru-p		Swr Plant +	Pump Sta Uprade Construct	Urgent	bond	gen					\$ 1,500,000							
62	stru-p	water treatment	Wtr	Water Treatment Chemical Feed Upgraded		bond	entr	\$ 150,000											
62	stru-p	water treatment	Wtr	Water Treatment Energy upgrades		bond	entr	\$ 120,000											
30																			
31				Rolling Stock Purchase & Replacement															
38	rs		PW/HWY	Replace HD-20 (5T)	Urgent	current	gen	\$ 160,000											
38	rs		PW/HWY	Replace HD-19 (Loader)	Urgent	current	gen	\$ 150,000											
38	rs		PW/HWY	Replace HD-6 (5T)	Urgent	current	gen		\$ 140,000										
38	rs		PW/HWY	Replace HD-14 (Sidewalk Plow)	Urgent	current	gen			\$ 150,000									
38	rs		PW/HWY	Replace HD-5 (Grader)	Urgent	current	gen				\$ 300,000								
38			PW/HWY	Replace HD-9 (1.5T)	Urgent	current	gen				\$ 100,000								
38	rs		PW/HWY	Replace HD-4 (5T)	Urgent	current	gen					\$ 160,000							
38	rs		PW/HWY	Replace HD-7 (5T)	Urgent	current	gen					\$ 160,000							
38	rs		PW/HWY	Replace HD-3 (5T)	Urgent	current	gen						\$ 160,000						
38			PW/HWY	Replace HD-11(1.5T)	Urgent	current	gen							\$ 100,000					
38	rs		PW/HWY	Replace HD-15 (Backhoe)	Urgent	current	gen								\$ 100,000				
38	rs		PW/HWY	Replace HD-2 (5T)	Urgent	current	gen										\$ 160,000		
33	rs		Elect.	Replace Bucket Truck (ME-3)	Necessary	current	entr		\$ 200,000										
34	rs		Elect.	Replace Dig/Derrick (ME-4)	Necessary	current	entr			\$ 180,000									
36	rs		Fire/Res	Replace Eng 1 (midi)	Urgent	capital	gen		\$ 425,000										
36	rs		Fire/Res	Replace Utility #1	Necessary	current	gen		\$ 150,000										
36	rs		Fire/Res	Replace Eng 2 (Tanker)	Necessary	capital	gen						\$ 450,000						
36	rs		Fire/Res	Replace Ladder 1	Necessary	current	gen								\$ 900,000				
41				Infrastructure Improvements - Electric Department															
42	stru-e		Elect.	Line #390 Reconstruct	Necessary	bond	entr			\$ 950,000									
42	stru-e		Elect.	Melody/Kennis Major Recon	Necessary	current	entr				\$ 300,000								
42	stru-e		Elect.	Sewall Road Volt Conv	Necessary	current	entr				\$ 650,000	\$ 800,000							
42	stru-e		Elect.	Roberts Cove Volt Conversion	Necessary	current	entr						\$ 590,000						
42	stru-e		Elect.	Pine Hill & Beach Volt Conv	Necessary	bond	entr							\$ 750,000					
42	stru-e		Elect.	Submarine Cable	Necessary	current	entr								\$ 320,000				
42	stru-e		Elect.	Middleton & Spring Volt Conv	Necessary	current	entr								\$ 550,000				
42	stru-e		Elect.	Forest Rd Volt Conversion	Necessary	bond	entr										\$ 450,000	beyond program year	
42	stru-e		Elect.	N Main Volt Conversion	Necessary	bond	entr										\$ 600,000	beyond program year	
42	stru-e		Elect.	Addition to Substation #3	Necessary	bond	entr										\$ 750,000	beyond program year	
42	stru-e		Elect.	New SubStation, and feed	Necessary	current	entr										\$ 850,000	beyond program year	
42	stru-e		Elect.	Decommission Substation #2	Necessary	current	entr										\$ 100,000	beyond program year	

Town of Wolfeboro
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Final

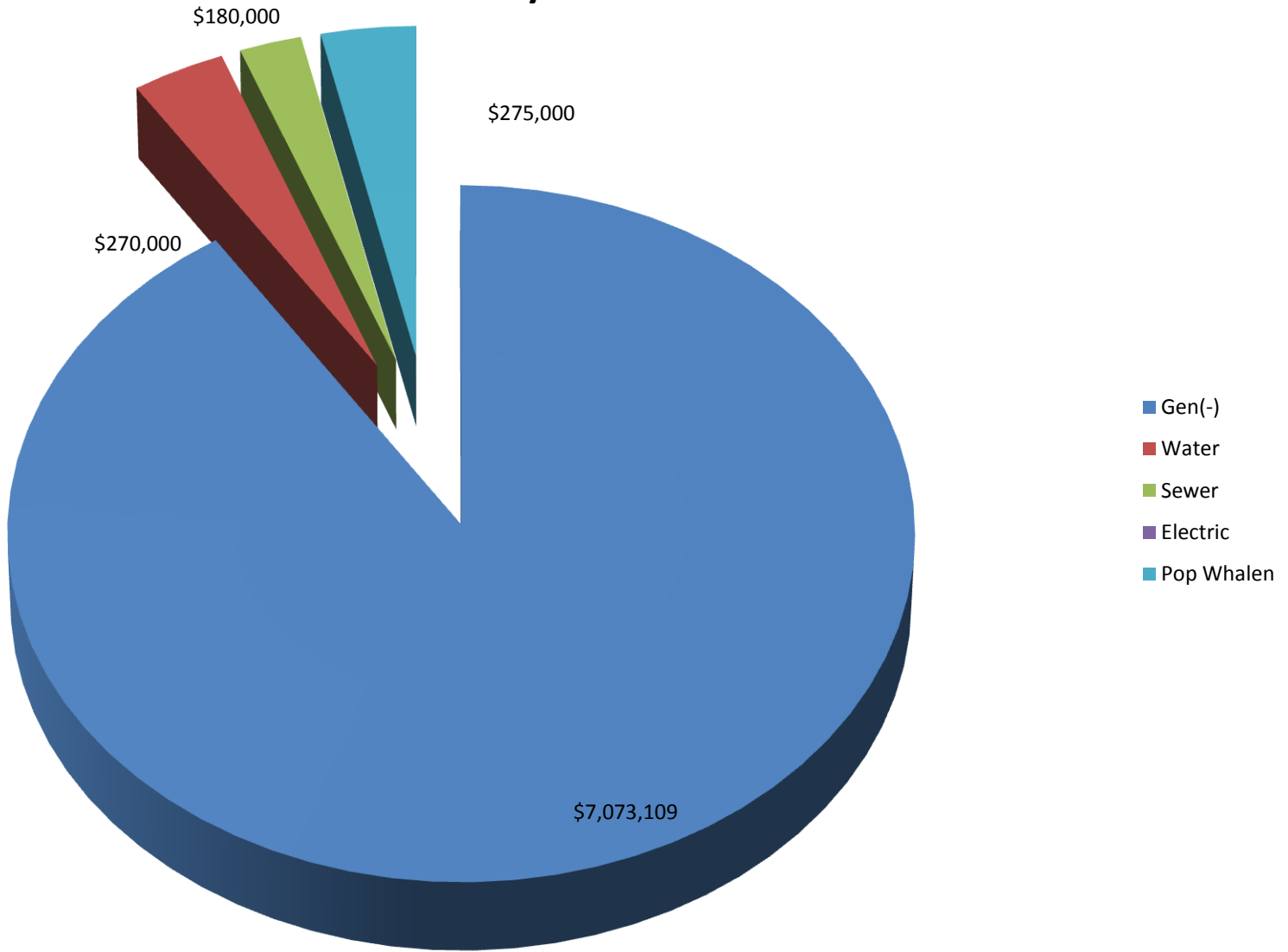
Multi-Division	Department	Description	Priority	Fund-ing	Fund Source	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Totals	Comments
Infrastructure Improvements - Public Works																	
62	stru-p	PW/HWY	Urgent	current	gen	\$ 750,000	\$ 600,000	\$ 625,000	\$ 650,000	\$ 675,000	\$ 700,000	\$ 725,000	\$ 750,000	\$ 775,000	\$ 800,000		
62	stru-p	PW/HWY	Urgent	current	gen		\$ 150,000		\$ 150,000		\$ 100,000		\$ 100,000				
62	center str	PW/HWY	Urgent	bond	gen		\$ 700,000										
62	stru-p	Lehner and Union	Necessary	bond	gen	\$ 750,000											
62	stru-p	PW/HWY	Necessary	current	gen	\$ 300,000											
62	stru-p	PW/HWY	Necessary	bond	gen			\$ 1,000,000									
62	stru-p	rte 28	Necessary	bond	gen												
62	stru-p	rte 28	Necessary	bond	gen												
62	stru-p	rte 28	Necessary	bond	gen												
62	stru-p	rte 28	Urgent	bond	gen												
62	stru-p	rte 28	Urgent	bond	gen					\$ 1,100,000							
62	stru-p	Swr	Necessary	current	gen	\$ 90,000	\$ 100,000	\$ 100,000									
62	stru-p	Swr Lines	Urgent	bond	gen			\$ 250,000									
71	Other Equipment																
72	o-equ	Wtr/Electric	Desireable	bond	entr		\$ 1,200,000										
72	o-equ	Fire/Res	Necessary	current	gen			\$ 175,000									

Place Holders
 1/3 Town funds, 2/3 State funds total project \$2,100,000

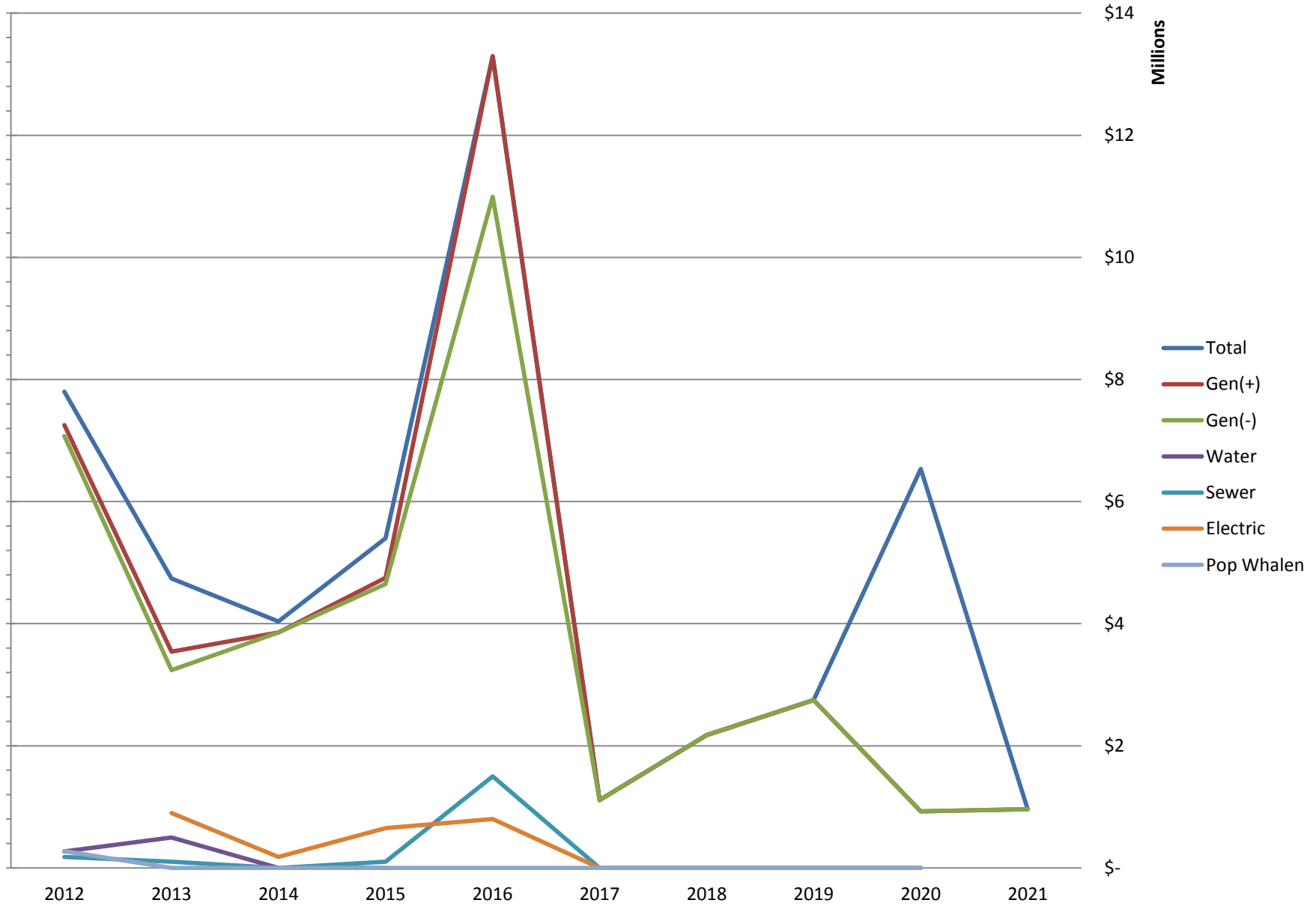
Need defintion of different trades (HWY-STR-SWR)
 \$ 1,100,000 project funding tied to the NHDOT 10 yr plan
 \$ 1,025,000 project funding tied to the NHDOT 10 yr plan
 \$ 1,100,000 project funding tied to the NHDOT 10 yr plan
 \$ 7,100,000 project funding tied to the NHDOT 10 yr plan

YEAR	CIP	VOTE	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Totals	
			Total	\$ 7,798,109	\$ 4,740,500	\$ 4,037,500	\$ 5,400,000	\$ 13,292,325	\$ 1,110,000	\$ 2,175,000	\$ 2,750,000	\$ 6,536,200	\$ 960,000	\$ 48,799,634
			Gen(+)	\$ 7,253,109	\$ 3,540,500	\$ 3,857,500	\$ 4,750,000	\$ 13,292,325	\$ 1,110,000	\$ 2,175,000	\$ 2,750,000	\$ 925,000	\$ 960,000	\$ 39,653,434
			Gen(-)	\$ 7,073,109	\$ 3,240,500	\$ 3,857,500	\$ 4,650,000	\$ 10,992,325	\$ 1,110,000	\$ 2,175,000	\$ 2,750,000	\$ 925,000	\$ 960,000	\$ 37,733,434
			Water	\$ 270,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000
			Sewer	\$ 180,000	\$ 100,000	\$ -	\$ 100,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,880,000
			Electric	\$ -	\$ 900,000	\$ 180,000	\$ 650,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,530,000
			Pop Whalen	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000
				\$ 7,798,109	\$ 4,740,500	\$ 4,037,500	\$ 5,400,000	\$ 13,292,325	\$ 1,110,000	\$ 2,175,000	\$ 2,750,000	\$ 6,536,200	\$ 960,000	\$ 48,799,634
				\$ 52,177,674	\$ 22,254,590	\$ 2,356,248								
			Totals by Category	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
			Structures	\$ 4,963,109	\$ 1,075,500	\$ 607,500	\$ 3,150,000	\$ 9,057,325	\$ 150,000	\$ 150,000	\$ 150,000	\$ 4,891,200	\$ -	\$ 24,194,634
			Pub Works - HWY	\$ 1,800,000	\$ 1,450,000	\$ 1,625,000	\$ 800,000	\$ 1,775,000	\$ 800,000	\$ 725,000	\$ 850,000	\$ 775,000	\$ 800,000	\$ 11,400,000
			Pub Works - Water	\$ 270,000	\$ 500,000	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,270,000
			Pub Works - Sewer	\$ 180,000	\$ 100,000	\$ 350,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 730,000
			Structures - Electrical	\$ -	\$ 700,000	\$ 950,000	\$ 950,000	\$ 800,000	\$ -	\$ 590,000	\$ 750,000	\$ 870,000	\$ -	\$ 5,610,000
			Rolling Stock	\$ 310,000	\$ 915,000	\$ 330,000	\$ 400,000	\$ 160,000	\$ 160,000	\$ 710,000	\$ 1,000,000	\$ -	\$ 160,000	\$ 4,145,000
			Pop Whalen	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000
			Other	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000
				\$ 7,798,109	\$ 4,740,500	\$ 4,037,500	\$ 5,400,000	\$ 13,292,325	\$ 1,110,000	\$ 2,175,000	\$ 2,750,000	\$ 6,536,200	\$ 960,000	\$ 48,799,634

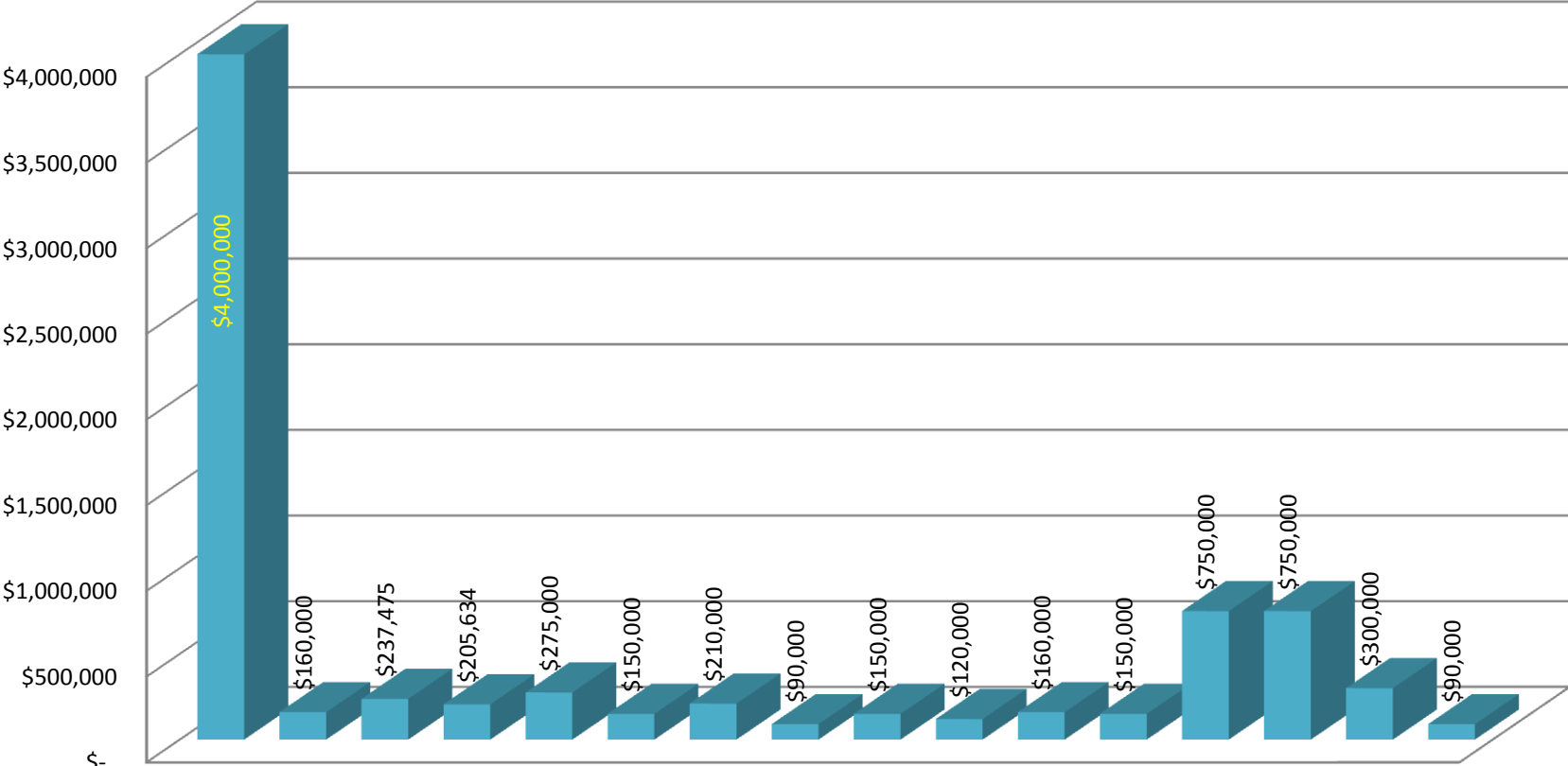
2012 CIP By Fund Source



2012 - 2021 CIP PROJECTS BY FUNDING SOURCE

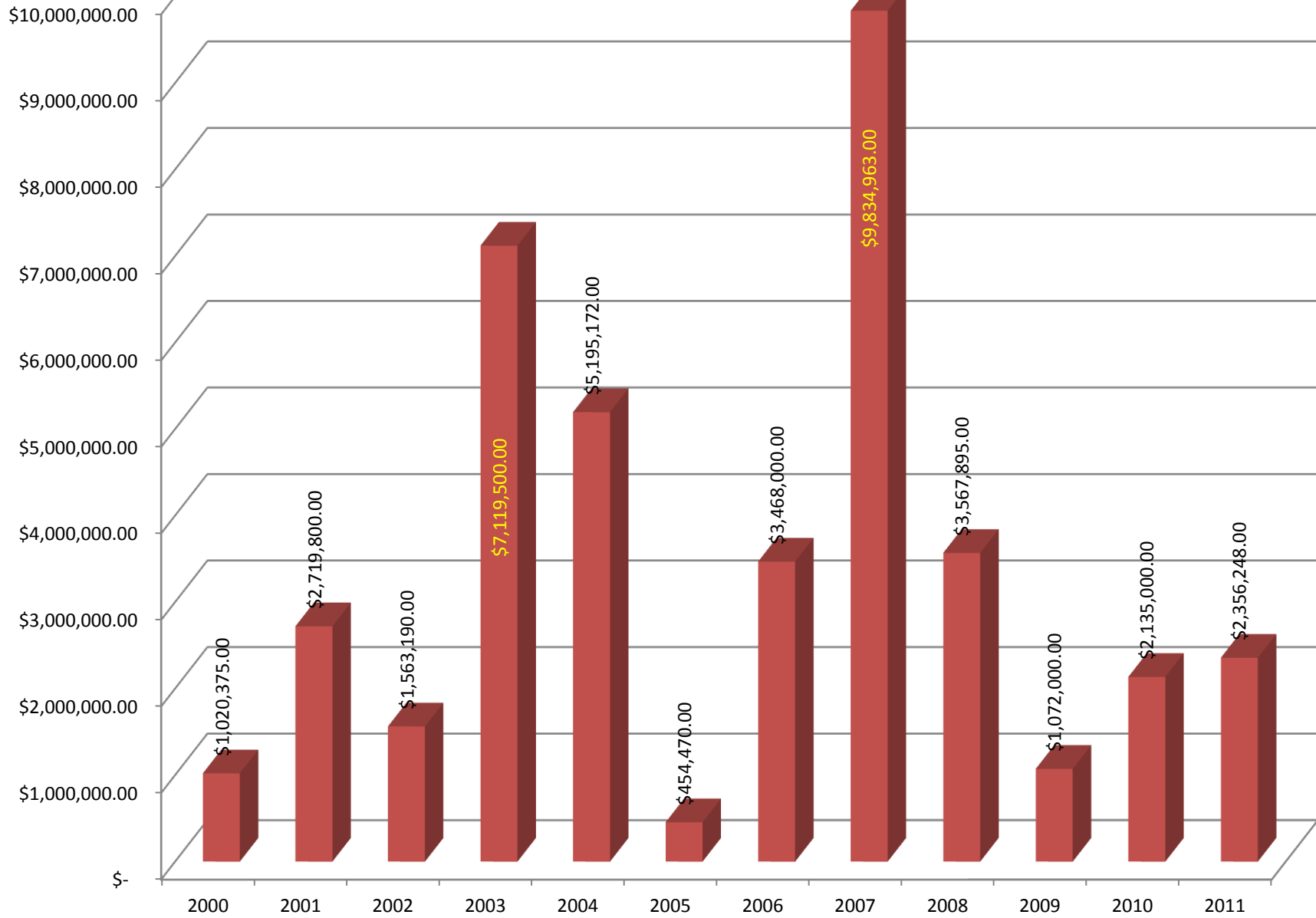


2012 CIP Projects



Town Hall - Rep/Rep - Construct
Purchase 255 South Main St.
Repair app. bay area
Allen A Beach Bathhouse
Dehumidification
Municipal Building Maintenance Fund
Public Works Fac. - lift & pumps
Sewer Plant Upgrade
Water Treatment Chemical Feed Upgraded
Water Treatment Energy upgrades
Replace HD-20 (5T)
Replace HD-19 (Loader)
Annual Road Maintenance
Union/Lehner Street Construction
Glendon Str. Prk'g - Construct
Effluent Spray Area System

Annual Capital Appropriations



2000	\$	1,020,375.00
2001	\$	2,719,800.00
2002	\$	1,563,190.00
2003	\$	7,119,500.00
2004	\$	5,195,172.00
2005	\$	454,470.00
2006	\$	3,468,000.00
2007	\$	9,834,963.00
2008	\$	3,567,895.00
2009	\$	1,072,000.00
2010	\$	2,135,000.00
2011	\$	2,356,248.00
	\$	3,375,551.08

Town Hall - Rep/Rep - Construct	\$	4,000,000
Purchase 255 South Main St.	\$	160,000
Repair app. bay area	\$	237,475
Allen A Beach Bathhouse	\$	205,634
Dehumidification	\$	275,000
Municipal Building Maintenance Fund	\$	150,000
Public Works Fac. -lift & pumps	\$	210,000
Sewer Plant Upgrade	\$	90,000
Water Treatment Chemical Feed Upgraded	\$	150,000
Water Treatment Energy upgrades	\$	120,000
Replace HD-20 (5T)	\$	160,000
Replace HD-19 (Loader)	\$	150,000
Annual Road Maintenance	\$	750,000
Union/Lehner Street Construction	\$	750,000
Glendon Str. Prk'g - Construct	\$	300,000
Effluent Spray Area System	\$	90,000