

Town of New Durham, New Hampshire

**MASTER PLAN
CAPITAL IMPROVEMENT
PROGRAM**

2009 ~ 2018

(A Master Plan Implementation Program)



Prepared For the Town of New Durham Planning Board

Prepared by Town of New Durham Employees & Advisory Capital
Improvement Committee
Assisting the New Durham Planning Board

Town of New Durham, New Hampshire
Master Plan
Capital Improvement Program
2009 ~ 2018

(A Master Plan Implementation Program)

This is to certify this Capital Improvement Program was prepared according to New Hampshire RSA 674: 5 ~ 7 , adopted & transmitted to the Board of Selectmen and the Budget Committee for their use in preparing the annual budget for the Town of New Durham.

PLANNING BOARD MEMBERS

Robert Craycraft

Cathy Orlowicz

Padraic McHale

David Bickford

Paul Raslavicus

Date:

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I. Introduction

A Capital Improvement Program (CIP) is a critical tool to implement the Town's Master Plan. In planning for the Town of New Durham, a 10-year cycle overview has been sought rather than the 6-year schedule. This schedule will identify projects required to construct or purchase needed capital facilities and/or equipment consistent with the continued growth and development of the Town. The plan identifies project cost estimates, and funding sources. It is to be updated annually by the Planning Board, and the Advisory Capital Improvement Committee, for the use of the Board of Selectmen and Budget Committee to prepare and adopt an annual budget. The goal is to link local infrastructure investments with the Master Plan policies and other implementation programs ~ see RSA 674: 5-8. Other benefits include: ~

1. Maintain Infrastructure and public facilities:

Programs for regular facility and equipment improvement save the community money and time. By planning ahead and allocating needed funds, costs can be reduced, and operational delays avoided.

2. Promote economic development and enhanced quality of life

Communities with sound fiscal health and quality facilities, infrastructure, and services are attractive to business and industry. System and service improvements that increase a community's quality of life attract corporate investment and the potential to increase jobs and tax base.

3. Promote Public Discussion

The CIP gives residents a clear and concrete view of the town's long-term capital improvements and a better understanding of the town's on-going needs for stable revenue sources to fund large and multi-year capital projects.

4. Promote Overall Financial Planning

A well-prepared CIP allows the Town to identify the most economical means of financing capital projects, coordinate the financial needs of governmental units and reduce overlap, and duplication. It helps the town focus attention on community objectives and fiscal capabilities.

5. Establish a prioritized and clearly defined project schedule

Projects are classified according to urgency and need for realization, linked with funding sources, and scheduled over time. Community needs are evaluated and may help identify opportunities for obtaining federal and state assistance.

6. Support Growth Management & Impact Fee Ordinance

New Development will bring an increased demand for municipal services. The CIP can be used to help the town better prepare for this growth. New Hampshire Revised Statutes Annotated (RSA) requires a community to have a CIP in place before implementing an impact fee ordinance.

2. Capital Improvements

2.1 What are Capital Improvements?

Capital Improvements are the “*bricks and mortar*” of the Town, streets, bridges, downtown improvements, community centers, schools, and major one-time acquisitions of equipment are all considered capital improvements. For this CIP, a capital improvement project is defined as:

- ❑ A physical public improvement involving a facility
- ❑ Acquisition of a parcel of land or easements
- ❑ A piece of major equipment and/or vehicle with a value exceeding \$10,000, and occurring no more frequently than every five years

Examples of Capital Improvements are: ~

- ❑ New public buildings, or expansion or renovation of existing buildings
- ❑ Land acquisition, development and/or major improvement for public purpose
- ❑ Major vehicle and equipment purchases or leases
- ❑ Road Maintenance
- ❑ Sidewalks & Street Tree Plantings

Note should be made that for the purposes of the 2008 review by the Advisory Committee, the capital cost base was maintained at \$10,000 per the 2007 increase.

2.2 Process

Capital needs assessments are identified by the department heads or commission chairs on an individual department basis. This program of capital needs affecting the town tax rate is outlined in Tables 5 ~ 10. Table 11 summarizes and consolidates on an annual basis all the departmental improvements for total capital needs.

2.2 Developing a Capital Improvement Program

The Master Plan and other planning and financial considerations drive what projects should be included in the CIP and in the town’s annual budgeting process. Policies, and guidelines for developing the CIP include but are not limited to the following: ~

- ❑ Capital Projects should be consistent with the town’s Master Plan
- ❑ Prevent the deterioration of the town’s existing infrastructure, and protect its investment in streets, buildings, land and utilities.
- ❑ Encourage and sustain economic development.
- ❑ Respond to and anticipate future growth in the town.
- ❑ Increase the efficiency and productivity of town operations.

- ❑ Capital projects should be responsive to the needs of the residents, within the constraints of reasonable taxes and fees.
- ❑ The impact of capital projects on the operating budgets should be prioritized when evaluating projects for inclusion in the CIP.
- ❑ Planning Board, Advisory Capital Improvement Committee, and the Board of Selectmen will review the CIP and make revisions as needed prior to adoption.
- ❑ Once the CIP is adopted, it is reviewed and updated annually by the Planning Board and their advisory committee with input from the Budget Committee and the Board of Selectmen. In 2007 a warrant article was successfully passed by the voters at Town Meeting to formulate an advisory CIP Committee to be composed of one (1) planning board member, one (1) budget committee member, two at-large citizens of the town, and a selectman representative.

III. PAST FINANCIAL TRENDS

Past financial trends were examined in order to understand the Town's past budget characteristics and to make projections for the future and estimated capital effects on future tax rates. In this analysis only town (municipal) expenses and revenues were considered. See tables 1, 2, and 3A.

Expenditures Notation

It should be noted in this process that some of the projects in this program such as Fire Station improvements, and building additions are "Ball Park" or best guesses based on professional experience. In these instances further study or facility planning or bid packaging is needed before more reliable figures can be derived. Nonetheless it is important to have such projects identified as part of the financial horizon.

Past Expenditures

As outlined in Table 1, the town has experienced fluctuations in total expenditures as a result of past capital expenditures such as closure of the landfill and Salt & Sand Shed construction for conformance to storm water requirements.

Town operating expenses have increased dramatically for some departments and steadily in others possibly a reflection of the economy for some departments. The most dramatic increases are reflected in "Health & Welfare, Public Safety, and Sanitation (Solid Waste)."

Debt Service

The Debt Service (See Table 1 for past debt service and Table 4 for future debt service) indicated a dramatic rise in debt service to pay for past closure of the landfill over a short 5-year period from 2000 to 2005. This was fully paid in 2005. Outstanding debt, at this juncture, is for a lease payment schedule for a ladder truck (completed in 2009) and 20 year bond for the Salt and Sand Shed ~ final payment 2024. Existing debt schedules are attached.

Additional debt was formally approved at the 2008 Town Meeting. A bond warrant article with a 15 year pay back period was overwhelmingly passed for the reconstruction of the Marchs Pond Dam for \$620,000, and a Lease/Purchase agreement over five years for a Pumper/Rescue Fire Truck was passed for \$250,000. Payment for the Fire Truck was commenced in 2008 and the first payment for the Dam will occur in 2009.

HISTORICAL SUMMARY OF REVENUES / ASSESSED VALUATIONS AND TAX RATES

- ❑ Depicted in Tables 3 A .
- ❑ Revenue fluctuations are due to past receipts for bonding projects thus causing spikes. The instability of revenue sharing from the State of New Hampshire should also be taken into consideration when making predictions. There are no guarantees with state payments.
- ❑ As reflected in Table 3A, there was very little increase to New Durham's tax base until 2004 and 2005 when there was a significant increase following revaluation. The actual assessed valuation has increased from \$137,706,642 to \$408,480,930 in 2005. This represents an increase of \$270,774,288 or 197%.

Tax Rates

- ❑ The tax rates 1999-2007 are also shown in Tables 3 A & 3 B. The total actual tax rate including town, county, and school has increased from \$26.08 to a high in 2003 of \$31.10. The total tax rate fell accordingly as a result of the revaluation, which increased town values by 197%.

Bonding Capacity

- ❑ The New Hampshire Department of Revenue Administration controls bonding capacity. Entering into long-term debt requires a 2/3rds vote of the town under a town meeting form of government. A lease agreement is also considered as long-term debt, but provided the lease has an "escape clause" regarding multi-year appropriations then a majority vote is all that is required for passage.

Debt Limits

- | | |
|----------|--|
| ❑ Town | 1.75% of the latest equalized assessment |
| ❑ School | 7.00% of the latest equalized assessment |
| ❑ County | 2.00% of the latest equalized assessment |

Table 4 outlines outstanding bond commitments of the town, which are relatively low, and the available bonding capacity for the town, which is relatively high. It is noted that the current savings plans by the town, through the use of effective capital reserves, expendable trusts, and non reliance on a single source tax revenue reflect financial stability and fiscal planning to the financial markets when the town floats a bond request. This typically enhances the town's bond rating capabilities.

IV. REVENUE & EXPENDITURE PROJECTIONS ~ IMPACT ON TOWN TAX RATE

Table 13 outlines the revenue and expenditure projections based on the financial policies and assumptions as detailed in the notes for that table. Conservative assumptions were taken in developing these revenue (2% trending) and expenditure projections (5% trending), but based with some reality as to past historical trends as outlined in Tables 1, 2, 3A , and B.

Assumptions articulated for the revenue and expenditure projections included the following:~

- ❑ The actual assessed valuation is based on the 2007 figure of \$429,514,920 (MS-1 Report to the State of NH) and was predicted to increase 2.0% annually until 2011 and 2.5% annually thereafter. The 2004 and 2005 valuation figure on Tables 3A and 3B are as the result of the recent revaluation which brought assessment to reflect current market values
- ❑ Local revenue projections were based on the 2008 estimate with a 2.0% annual increase ~ very conservative.
- ❑ No federal funds were projected.
- ❑ State revenues were level funded due to the volatility of the state revenue (tax) structure and annual threatened cuts to Shared Revenues should the State Budget be reflective of deficits.
- ❑ Operating expenditures were based on the 2007 actual expenditures and based on Table Trends for Town Expenditures. Expenditures, therefore based on history, were projected to increase 5% thereafter ~ see Table 1. This percentile is indicative of a 1% increase over the denoted number of 4% in the “Average Annual Percentage Change” column at this time but historical trending is indicative of the high growth factor that the town has experienced in the late 1990’s and first 4 years of the new century.

It is important to note that the assumptions used in developing these very long range financial projections should be critically reviewed and should not automatically be assumed to justify annual budget increases. This document in trending expenditures is simply using the 5% percentile as a base line for forecasting and represents the highest point of the trending indicators. Budgets are a dynamic process from year to year open to the economic and labor market forces in any area of the State. This program is advisory only, but represents, in many cases of equipment replacement, the annual needs to defray the final acquisition of the proposed acquisition.

As stated previously, the costs estimates and bond assumptions for some of the projects will require further study to identify more reliable figures. The potential for the actual

costs of building projects to be higher than best estimates is largely driven by the market conditions i.e. transportation and heating costs

V. PROJECTED BOTTOM LINE

Table 13 identifies the projected tax impact of funding the Capital Improvements as depicted and the existing debt service of past Capital projects. The impact on the town property tax rate for past and proposed capital expenditures ranges from a high of \$2.01 per \$1000 of assessed valuation in 2009 to a low of 75 cents per \$1000 of assessed valuation in 2017. This table clearly shows the impact of supporting the capital reserve mechanisms suggested and clearly depicts on the sliding capital tax impact scale what happens to the capital costs once planned savings are enacted and supported. The increases depicted to the overall town tax rates are indicative of : ~

- (i) low revenue projections of 2%,
- (ii) conservative trending for assessed valuations (2% up to 2011 and 2.5% thereafter)
- (iii) application of 5% annual growth to the operating budget

Table 13 also shows, based on the aforesaid trending factors, that it may take between a high percentile for capital costs and debt service of 33% to a low of 11% of the projected town tax rate, depending on the year, to pay for all the proposed Capital Expenditures and the debt service for the capital projects. Again, the up front loading for the years of 2009 through 2013 for catch up payments in the existing reserves and creation of new reserves is indicative of the lack of long-term financial planning. This Capital Improvement Plan is projected to improve this situation.

The Town currently has unresolved projects, which at this time of composition of the Capital Improvement Plan will require further initiative and work during 2009 and beyond, to resolve the planning aspects, needed citizen input and financial building blocks. These projects will have a major financial impact, which may involve bond issuance notes or a substantial savings plan in the form of a Capital Reserve Fund. Last year for example the summary raised the specter of Marchs Pond Dam repair. This project had not been financially planned for repair at any time in the Town's history. Other projects unresolved at this time, but with financial planning in process : ~

- ❑ Facilities planning.
- ❑ Reconstruction of Davis Crossing Road.
- ❑ School Building Issues.

Issues surrounding facilities planning, especially for the town's safety services are largely unresolved, but nonetheless are on the town's radar screen. The questions loom in various scenarios as to whether the town requires a new fire station, a new fire station/police complex, renovation of the existing firehouse for the short term and perhaps, long term, sub station firehouse construction cited on the Kings Highway, and most vital of all, the site for such building(s) proposals should the community support new construction. At this time, discussions engaging the Advisory CIP committee with Fire Department personnel has indicated an on-going improvement

plan for 2009, which favors increasing the building usage capacity at the current firehouse location in the town center and specific improvements, such as an exhaust extraction system and site situation for an Emergency Operations Center. The advisory CIP Committee majority supported this premise financially over a two-year timeline as depicted in Table 5A. Forward momentum was formulated in 2008 by the Board of Selectmen to set up a Capital Reserve Fund for land acquisition for a “municipal facility” and a bid proposal was posted for a firehouse addition which has resulted, at the time of writing this executive summary, in additional square footage for a training/conference room with sanitary and kitchen facilities. In a similar vein, the committee, following a tour of town facilities, noted their sense that the Highway Department building does require expansion and refurbishment. However, in light of the State of New Hampshire’s Dam Bureau request to provide a plan, which would safely impound water on Marchs Pond Dam and voter approval for the activation of the same, it was the considered good opinion of the Advisory CIP Committee in 2007 that voter sensitivities needed to be paramount, and that two bond articles may be overwhelming. As a result, the committee supported the continued Capital Reserve Building Fund for the Highway Department Table 6B, but recognized the current working environment, indicating their sympathy that the space needs and refurbishment needs should be revisited during the next CIP planning cycle. In the same vein, the Advisory CIP committee was, also, sympathetic for planning enlargement and traffic flow betterments for the New Durham Transfer Station.

The Committee also recognized the effect of the 2008 Pumper/Rescue Fire Truck acquisition with respect to the financial restructuring of the Fire Department funding table (Table 5) for replacement equipment. This acquisition has alleviated the need for another truck acquisition scheduled for 2014, which has now been stretched to 2018.

The overriding question still remains of what the citizens would support in their taxes to improve some of the basic governmental facilities of the community. Once this question is resolved good planning and prioritization can follow within the guidelines of this plan.

The Committee was impressed with usage figures from the library with respect to book turnover, programming and technology use, and again, felt that facility addition planning was paramount to compliment the current overused facility should the suggested land acquisition “Capital Reserve” be adopted at the 2009 budget and town meeting session.

The Davis Crossing Road project is an infrastructure issue, which the town is pursuing in another funding source with the State of NH Department of Transportation on a 50/50 split given the current “dry” state of Hazard Mitigation funds. With current savings, town labor and FEMA funds, the town could meet it’s 50% obligation should the State accept the project. However, the town is struggling, at this stage, to receive State relief in the form of grants, but due to the costs of this project it is worth staying the course for another year. Bridge aid has been applied for, but will require the hiring of an engineer to steer the application process. Engineer funds will need to be placed in the 2009 budget for the conceptual figures if supported as another option by the Board of

Selectmen. The Bridge Aid Grant program is based upon an 80% State Grant and 20% town contribution.

Finally, the school building issue, although not a town project, will have an impact to the tax base of the town and may impact the municipality's ability to forward the town's own facilities planning. Attached to the summary is a proposal by the Governor Wentworth School District to upgrade the Vocational School, Middle and High Schools for space requirements and energy efficiencies, and reflects fiscal impacts for the communities that compose the School District. Please note that this report does not include projections for Strafford County budgets, and therefore, impacts to communities regarding County facilities and functions.

Respectfully submitted
New Durham's Advisory CIP Committee

Christopher Lapierre, Chairman 2008
Padraic McHale, Deputy Chairman & Planning Board Representative 2008
Lois Parker, Budget Committee Representative 2008
Theresa Jarvis, Citizen Member at Large
Ronald Gehl, Selectman's Representative 2008

TRENDS IN TOWN EXPENDITURES ~ TABLE 1

TOWN EXPENDITURES	2000	2001	2002	2003	2004	2005	2006	2007	Total %	Average Annual
									Change	% Change
Operating										
General Government	500,921	510,514	569,249	600,990	635,942	719,574	789,028	883,056	76%	8.5%
Public Safety	277,045	303,369	340,421	332,941	391,354	507,270	454,919	529,909	91%	10.4%
Highways & Streets	387,996	399,477	436,173	465,102	478,300	531,935	591,656	608,959	57%	6.7%
Sanitation	161,782	198,258	203,058	247,667	251,069	237,926	282,831	282,831	75%	8.2%
Health & Welfare	20,860	27,483	37,652	42,689	52,894	64,398	57,242	51,467	146%	15.2%
Culture/Recreation/ Conser.	90,961	101,860	116,973	115,510	119,571	131,927	138,166	146,028	61%	7.1%
Capital										
Land	910,139	213,263	160,704	212,045	203,180	176,281	140,597	166,800		
Machinery Vehicles & Equip	27,352	140,252	16,052	41,500	9,333	18,741	117,907	12,000		
Buildings / Other	0	0	10,802	65,066	304,983	2,848	37,760	77,363		
Capital Reserve Funds	162,000	143,500	110,500	116,000	121,000	121,000	278,100	375,145		
Expendable Trusts	17,500	12,500	10,500	13,000	12,300	19,000	43,200	86,000		
Debt Service	68,934	173,128	182,855	177,792	158,464	177,676	64,749	64,149		
Total Town Expenditures	2,625,490	2,223,604	2,194,939	2,430,302	2,738,390	2,708,576	2,996,155	3,283,707	25.0%	4.0%
Total Town Appropriations	2,694,424	2,396,732	2,377,794	2,608,094	2,896,854	2,886,252	3,060,904	3,347,856	24.3%	3.4%

CAPITAL EXPENDITURES HISTORY TABLE 2

Year						Total Town Capital Expense
						\$\$\$
1999						382,235
2000						1,116,991
2001						509,315
2002						308,558
2003						447,611
2004						650,796
2005						337,870
2006						654,139
2007						551,145
2008						1,122,814
Total						6,081,474
Average Annual Capital Expenditures						608,147
2008 Capital	Police Cruiser, Rescue/Pumper Fire Truck, Plow Truck, Milfoil treatment, Fuel Line containment,					
	Marchs Pond Dam Reconstruction					
Excludes	Copples Crown Village District and School					

TRENDS IN TOWN REVENUES AND ASSESSED VALUATIONS ~ TABLE 3A

	1999	2000	2001	2002	2003	2004	2005	2006	2007	Total \$\$	Total %	Average
	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	Change	Change	% Change
Property Tax (town only)	1,231,924	1,275,953	1,303,752	1,478,473	1,532,799	1,728,210	2,053,256	2,186,048	2,487,780	1,255,856	101.94%	11.3%
Other Local Revenues	673,969	1,243,819	655,420	592,993	652,059	901,048	691,519	610,768	853,827	179,858	26.69%	3.0%
Federal Revenue	0	1,500	28,500	0	1,300	0	0	0	209,460			
From State of NH	0	141,566	256,751	198,251	227,535	248,989	237,830	211,064	231,392	89,826	63.4%	8.5%
	673,969	1,386,885	940,671	791,244	880,894	1,150,037	929,349	821,832	1,294,679			
Assessed Valuation	137,706,642	139,793,950	143,757,785	148,051,350	153,561,450	334,375,040	408,480,930	422,622,660	429,514,920			
		1.5%	2.8%	3.0%	3.7%	118%	22%	3%	1.6%			
Note 1		Assessed Valuation trending										
The years 2004 and 2005 should be discounted for trending purposes (revaluation years)												
Average percentage increase								2.6%				
Note 2		FEMA reimbursement										
Federal Revenue indicative of FEMA reimbursement for 2007 flood events ~ one time occurrences												
Therefore trending figures unreliable												

HISTORICAL VALUATIONS and TAX RATE TRENDS ~ TABLE 3B

Assessed Valuations	1999	2000	2001	2002	2003	2004	2005	2006	2007	Total \$\$	Total %	Average	
										Change	Change	% Change	
												See Notes	
	137,706,642	139,793,950	143,757,785	148,051,350	153,561,450	334,375,040	408,480,930	422,622,660	431,568,920	293,862,278	213.4%	1 & 2	
										\$\$ Change			
Total Tax Rates Combined	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	\$\$\$	04 to 07			
	26.25	26.08	28.54	28.98	31.10	16.96	15.95	16.86	18.24	\$1.28	7.50%	See Note 3	
Note 1	1999 to 2003		Average Annual Percentage Change =				2.75%						
	2003-2005		Average Annual Percentage Change =				69.93%						
	The dramatic percentile change from 2004 to 2005 represents a total townwide revaluation.												
Note 2	Per Table 3A, Town Valuation average percentiles since revaluation of 2004 =								2.60%				
Note 3	Combined Tax Rate Average Percentile increase since revaluation of 2004 =								2.50%				

BONDING CAPACITY CALCULATION DEBT SCHEDULES TABLE 4

[illegible]

FIRE DEPARTMENT TABLE 5A

Fire Station Building Planning	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1. Fire House Capacity	65,000									
Expendable Town Bldgs Trust										
2. New Station Construction									100,000	100,000
Existing Capital Reserve Fund										
3. Kings Highway Sub Station	25,000	25,000	25,000	25,000						
Existing Capital Reserve Fund										
4. Land Acquisition Fund	40,000	40,000	40,000							
2008 New Reserve (\$25K)										
5. Dry Hydrant/Cisterns	2,500	2,500	2,500	2,500	2,500	2,500				
Totals	132,500	67,500	67,500	27,500	2,500	2,500	0	0	100,000	100,000
NOTES										
1. Fire House Improvements	2009	Proposed Exhaust System and Improvements to Emergency Operations Center								
		Exhaust System + electrics = \$45K estimate								
		Emergency Operations Center: \$20K Estimate								
2. New Station Construction	2017	Amount indicative of potential bond payment								
	2015	New Fire Station Planning should begin								
3.Kings Highway Sub Station	2013	Planning to begin re new substation. Saving plan indicative of seed money and								
		beginning to inbuild any potential bond payment or debt repayment.								
4. Land Acquisition	2008	Town Meeting saw the approval of new Land Acquisition reserve (\$25K)								
		for a municipal facility. \$\$ amounts indicative of what probably should								
		be placed into reserve for the next three years, if possible.								
5. Dry Hydrants/Cisterns	2014	Monies indicative of possibly 3 dry hydrant installations								

FIRE DEPARTMENT TABLE 5 ~ TRUCKS

FIRE DEPARTMENT	Life	Replace	Replace	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
	Expectancy	Costs	Cost/yr.										
2008 Rescue / Pumper	20	250,000	12,500										
1986 forest Utility	15	40,000	2,700										
1994 Engine (E1)	20	300,000	12,000										300,000
04 Ford Expedition (C1)	10	28,000	2,800							28,000			
01 Ladder Truck (L1)	25	475,000	19,000										
Trailers/Boat/Mule	10	10,000	1,000										
Total Cost 2007										28,000			
Total Annual Cost + 1.5% Inflation										31,000			345,000
06 Ambulance	10	125,000	12,500								125,000		
Note: Ambulance Replacement Costs to be borne by User's Fees into the Ambulance Revolving Fund													
Capital Reserve Calculation				2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
2008 Rescue Pumper		See Note 1		0	0	0	0	12,500	12,500	12,500	12,500	12,500	12,500
1986 Forest Utility		See Note 3		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	2,700	2,700
1994 Engine (E1)		See Note 2		15,550	15,550	15,550	15,550	15,550	15,550	15,550	15,550	15,550	15,550
04 Ford Expedition (C1)				3,500	3,500	3,500	3,500	3,500	3,500	3,500	2,800	2,800	2,800
01 Ladder Truck (L1)				23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750
Trailers/Boat/Mule				1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Totals				48,800	48,800	48,800	48,800	61,300	61,300	61,300	60,600	58,300	58,300
Note 1		2008 Lease Acquisition for 08 Pumper Rescue payments placed in operational debt schedules. Debt repaid in total in 2012											
Note 2		Existing CRF balance of \$144,480 to be used to defray cost of acquisition of Engine E1 in 2018. Balance of \$155,520 to be raised by placing this amount in Capital Reserve x 10 years.											
Note 3		1986 Former Rescue Vehicle planned for conversion in 2009 to forest Utility Truck dependent on grant help.											
		1982 Dodge Forestry vehicle has been semi-retired pending disposition of any future grant funding which may provide funding for either a new acquisition or conversion of existing model.											

HIGHWAY INFRASTRUCTURE 2009-2018 Sheet 3

HIGHWAY INFRASTRUCTURE											
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
CRF Addition to Highway Bldg	30,000	30,000	30,000	30,000							
See Note 1											
Main Street/Old Bay Rd Sidewalk	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
See Note 2											
Davis Crossing Culvert/Bridge											
See Note 3											
Town Road Infrastructure	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
See Note 4											
Marchs' Pond Dam	60,183	56,906	55,706	54,206	57,706	60,000	55,869	54,031	57,194	55,094	
See Note 5											
Gravel											
See Note 6				25,000	25,000	25,000	45,000	45,000	45,000	45,000	
Drainage Projects											
See note 7	42,900	42,900	42,900	42,900	42,900	42,900	42,900				
Totals	213,083	209,806	208,606	232,106	205,606	207,900	223,769	179,031	182,194	175,094	
Note 1	Estimated Addition size 16' x 40' to match current roofline. Addition costs estimated at \$125,000.										
	Addition required for much needed working space, and to provide shelter to highway equipment										
	currently stood outdoors. Much concern also focuses on the furnace located in the middle portion										
	of the building. This is a fire hazard and / or accident waiting to happen given the volume of										
	equipment & people traffic. Town Tour revealed roof replacement needed										
	\$10,000 placed in CRF 2008.										
Note 2	CRF established at 2007 town meeting ~ town actively engaged in Transportation Enhancement										
	Funding opportunities which is a 80/20 match with allocated grant. It behooves the town to										
	show the grantors of the towns commitment via CRF's to a sidewalk program.										
Note 3	The Town has applied for a 50/50 grant program with the long range planning program at DOT.										
	The Town will further continue with the Hazard Mitigation Program also. Another area of grant										
	funding being sought is through the NH Bridge Aid program. If we receive support through the										
	Bridge Aid program, the Town currently has enough money in the Davis Crossing CRF to										

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HIGHWAY INFRASTRUCTURE 2009-2018 Sheet 3

	cover the town portion i.e. 20%. Bridge Aid Program is an 80% State Fund grant.									
Note 4	The Town has annually raised \$75K in the operations budget. The article in the Warrant is									
	combined with the highway block grant monies received from the state of NH									
Note 5	Bond Payment re repair of Marchs Pond Dam.									
Note 6	Shirley Pit Extraction approved by courts up to 2014.									
	Mr. Fuller feels that the pit probably will produce sufficient gravel for three more years.									
Note 7	Hazard Mitigation funding applied for drainage projects at the following places:									
	Birch Hill									
	Old Bay Road									
	Old Route 11	All three roads combined					\$136,500			
	Kings Highway & Copple Crown Road						\$88,950			
	Replace box culverts at Birch Hill Road						\$75,000			
	Spreadsheet calculations based on combined total of above \$\$\$'s divided over 7 years									
	for discussion purposes with the road agent and committee.									

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LIBRARY ~ TABLE 7

Library	Life	Replacement	Replace	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
	Expectancy	Costs	Cost/Yr										
Land Acquisition			10,000					50,000					
Library Addition									550,000				
Library Facilities/Tech CRF's			5,000										
F/T Employee & benefits			45,000										
Total			60,000					50,000	550,000				
Total Annual Cost + 1.5% inflation									599,500				
Capital Reserve / Bond				2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Library Technology Reserve				3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Land Acquisition			Note 1	10,000	10,000	10,000	10,000	10,000					
Library Addition			Note 2						50,000	50,000	50,000	50,000	50,000
Library Facilities Reserve				3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
F/T Employee & Benefits			Note 3										
Total				16,000	16,000	16,000	16,000	16,000	56,000	56,000	56,000	56,000	56,000
Note 1	One Abutter has expressed an interest in subdividing land to accommodate Library improvements such as a new parking lot												
	and small library building addition												
	If the above timetable is supported it is imperative that a CRF for land acquisition be accomplished in 2009												
Note 2	20 year Bond payment suggested as financial instrument to accomplish addition & parking lot ~ addition therefore should												
	be indicative of 20 year growth pattern and not a "temporary fix."							Suggested pricing may be too low					
	for 20 year build out as opposed to original conceived 10 year build out												
Note 3	Indicative of the potential for fulltime hiring should addition be undertaken							Approx Year of Hiring 2014.					
	Hirings typically covered in operational budget unless new position												

POLICE DEPARTMENT ~ TABLE 9

Police Department	Life	Replace	Replace										
	Expectancy	Costs	Cost/yr av.	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
2005 4-Wheeler	10												
2008 Ford Expedition	8	30,000	4,200								30,000		
2001 Ford Crown Vic	9	30,000	3,333		30,000								
2003 Ford Explorer	8	30,000	3,750			30,000							30,000
2005 Chev Impala	7	31,000	4,430				31,000						
2006 Ford Crown Vic	8	32,000	4,000						32,000				
New Officer													
Facility Addition					58,500								
Total Cost w/o Inflation					58,500	30,000	31,000		40,000		30,000		30,000
Total Annual Cost + 1.5% Inflation					88,950	31,350	32,860		43,600	82,875	32,700		34,500
				2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Capital Reserve & Operational													
4-Wheeler	Note 1												
2008 Ford Expedition				4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200
2001 Ford Crown Vic				3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333
2003 Ford Explorer				3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
2005 Chevrolet Impala				4,430	4,430	4,430	4,430	4,430	4,430	4,430	4,430	4,430	4,430
2006 Ford Crown Vic				4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Facility Improvement	Note 2			29,250	29,250								
New Officer	Note 3												
Totals				48,963	48,963	19,713	19,713	19,713	19,713	19,713	19,713	19,713	19,713
Note 1	Operating Budget Cost			Under \$10,000									
Note 2	Either a new capital reserve or 2 payments into the Expendable Trust Funds for Buildings Improvements												
	Addition to include:		Booking room, holding cell, interview room, & bathroom.										
	Current situation places the suspect in a small room with inadequate restraints, allows use of the current												
	bathrooms, and possible interaction with the public and employees ~ safety liability.												
Note 3	Anticipate New Police Officer hire in 2015 @ estimated cost of \$75,000												
	Hirings typically covered in operational budget unless new position.												

Table 9 ~ Police Department

RECREATION DEPARTMENT ~ TABLE 8

[illegible]

SOLID WASTE TABLE 10

Solid Waste Facility	Life	Replacement	Replace										
	Expectancy	Costs	Cost / year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1997 John Deere Skid Steer	15 years	35,000	2,335					35,000					
50 ft x 55 ft Addition to Facility	25 years	50,000	10,000			50,000							
Baler	20 years	31,000	6,000				31,000						
2002 Hopper / Compactor	20 years	30,000	1,500										
2006 50 Yard Roll Off	10 years	10,000	1,000								10,000		
#3 Proposed Roll Off	10 years	10,000	1,000		10,000								
Total Cost w/o inflation					10,000	50,000	31,000	35,000			10,000		
Total Cost with 1.5% Inflation					10,300	52,250	33,325	37,625			11,500		
Capital Reserve Calculation													
John Deere Skid Steer				5,000	5,000	5,000	5,000	5,000	2,540	2,540	2,540	2,540	2,540
Addition to Current Facility	* See Note 1			9,000	9,000	9,000	9,000						
Baler	* See Note 3			6,000	6,000	6,000	6,000	1,666	1,666	1,666	1,666	1,666	1,666
Hopper / Compactor	* See Note 2			2,325	2,325	2,325	2,325	2,325	2,325	2,325	2,325	2,325	2,325
50 Yard Roll Off				1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
#3 Proposed Roll Off				5,000	5,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Capital Reserve Funds				28,325	28,325	24,325	24,325	10,991	8,531	8,531	8,531	8,531	8,531
Note 1													
				Addition will accommodate inside working area together with area for set up of indoor recycling bins plus will house new baler									
Note 2				14 years remaining of expected 20 year life.									
Note 3				Pending grant possibilities, Baler may be able to be acquired in 2009									
2008 Capital Reserve Funding				Facilities		\$7,500							
				Equipment		\$7,500							

GENERAL FUND COMBINED DEPARTMENT SUMMARY ~ TABLE 11

[illegible]

GENERAL FUND COMBINED DEPARTMENT SUMMARY ~ TABLE 11

[illegible]

TOWN EXPENDITURES and REVENUE PROJECTIONS FOR ESTIMATED TAX RATE IMPACTS ~ TABLE 12

Revenues	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Local Revenues	749,818	764,814	780,111	795,713	811,627	827,860	844,417	861,305	878,531	896,102	914,024
State Revenue	214,636	214,636	214,636	214,636	214,636	214,636	214,636	214,636	214,636	214,636	214,636
Federal	0	0	0	0	0	0	0	0	0		
Total Town Revenues	964,454	979,450	994,747	1,010,349	1,026,263	1,042,496	1,059,053	1,075,941	1,093,167	1,110,738	1,128,660
Expenditures	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Operating	2,519,727	2,645,713	2,777,999	2,916,899	3,062,744	3,215,881	3,376,675	3,545,509	3,722,784	3,908,924	4,104,370
Existing Debt Service	122,199	181,207	137,045	133,159	128,974	79,906	76,569	68,981	71,644	69,044	71,444
Proposed Cap. Exp.	579,614	707,637	628,512	587,096	554,096	473,117	504,487	474,122	430,522	528,222	521,264
Overlay /vets credits	117,200	117,200	117,200	117,200	117,200	117,200	117,200	117,200	117,200	117,200	117,200
Total Town Exp.	3,338,740	3,651,757	3,660,756	3,754,354	3,863,014	3,886,104	4,074,931	4,205,812	4,342,150	4,623,390	4,814,278
Estimated Tax Rate	434,865,120	443,562,422	452,433,671	461,482,344	473,019,403	484,844,888	496,966,010	509,390,160	522,124,914	535,178,037	548,557,488
Estimated Tax Rate	\$5.46	\$6.03	\$5.90	\$5.95	\$6.00	\$5.87	\$6.08	\$6.14	\$6.22	\$6.56	\$6.72
Note 1		Overlay is a requirement to cover bad debts & abatements. Vets Credits are a vote of town meeting and act as an appropriation on the tax rate.									
Note 2		Revenues based on 2008 estimate minus State Revenues & bonding x 2% annual growth									
Note 3		Expenditures based on 5% annual growth ~ please note that the growth percentile used is not an assumption to grow the budget but is realistic against the historical data on Table 1.									
Note 4		Existing Debt Service is an obligation of the town.									
		Current Debt: Ladder Truck (note: paid in full 2009), Salt & Sand Shed, Marchs Pond Dam & Pumper/Rescue									

TAX RATE IMPACT OF PROJECTED CAPITAL EXPENSES ~ TABLE 13

[illegible]