

Capital Improvement Plan
A Master Plan Implementation Program



Recommended by New Durham Advisory Capital Improvements Plan Committee

Scott Drummey, Planning Board Representative, Secretary
Theresa Jarvis, Chair, Member At Large
William Meyer, Vice Chair and Member At Large
Mark Sullivan, Budget Committee Representative
Dot Veisel, Board of Selectmen Representative

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INTRODUCTION

The New Durham Advisory Capital Improvement Plan Committee (ACIPC) was established by the Legislative Body during the March 2007 Town Meeting. Warrant Article 25 states: “To see if the Town will vote to approve the formation of an Advisory Capital Improvements Plan Committee to be composed of one (1) Planning Board member, one (1) Budget Committee member, (1) Selectman, and two (2) at-large members to be appointed by the Board of Selectmen. The charge of such a committee will be to assist the Planning Board with capital planning per RSA 674:5 through 7, and to review annually the adopted Capital Improvement Plan and to make such annual recommendations as they deem necessary, following departmental reviews, to the Planning Board to maintain effective municipal fiscal planning and community vitality of assets.”

While a Capital Improvement Program (CIP) is not required by law RSA 674:5 states: “The sole purpose and effect of the capital improvement program shall be to aid the mayor or selectmen and the budget committee in their consideration of the annual budget.”

RSA 674:6 Purpose and Description, states “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.”

A Capital Improvement Program (CIP) is a critical tool to implement the Town’s Master Plan. It is a useful tool in predicting future large costs to the Town and assists the Board of Selectmen (BOS) and Budget Committee to plan how these costs will be met. The CIP is not financially driven. Requests are rated based on the town’s needs and ranked based on the impact non replacement or non-construction would have on town services. It is a legal prerequisite for other land use activities such as impact fees. After almost fifteen years of using a 10-year and or \$10,000 threshold for considering requests this year the ACIPC raised the financial threshold for most requests to \$ 20,000.

The ACIPC is responsible for identifying required construction projects, and capital facilities and or equipment consistent with the continued growth and development of the Town. It reflects the vision of the town’s Master Plan. The CIP identifies anticipated needs, ascertains project cost estimates and identifies possible funding sources. The program is updated annually by the ACIPC. It is submitted to the Planning Board for their review and to the BOS and Budget Committee to assist in the preparation of the annual town budget which is prepared for the residents’ consideration and approval.

The ACIPC met with Department Heads, Committee Chairs and other Town Officials regarding their short and long-term capital needs. All presenters updated the ACIPC on the status of capital projects and purchases. Presenters were asked to identify how their request(s) tie(s) into the Master Plan “Opportunities For Excellence 2025”, approved by the New Durham Planning Board June 26, 2017. This year, the ACIPC also reviewed information from the Town Facilities Space Needs Assessment final report.

Once all the requests were received, each member of the ACIPC independently applied a Rating score to each request. This year Committee Members also applied a Ranking score. The Committee Member’s

scores were combined to produce a final Rating and Ranking score for each item. The Committee Members reviewed both the Rating and Ranking scores and identified recommended funding levels. The ACIPC is again recommending the Capital Reserve Funds (CRF) and Expendable Trust Funds (ETF) be funded at the level indicated in order to ensure sufficient funds for future expenditures.

CAPITAL IMPROVEMENTS

WHAT ARE CAPITAL IMPROVEMENTS?

Capital Improvements are items with a high cost and a useful life of several years. Capital Improvements are frequently identified as the “*bricks and mortar*” of the Town. They include infrastructure projects such as replacement vehicles, street repairs and improvements, land acquisition for future municipal use, and buildings (both new and renovations and/or repairs). They also include architectural and engineering studies to determine future town needs, and major one-time acquisitions of equipment.

For the 2022 – 2031 ACIPC report the capital cost has been increased to \$ 20,000 for most requests.

CAPITAL EQUIPMENT LIFE EXPECTANCY

As in past years, the capital equipment life expectancies specified in this report are estimates provided by the various presenters and are used for budgetary and planning purposes. The actual purchase price will vary given some purchases will not occur for ten, fifteen or even, twenty years. Each year individuals presenting to the Committee are expected to re-evaluate equipment and projects scheduled to be replaced and make recommendations regarding the timing of replacement. Information in the various tables has been changed to reflect the most up to date recommendations and anticipated costs. Actual vehicle and equipment replacement are based on a mechanical evaluation and the concurrence of the appropriate department head after giving careful consideration to all options.

RECOMMENDATIONS OF THE ADVISORY CAPITAL IMPROVEMENT PROGRAM COMMITTEE

In 2021, the Committee met in person on five occasions (6/22/21, 7/14/21 8/18/21, 10/18/21 and 11/1/21) for a total of twelve hours. They heard from the Town Administrator representing the Town Clerk, Recreation Director and all Town Buildings, DPW Manager/Road Agent, Fire Chief, Library Director, Police Chief, Emergency Management Director, and representatives of the Zechariah Boodey Farmstead, the 1772 Meetinghouse Restoration Committee and the New Durham Water Quality and Milfoil Committee. As in the past members of the public attending the Committee’s meetings were permitted to speak and ask questions.

To evaluate the capital reserve requests and plans from each department, the ACIPC used a rating and ranking system to organize and prioritize the impacts to the annual budget.

The rating system is used by many NH municipalities while evaluating capital requests. It is mostly algorithmic. For example, if a fire truck purchase is planned in seven years, there should be a budget request for this year that will contribute to the overall cost of the vehicle and ensure the money is available seven years from now. Based on the algorithmic definitions below, this request would receive a rating of “3”.

Priority 1: Cannot be delayed. Needed immediately.

Priority 2: Needed within five years to maintain basic level and quality of community services and goals of the Master Plan.

Priority 3: Needed within six to ten years to maintain and improve quality or level of services and goals of the Master Plan.

Priority 4: Can be placed on hold until after the ten-year scope of this CIP. Does support community goals and Master Plan.

Priority 5: Needs more research, planning and coordination.

Priority 6: Inconsistent. Contrary to land-use planning or Master Plan goals.

The problem with this rating system is that it can result in a current year’s budget request being rated much lower (or higher) in importance than the ACIPC and town departments believe it should be. Using the example above, funding for the future fire truck would be rated lower than more immediate purchases, even though all may agree that the truck will be a critical piece of town capital, and partial cost funding toward the purchase should be a high priority each year. Doing otherwise would defeat the purpose of the Capital Reserve Funds, which is to spread the cost of large capital purchases over the lifetime of the item.

So, the ACIPC also uses a ranking system to introduce a more subjective view of the capital requests and allowed each ACIPC member to express their view on the relative importance of a line-item request within an overall budget year. Using the example above, a ACIPC member would rate the fire truck request as a “1” if they believe it is critically important, or at the other extreme, as a “6” if they believe the fire truck purchase is not needed. The same 1-6 scale is used with a 1 being most important, and a 6 being least.

Viewing the two scales, rating and ranking, delivers a starting point for ACIPC discussions and provides a framework to guide further analysis and prioritization of all requests.

COMPARISION OF RATING RESULTS to RANKING RESULTS Sorted by Ranking					
ACIPC 2022-2031	Life	Replacement	Replace	Rating	Ranking
	Expect	Costs	Cost/year		
RSMS	15	\$7,500,000	\$500,000	1.0	1.0
2014 Ford Interceptor	8	\$60,000	\$7,500	1.2	1.2
2015 Ford Explorer	8	\$60,000	\$7,500	2.0	1.2
2018 SUV/Utility Vehicle	8	\$60,000	\$7,500	2.4	1.2
2013 Ford Interceptor	8	\$60,000	\$7,500	1.8	1.2
05 International 4900 with Plow & Dump	12	\$180,000	\$15,000	1.2	1.2
13 Int 7400 with Plow, Dump & Wing	12	\$180,000	\$15,000	2.2	1.2
20 Dodge 5500 with Plow & Dump etc.	10	\$120,000	\$12,000	2.2	1.2
17 Truck with Plow, Dump & Wing	12	\$180,000	\$15,000	3.0	1.2
20 Int 7400 with Plow, Dump & Wing	12	\$250,000	\$20,833	3.0	1.2
1994 Engine	25	\$350,000	\$14,000	1.6	1.4
12 F350 with Cab and Chaise	10	\$100,000	\$10,000	1.4	1.4
Storm Water Management	10	\$125,000	\$12,500	1.0	1.4
Milfoil	Annual		\$15,000	1.2	1.4

ACIPC 2022-2031	Life	Replacement	Replace	Rating	Ranking
	Expect	Costs	Cost/year		
2008 Rescue Pumper	20	\$528,000	\$26,400	2.8	1.6
18 Western Star with Plow, Dump & Wing	15	\$210,000	\$14,000	4.0	1.6
11 Volvo Grader w/wing gear	15	\$250,000	\$16,700	2.4	1.6
Culverts & Bridges	30	\$275,000	\$9,167	1.4	1.6
Gravel Purchase	Annual	\$15,000	\$15,000	1.8	1.6
Engine Replacement	10	\$25,000	\$2,500	1.4	1.6
Excavator (To be shared with HD)	20	\$210,000	\$10,500	1.8	1.8
2010 Ford F350 Forestry	15	\$56,000	\$3,733	2.2	1.8
04 12 Ton Trailer (Looking for used 20 ton)	16	\$90,000	\$5,625	1.0	1.8
13 JD 544K Loader	15	\$195,000	\$13,000	2.6	1.8
Vehicle Scale	30	\$90,000	\$3,000	1.0	2.0
14 F250 Pickup with Plow	10	\$85,000	\$8,500	2.2	2.0
19 Backhoe Cat 420E with Thumb	14	\$230,000	\$16,429	4.0	2.0
Transmission Replacement	10	\$6,000	\$600	1.6	2.0
Town Hall Windows	25	\$40,000	\$1,600	1.6	2.0
Town Hall- Municipal Software Upgrade	7	\$65,000	\$9,286	1.2	2.0
FD - Renovations	10	\$250,000	\$25,000	2.0	2.0
Town Hall- Record Achieving- Digital	10	\$100,000	\$10,000	2.0	2.0
Town Hall Repaint	5	\$60,000	\$12,000	2.6	2.0
Irrigation System at Smitty's Way	20	\$15,000	\$750	1.6	2.0
SCBA- Airpacks	15	\$155,000	\$15,500	3.6	2.2
Dam Maintenance	10	\$50,000	\$5,000	3.4	2.2
Fuel Facility	20	\$25,000	\$1,250	1.8	2.2
3 MSW 2 Compactor/Hopper (02, 10, 16)	20	\$90,000	\$4,500	1.6	2.2
3 MSW 2 Container (02,10,16)	20	\$30,000	\$1,500	1.6	2.2
Library Exterior Painting	5	\$8,000	\$1,600	1.8	2.2
Town Facilities- Space Needs	20	\$40,000	\$2,000	4.8	2.2
Boodey Farmstead Project		\$230,000		1.6	2.2
Police Department Briefing/Training Rm.	25	\$35,000	\$1,400	1.2	2.4
10 Bobcat Skid Steer	16	\$44,000	\$2,750	2.2	2.4
Dry Hydrants	20	\$8,000	\$400	2.2	2.4
Library Carpet Replacement	10	\$8,000	\$800	1.8	2.6
Town Hall Energy Upgrades	25	\$32,000	\$1,280	2.6	2.6
Town Complex Parking Lot	10	\$10,000	\$1,000	1.6	2.8
04 Chipper	20	\$40,000	\$2,000	2.6	2.8
Open Top Container	20	\$10,000	\$500	4.0	3.0
Gravel Exploration	10	\$50,000	\$5,000	1.4	3.0
1772 Meetinghouse Restoration Project		\$250,000		2.8	3.0
Guardrail at Smitty's Way	20	\$5,000	\$250	3.0	3.2

ACIPC 2022-2031	Life	Replacement	Replace	Rating	Ranking
	Expect	Costs	Cost/year		
Playground: Ballfields	10	\$15,000	\$1,500	2.6	3.2
2001 Ladder	40	\$1,000,000	\$25,000	4.2	3.2
2017 Chevrolet Tahoe (C1)	10	\$60,000	\$6,000	2.8	3.2
2021 Mule	15	\$26000	\$7,133	4.2	3.2
99 Sweepster Tow Broom	30	\$40,000	\$1333	3.0	3.2
Library- Walkway	25	\$10,000	\$400	4.2	3.2
Storage Facility at Smitty's Way	20	\$30,000	\$1,500	1.6	3.2
13 Vertical Baler	20	\$17,000	\$850	3.8	3.4
Library Roof Replacement	25	\$15,000	\$600	2.0	3.4
Library Storage Room-	25	\$15,000	\$600	3.6	3.4
Library Furnace Replacement	20	\$7,000	\$350	4.0	4.0

Summary of the Town Facilities Space Needs Assessment

For several years the Town of New Durham has been considering what improvements should be planned for Town facilities, including the Town Hall, Police Station, Fire Station, Library and Public Works. Of note is the fact that the Fire Station had a structural review performed in 2003, plans were developed for a new fire station on the current site in 2004 but were not acted upon. A small Community Room was added in 2010 and minor renovations were started but never completed in 2015. Increasingly, there has been a steady demand for more space from all departments.

Therefore, in order to make informed decisions and better understand the Town's needs, the services of AG Architects, PC of Dover were retained for the purpose of preparing a comprehensive review of all the towns facilities. This firm was charged with reflecting the ethics and values of the New Durham Master Plan in their Assessment and Design concepts.

There were three basic steps taken in the preparation of this report.

The first involved collection of data from each department along with all Boards, Commissions and Committees. The second step provided conclusions related to future staff projections, its impact on each department, and preparing a space program to meet these future needs. The final task was to evaluate potential sites for expansion and to develop conceptual site plans that resolve present and future space needs for each facility.

Much of the report (which is available on the Town website) is devoted to outlining the many deficiencies discovered by the Bennett Engineering Firm. All Town buildings currently have Mechanical, Electrical, Plumbing and or Fire code (MEP) deficiencies.

New Durham is at a crossroad in its decision-making process. The need for significant improvements to each facility is clearly outlined in this report. The extent and scale of issues to be dealt with are significant. The combination of the pressing need for adequate workspace, storage space, and meeting space, the need for energy improvements, along with the critical safety and operational issues at the fire station, are all issues that are more economically resolved as part of a comprehensive plan to be dealt with over time. The first recommendation of this Study is to plan for the identification and acquisition of land

suitable for a Public Safety Complex. Once that goal has been accomplished, the phasing and sequencing of the improvements to all town facilities can be planned.

The following Capital Reserve and Expendable Trust Funds will be impacted by any decision regarding town facilities:

- Capital Reserve Fund for Library Facilities Improvements
- Capital Reserve Fund for Municipal Facility Land Acquisition
- Capital Reserve Fund for Public Safety Facilities
- Expendable Trust Fund for Town Building Improvements

The “Amount to be Spent 2022-2031” listed for the various CRF’s and ETF’s are for maintenance and or meeting the immediate needs of the Departments. They do not reflect the recommendations found in the Town Facilities Space Needs Assessment final report.

CAPITAL RESERVE AND EXPENDABLE TRUST FUND REQUESTS AND JUSTIFICATION

Expendable Trust Fund for Town Building Improvements

Anticipated Balance as of December 31, 2021: **\$ 101,094.12**

Requested: **\$ 20,000.00**

Recommendation: **\$ 40,000.00**

Amount to be Spent 2022-2031: **\$ 308,260.00**

Rationale: See the Town Facilities Space Needs Assessment final report for additional needed improvements in the town’s buildings.

Due to Town Hall being on the National Register of Historic Places and its age, the cost of addressing Town Hall’s energy and building needs are higher than usual. In the future, a decision needs to be made as to how to balance the historic aspects of Town Hall while providing a safe and functional building for conducting day to day town business.

Known expenses, not listed in the Town Buildings and Facilities Needs Assessment, for this CRF over the next ten years include, but are not limited to:

- The Town Complex parking lot needs crack sealing and seal coating.
- Painting the exteriors of Town Hall and the Library.
- Replacement of the Library carpet.
- Replacement of the Library roof.
- Connecting the Fire Department generator to Town Hall

Capital Reserve Fund for Public Safety Facilities

Anticipated Balance as of December 31, 2020: **\$ 106,036.36**

Requested: **\$ 285,000.00**

Recommendation: **\$ 35,000.00**

Amount to be Spent 2022-2031: **\$ 310,000.00**

Rationale: The Fire Department and the Police Department Chiefs have identified multiple space needs.

For several years, the Fire Chief has requested \$ 250,000 to enlarge the Fire Station to meet the department’s short-term needs including protecting personnel from carcinogen exposure in the station through their turnout gear and equipment. At a minimum, showers and locker rooms are required. The

Committee is not recommending any additional funds be spent on the Fire Station as the Town Facilities Space Needs Assessment final report is recommending the building be demolished as the present location has insufficient space.

The Police Chief continues to request additional space where confidential investigative information could be discussed and posted and for Officer training. Even though Committee Members are not recommending the full \$285,000 for additions or renovations of the buildings, we are recommending \$ 35,000 be added to the account so the additional space can be added to the Police Station.

Capital Reserve Fund for Fire Vehicles

Anticipated Balance as of December 31, 2020: \$ **428,181.37**

Requested: \$ **75,000.00**

Recommendation: \$ **75,000.00**

Amount to be Spent 2022-2031: \$ **994,000.00**.

Rationale: The 1994 Engine was scheduled for replacement in 2019 at a cost of over \$ 355,250.00. With additional vehicles due for replacement in 2025 and 2027, when the 2008 Rescue Pumper is replaced in 2028 there will be insufficient funds in this CRF.

Capital Reserve Fund for Fire Department Ancillary Equipment:

Anticipated Balance as of December 31, 2020: \$ **31,761.45**

Requested: \$ **16,613.00**

Recommendation: \$ **8,500.00**

Amount to be Spent 2022-2031: \$ **155,000.00**

Rationale: The Department's 2005 Mule was replaced this year. The cost to purchase the vehicle and fully outfit it was \$ 25,592.00. All of the Self-Contained Breathing Apparatus (SCBA) were replaced in 2018 and are not scheduled for replacement until 2028. There are no other anticipated purchases from this account until then.

Capital Reserve Fund for Dry Hydrant:

Anticipated Balance as of December 31, 2020: \$ **12,545.14**

Requested: \$ **400.00**

Recommendation: \$ **0.00**

Amount to be Spent 2022-2031: \$ **8,000.00**

Rationale: The dry hydrant on Main Street at Downing Pond was replaced in 2019. The plan to install a dry hydrant at Leavitt's Pond is on hold. No other sites were identified by the Fire Chief for Dry Hydrants.

Expendable Trust Fund for Emergency Management

Anticipated Balance as of December 31, 2020: \$ **6,756.24**

Requested: \$ **0.00**

Recommendation: \$ **0.00**

Amount to be Spent 2022-2031: \$ **0.00**

Rationale: See below recommendation from the Emergency Management Director.

Expendable Trust Fund for Forest Fires

Anticipated Balance as of December 31, 2020: \$ **22,345.34**

Requested: \$ **0.00**

Recommendation: \$ **0.00**

Amount to be Spent 2022-2031: \$ **0.00**

Rationale: In the past, the Forest Fire Warden stated he would like between \$ 35,000 and \$ 40,000 in this account.

The Emergency Management Director, who is also the Fire Chief, is recommending these two Expendable Trust Funds be combined resulting in greater flexibility should the need for the funds arise. The ACIPC supports this recommendation.

Capital Reserve Fund for Police Cruisers

Anticipated Balance as of December 31, 2020: **\$ 44,000.00**

Requested: **\$ 60,000.00**

Recommendation: **\$ 30,000.00**

Amount to be Spent 2022-2031: **\$ 378,900.00**

Rationale: The Police Department maintains 4 cruisers which are replaced every 8 years. The 2014 cruiser is scheduled for replacement in 2022. The cost to replace and outfit a police cruiser has risen to \$60,000.00.

Based on current projections there will be insufficient funds to purchase the necessary cruisers in 2024, 2027, 2029 and 2031.

Capital Reserve Fund for Highway Trucks

Anticipated Balance as of December 31, 2020: **\$ 127,307.45**

Requested: **\$ 89,997.00**

Recommendation: **\$ 125,000.00**

Amount to be Spent 2022-2031: **\$ \$ 1,345,000.00**

Rationale: Highway truck replacement remains on schedule. The 2014 F 250 is scheduled for replacement in 2024 while the 2012 F 350 is scheduled for 2022. Due to issues with the F 250 it may be necessary to replace it next year.

Failure to adequately fund this CRF in the past results in the need for increased funding. In 2022 there will be insufficient funds in the CRF for anticipated purchases. In order to prevent deficit spending the ACIPC is recommending funding be \$ 125,000 per year

Capital Reserve Fund for Highway Equipment Purchases

Anticipated Balance as of December 31, 2020: **\$ 414,730.00**

Requested: **\$ 90,000.00**

Recommendation: **\$ 75,000.00**

Amount to be Spent 2022-2031: **\$ 550,000.00**

Rationale: Last year the Road Agent hoped to replace the 12-ton trailer with a used 20-ton trailer which would be capable of transporting the DPW's excavator which will be used by the Highway and Solid Waste Departments. At that time the anticipated cost was \$ 10,000.00. The Department has not been able to obtain a trailer as the cost has risen to \$ 90,000.00.

At the past funding rate of \$ 33,000.00 the Highway Department Equipment CRF will have insufficient funds to purchase the required equipment in 2022.

Capital Reserve Fund for Gravel

Anticipated Balance as of December 31, 2020: **\$ 0.00**

Requested: **\$ 15,000.00**

Recommendation: **\$ 15,000.00**

Amount to be Spent 2022-2031: \$ 215,000.00

Rationale: With the closure of the Shirley Gravel Pit, the Town purchases gravel at an annual cost of \$15,000. Gravel is used as part of the RSMS work and is also used as part of Stormwater Mitigation activities.

During the March 10, 2020 voting session, the Legislative Body changed the purpose of the CRF for Gravel to add the “exploration, mining and acquisition of gravel.” The funds in this CRF can be used to study the possibility of removing more gravel from the Shirley Forest in the area and exploring other areas of town for gravel.

For the third year in a row the ACIPC is recommending the cost of gravel become part of the Town’s Operational Budget.

Capital Reserve Fund for Road Surface Management System (RSMS)

Anticipated Balance as of December 31, 2020: \$ 120,000.00

Requested: \$ 500,000.00

Recommendation: \$ 500,000.00

Amount to be Spent 2022-2031: \$5,631,000.00

Rationale: For FY 21 the Town received \$ 111,000.00 from the Highway Block Grant (HBG). It is unknown if that level of funding will continue for the next ten years. If it is decreased taxpayers will be required to raise additional funds to keep pace with previous year’s RSMS activities. In 2021 \$745,000.00 was spent on road projects including \$ 385,000.00 for work on Birch Hill Road.

Sixty to seventy percent of all RSMS funding is spent on road preservation, example crack sealing, shim and overlay. Funds are also spent on storm water management activities to protect Merrymeeting Lake, Merrymeeting River, Jones Pond and Downing’s Pond, bridge repairs (ex. Davis Crossing) and culvert replacement (ex. Middleton Road replacement in 2023 at a cost of \$ 275,000).

Based on current contributions there will be insufficient funds every year through at least 2031.

Expendable Trust for Dam Maintenance:

Anticipated Balance as of December 31, 2020: \$ 30,576.24

Requested: \$ 2,500.00

Recommendation: \$ 0.00

Amount to be Spent 2022-2031: \$ 50,750.00

Rationale: Following inspection by the Department of Environmental Services, Downing Pond Dam required significant repairs, many which were completed in 2020. Both the Downing Pond dam and the March Pond Dam require ongoing maintenance with major dam maintenance needed every 10 years.

Capital Reserve Fund for Solid Waste Facilities Improvement

Anticipated Balance as of December 31, 2020: \$ 30,477.45

Requested: \$ 0.00

Recommendation: \$ 0.00

Amount to be Spent 2022-2031: \$ 0.00

Rationale: There are no plans for any changes to the Solid Waste Facilities in the coming years.

Capital Reserve Fund to Purchase Equipment for Transfer Station

Anticipated Balance as of December 31, 2020: \$ 46,424.13

Requested: \$ 29,807.00

Recommendation: **\$ 50,000.00**

Amount to be Spent 2022-2031: **\$ 146,160.00**

Rationale: When the scale was brought before the Legislative Body in 2011 the cost of a “Drive On scale System” was \$ 10,000.00. The cost of the scale alone has increased to \$ 80,000. The scale will provide a more accurate determination as to the cost to dispose of construction and demolition materials.

The Department of Public Works has found an excavator which will be used by both the Transfer Station and the Highway Department. The Transfer Station’s share of the cost is estimated to be \$ 32,500. Due to the increase in the volume of materials, there is a need for additional containers. These three items are responsible for the increased recommendation.

Capital Reserve Fund for Vehicle and Equipment Maintenance

Anticipated Balance as of December 31, 2020: **\$ 11,801.12**

Requested: **\$ 9,000.00**

Recommendation: **\$ 10,000.00**

Amount to be Spent 2022-2031: See rational.

Rationale: The purpose of this CRF is to provide funding for large unexpected repairs of any of the Town’s vehicles or equipment. Expenditures from this CRF usually occur in the 3rd and 4th quarters of the fiscal year. As of 9/30/21 the Highway Department has had unanticipated equipment expenses of \$ 15,000. Funds for this repair may need to be paid from this CRF.

The previous Town Administrator recommended this CRF should maintain a balance of \$ 35,000 in the CRF.

Expendable Trust Fund for Surplus Vehicle & Equipment

Anticipated Balance as of December 31, 2020: **\$ 2,414.59**

Requested: **\$ 0.00**

Recommendation: **\$ 0.00**

Amount to be Spent 2022-2031: **Unknown**

Rationale: Neither the Town Administrator or the DPW Manager requested funding for this ETF. It is unknown when this ETF was last used. The Town Administrator and BOS may wish to determine if there are reasons to continue this ETF.

Capital Reserve Fund for Smith Ball Field Improvements

Anticipated Balance as of December 31, 2020: **\$ 14,416.85**

Requested: **\$ 3,250.00**

Recommendation: **\$ 2,500.00**

Amount to be Spent 2022-2031: **\$ 57,500.00**

Rationale: An irrigation system needs to be installed in the upper field along with the irrigation system in the lower field being either repaired or replaced. Storage issues at the ballfields need to be addressed.

Based on projected expenses, this CRF will have deficit spending in eight of the next ten years.

Capital Reserve Fund for Library Facilities Improvements

Anticipated Balance as of December 31, 2020: **\$ 8,825.86**

Requested: \$ 0.00

Recommendation: **\$ 0.00**

Amount to be Spent 2022-2031: **\$ 16,000.00**

Rationale: The Library’s space issues have not changed from last year. However, the cost for an addition may come from the ETF for Town Building Improvements. See the Town Facilities Space Needs Assessment final report for a full discussion of library facility issues.

Carpet Replacement in the “Adult” room which was scheduled for 2021 has been postponed but should occur in the near future.

Capital Reserve Fund for Library Technology Improvements

Anticipated Balance as of December 31, 2020: \$ 4,242.65

Requested: \$ 0.00

Recommendation: \$ 0.00

Amount to be Spent 2022-2031: \$ 0.00.

Rationale: The Library Director did not request any funding for this CRF as she continues to be very successful in receiving grants for technology equipment.

Capital Reserve Fund for Municipal Facility Land Acquisition

Anticipated Balance as of December 31, 2020: \$ 60,712.38

Requested: \$ 0.00

Recommendation: \$ 25,000.00

Amount to be Spent 2022-2031: To be determined.

Rationale: The final Town Facilities Space Needs Assessment report is available on the Town’s web site. According to the report the Fire Station does not have sufficient site space and alternative land is required. The report presents multiple locations for expansion of town facilities. The authors state “The first action we recommend as part of the proposed improvements to Town facilities is to purchase the . . . property”

By adding \$ 25,000 to the existing \$ 60,712.38 balance, we will have \$ 85,000.00 which, while not sufficient to purchase the necessary land, would show a prospective seller of the “good faith” intentions of the townspeople.

Expendable Trust Fund for Record Management

Anticipated Balance as of December 31, 2020: \$ 18,588.91

Requested: \$10,000.00

Recommendation: \$ 10,000.00

Amount to be Spent 2022-2031: \$ 100,000.00

Rationale: Currently, records are stored in file cabinets, loose leaf notebooks, bound books, and boxes. The new software which has been purchased will allow new materials to be digitalized. The long-term goal is to digitalize all records by having a company come in to scan the documents and electronically archive them.

The ACIPC recommends funds for Record Management be in the Operational Budget as it is anticipated there will be an annual expenditure of \$ 10,000.

Expendable Trust Fund for Computer System and Office Equipment

Anticipated Balance as of December 31, 2020: \$ 51,302.04

Requested: \$ 10,000.00

Recommendation: \$ 20,000.00

Amount to be Spent 2022-2031: \$27,000.00

Rationale: The upgrading of the municipal and assessing infrastructure has begun. This upgrade affects finance, payroll, tax billing, and the Tax Clerk’s receivable accounts. Included in the project is a larger

server which may need replacement every four years, the cost of transitioning information from the old system to the new, and staff training. In addition, public threats of ransomware have led to the need to increase cyber security from attacks.

The ACIPC recommends funds for Computer Systems and Office Equipment be in the Operational Budget as it is anticipated this will be annual expenditures.

Expendable Trust Fund for Accrued Benefits Liability

Anticipated Balance as of December 31, 2020: **\$ 8,000.00**

Requested: **\$ 5,000.00**

Recommendation: **\$ 17,000.00**

Amount to be Spent 2022-2031: **Unknown**

Rationale: The Town Administrator feels there should be \$ 25,000 in this account due to the number of long-term employees who may retire in the foreseeable future. In 2020 two long term employees left New Durham. This resulted in a payout in excess of \$ 11,000.

Capital Reserve Fund for JC Shirley Site Improvements

Anticipated Balance as of December 31, 2020: **\$ 1,797.95**

Requested: **\$ 0.00**

Recommendation: **\$ 0.00**

Amount to be Spent 2022-2031: **Unknown**

Rationale: There are no plans for improvements at this time.

Capital Reserve Fund for Shirley Cemetery Improvements

Anticipated Balance as of December 31, 2020: **\$ 3,672.08**

Requested: **\$ 0.00**

Recommendation: **\$ 0.00**

Amount to be Spent 2022-2031: **Unknown**

Rationale: There are no plans for improvements at this time.

Capital Reserve Fund for the 1772 Meetinghouse Restoration

Anticipated Balance as of December 31, 2020: **\$ 49,684.40**

Requested: **\$ 100,000.00**

Recommendation: **\$ 5,000.00**

Amount to be Spent 2022-2031: **Unknown**

Rationale: Temporary repairs need to be made to the roof of the 1772 Meetinghouse and could be paid for by the ETF for Town Building Improvements. The ACIPC is reluctant to support full restoration of the Meetinghouse due to the lack of a clear written long-term plan for the building. We have expressed disappointment in the lack of fundraising efforts particularly in light of the fundraising and volunteer work efforts of other town committees. A public/private partnership has been suggested for several years.

During the March 2019 Town Annual Voting, the Legislative Body defeated a petition warrant article requesting \$ 100,000 be added to the Capital Reserve Fund for the 1772 Meetinghouse Restoration. This was defeated 175 to 214. During the 2020 Deliberative Session, Meetinghouse Committee members were successful in increasing the recommended funding level from \$ 10,000 to \$ 25,000. This was defeated 138 to 159 by the Legislative Body of March 10, 2020.

Capital Reserve Fund for the Master Plan

Anticipated Balance as of December 31, 2020: **\$ 6,322.03**

Requested: \$ 0.00

Recommendation: \$ 0.00

Amount to be Spent 2022-2031: \$ 0.00

Rationale: The current Master Plan was last updated June 26, 2017. As it will be several years before work will begin on the next Master Plan, no additional funding is required at this time.

Capital Reserve Fund for New Durham Water Quality & Milfoil CRF.

Anticipated Balance as of December 31, 2020: \$ 60,712.38

Requested: \$ 3,663.00

Recommendation: \$ 10,000.00

Amount to be Spent 2022-2031: \$ 469,727.00

Rationale: The Water Management Plan completed in 2019 proposes a 10-year action plan to mitigate the pollution of Merrymeeting River. The Chair believes the total expenditure for stormwater remediation, milfoil treatment, water quality testing, and public education over the ten-year period will be \$ 469,727. This includes \$ 96,000.00 In Kind Services from the Town.

Money for Milfoil treatment comes from this CRF. Storm water remediation funding is found in either the Highway Department budget or in RSMS funding.

Water quality funds are also located in the town's Operational Budget. Funding for public education should also be in the Operational Budget.

Requests for New Capital Reserve Funds- Expendable Trust Funds

Zechariah Boodey Farmstead:

Requested: \$ 115,000.00

Recommendation: \$ 0.00

Amount to be Spent 2022-2031: Unknown

Rationale: In 2021 the Zechariah Boodey Farmstead Committee contacted consultants to develop a fundraising plan/Capital Campaign. Working with the consultant the Committee determined they were "Nearly ready. More preparation needed" before they embarked on a Capital Campaign. The Committee is now determining what steps needs to be completed so that the Zechariah Boodey Farmstead project will be "well prepared to undertake a Capital Campaign."

Fuel Depot

Requested: \$ 25,000. 00

Recommendation: \$ 25,000.00

Amount to be Spent 2022-2031: Unknown

Rationale: The current fuel tanks (two at 4000 gallons each) are 30+ years old. The floor under the tanks has deteriorated and the concrete will need to be repaired or replaced. The plan is to replace the two 4,000-gallon tanks with two 2,000-gallon tanks. The estimated cost of replacing the tanks and repairing the concrete is \$ 25,000.

Currently there is no Fuel Depot CRF or ETF as the previous ETF was discontinued 3/10/15 by the Legislative Body.

Summary of Requests

The ACIPC was requested to fund 62 established projects and equipment at a total cost of \$ 1,370,226.00. At the end of the review process the Committee is recommending a total of

\$ 1,053,000.00 be added to 18 current CRFs and ETFs which represents 76.8% of the requested funds.

We were also asked to fund two new CRFs in the total amount of \$ 140,000.00. However, we are recommending \$ 25,000.00.

CORRELATION OF CAPITAL IMPROVEMENT PROGRAM REQUESTS TO MASTER PLAN

DEPARTMENT or GROUP	CRF or ETF	MASTER PLAN
Town Facilities & Services	<p>CRF for Municipal Facility Land Acquisition CRF for Public Safety Public Safety Buildings CRF for Vehicle & Equipment Maintenance ETF for Town Building Improvements ETF for Computer Systems and Office Equipment ETF for Record Management</p>	<p>Town Facilities & Services Goal – Ensure valued affordable services & infrastructure for New Durham. <u>Strategy # 1:</u> Align infrastructure with development planning via planning and implementing the repair/replacement of aging infrastructure. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs. <u>Strategy # 3:</u> Provide Town services that specifically address public safety and demographic needs. Town Appearance & Character: Goal - Value New Durham’s colonial architecture, upland forest landscape & lakefront character. <u>Strategy # 2:</u> Retain New Hampshire Traditional Architectural Style and appearance in the design of all business areas. Community Well Being: Goal – Provide quality lifestyle opportunities for all residents <u>Strategy # 1:</u> Encourage Citizen Participation.</p>
Library	Facility Improvement; Technology Improvements	<p>Town Appearance and Character The architect for any expansion would be tasked with creating a design that is compatible with existing New Durham character and reflects the Traditional NH Architecture & Style. Town Facilities & Services (Infrastructure) With the acquired land behind the building, we are in a better position for an addition. In the past, we suggested adding two</p>

		<p>or three rooms at the back, increasing the capacity for programming for all age groups, and providing space to increase collections. Tables kept in the furnace room could be stored in one of these new rooms, which would be a better situation. We could also bring the chairs back from the Town Hall basement. When outfitted with up-to-date audio-visual and information technology equipment, this would enhance New Durham's infrastructure by providing additional space for committee meetings, presentations, Town employee training sessions, and more.</p> <p>Town Facilities & Services (Public Safety) If equipped with a generator, the building could also be utilized as an ancillary emergency shelter in times of natural disaster or other adversity, such as power outages or severe heat. Since the installation of air conditioning in the current building, many people have taken advantage of the library to avoid extremely high temperatures in their homes and outside.</p> <p>Town Facilities & Services (Demographic needs) A conference room would be ideal not only for meetings, but also instruction. We have offered free guitar and keyboard lessons to our citizens. These classes were held during regular library hours. Most classes (post-pandemic) are held after hours, which can be inconvenient for patrons and staff. The more space we have available, the more diverse programs we can offer to reach out to New Durham's entire demographic spectrum, and the more patrons we can serve at times that are convenient for them.</p>
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		<p>Community Well-Being The Library lies at the very heart of the New Durham Town Center. By drawing more patrons to this area, the Town would be more attractive to service-oriented businesses looking to locate in the area as well as more convenient to current and new residents.</p> <p>Community Well-Being (Citizen Participation) The wide variety of programs we offer and our strong volunteer program encourages citizen participation in all age brackets. Our early literacy offerings touch an average of 50 families through First Steps and Storytime, and even more through 1,000 Books Before Kindergarten. Despite the pandemic, we served the community by offering Supply Chain (matching up people in need with volunteer shoppers), supplying patrons with face masks, streaming our programs or offering hybrid programming, holding outdoor programming, continuing to produce a monthly e-newsletter, and upping our digital footprint for downloadable materials. We are holding the summer reading program with in-person performances at the New Durham School, and some events at the library. Once society has returned to normal, we will also provide necessary community service hours for high school students.</p> <p>Community Well Being (Build Regional Collaboration) The Library has strong collaborative ties with New Durham School and the Parks and Recreation Department. During normal times, I do regular outreach programs at the school and classes visit the library. The school was a partner in our Stories Sung in Clay and Story Poles grants. Together, the Library and Rec</p>
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		<p>Department combined athletics and literacy with Score with Reading, where soccer teams wrote short books based on their experiences playing, and Spectrum classes for different age groups. Halloween pumpkin carving and stories, co-sponsored with the Rec Department, is traditionally held at the library, and in 2020 we partnered for the Halloween and Christmas programs at the Meetinghouse.</p>
New Durham Water Quality Committee	New Durham Water Quality & Milfoil CRF.	<p>Town Facilities & Services: Goal-Ensure valued, affordable services & infrastructure for New Durham. <u>Tactic # 3</u> Assure continuous monitoring and efficacious mitigation, when necessary, of at-risk natural resources.</p> <p>Natural Resources: Goal-Preserve New Durham's natural resources and rural landscape for the sustainable health, safety, and welfare of current and future generations. <u>Strategy # 1:</u> Protect water quality.</p> <p>Town Appearance and Character: Goal-Value New Durham's colonial architecture, upland forest landscape, & lakefront character. <u>Tactic # 1:</u> Protect scenic and environmental qualities of lakefront, wetlands, rivers.</p>
1772 Meetinghouse Committee	1772 Meetinghouse Restoration.	<p>Town Facilities and Services: Goal - Ensure valued affordable services & infrastructure for New Durham.</p> <p><u>Strategy # 1:</u> Align infrastructure with development planning via planning and implementing the repair/replacement of aging infrastructure.</p> <p><u>Strategy # 2:</u> Ensure New Durham's facilities & infrastructure appropriately reflects Town needs.</p> <p>Town Appearance & Character: Goal - Value New Durham's</p>

		colonial architecture, upland forest landscape & lakefront character. Community Well Being: Goal – Provide Quality Lifestyle Opportunities for all Residents.
Zechariah Boodey Farmstead Committee	Requesting a CRF	Town Facilities & Services: Goal: Ensure valued, affordable services & infrastructure for New Durham. <u>Strategy # 2:</u> Ensure New Durham’s facilities & infrastructure appropriately reflects Town needs. Town Appearance and Character Goal: Value New Durham’s colonial architecture, upland forest landscape and lakefront character. <u>Strategy # 2:</u> Retain New Hampshire Traditional Architectural Style and appearance in the design of all business areas. <u>Strategy # 3:</u> Advance accessibility and use of New Durham, Town Center. Community Well Being: Goal – Provide quality lifestyle opportunities for all residents <u>Strategy # 1:</u> Encourage Citizen Participation. Strategy # 2 Optimize Government Performance <u>Strategy # 3:</u> Building Regional Collaboration.
New Durham Department of Public Works	CRF for Highway Trucks CRF for Highway Equipment CRF for Gravel CRF for RSMS CRF for Solid Waste Facilities CRF for Purchasing Equipment for the Transfer Station ETF for Dam Maintenance	Plan and implement the repair/ replacement of aging infrastructure, i.e., roads, Town owned dams, buildings, etc. according to fiscally & use responsible schedules. Establish infrastructure life cycle planning process (roads, buildings, etc.) Road maintenance – Define service levels Uniformly map and geocode New Durham’s infrastructure & Town owned Facilities via GIS for maintenance, improvement, and/or replacement needs

		<p>Prioritize CIP planning & funding to match facility/equipment/ infrastructure needs.</p> <p>Prepare responsible annual budgeting for repair and / or replacement of again infrastructure/ equipment/ facilities; implement fiscally responsible allocation strategies for continued facilities, infrastructure, equipment improvements, and maintenance providing tax paper, resident value.</p> <p>Prepare road maintenance decision criteria and develop rotating 3–5-year road maintenance schedule with fiscal impact.</p> <p>Maintain Town “Anchors” such as Town Hall, Library, etc. assuring full maintenance and improvements</p> <p>Continuous monitoring of at-risk natural resources i.e. Merrymeeting river and lake various New Durham ponds and streams.</p> <p>Ensure proper street lighting for selected higher traffic streets and main streets walkways.</p> <p>Encourage professional growth in Town departments aligning training with departmental and service needs</p> <p>Maintain and enhance key services to provide improved quality of life opportunities for New Durham residents (Town beach, trails and ballfields etc.</p> <p>Provide property owners with consistent information regarding planned services as it relates to their property and tax rate.</p>
Fire Department	Fire Department Trucks Fire Department Ancillary Equipment	<p>Develop an evaluation process to determine current and future services & program needs including measuring user satisfaction. Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs. See space</p>

		<p>needs study for current evaluations. CIP must provide for adequate funding to replace, upgrade, or rent space to provide for a service's operational efficiency. With the addition of many acres of recreation land and many more being acquired. The fire department would like to promote and support a SERT organization that would respond and assist in wilderness search and rescue operations. The SERT organization could also serve in the event of a severe weather conditions that would necessitate a community shelter for displaced families or individuals. The present facility is in capable of supporting any further expansion in services.</p> <p>Provide Town services that specifically address public safety needs. Again, see space needs study. Emphasizing the need for a hazardous and carcinogenic materials decontamination area to provide for the protection of our fire department members, police officers, road maintenance crews and even the recycling centers employees. They all could become accidentally exposed to carcinogens or hazardous materials in the line of duty. In action from the town officials towards a resolution could leave the town unprotected in future litigation. A communication center that could be utilized by Fire, Police, EMS and Highway Departments in the event of an emergency would reduce the risk of mis communication and possibly save lives.</p> <p>Provide property owners with consistent information regarding planned services as it relates to their property & tax rate. We have a space needs study by an outside agency that only confirms the request for space by safety</p>
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		<p>service providers annually as far back as 2005.</p> <p>Align infrastructure with development planning. Assessing, planning, and development of many building scenarios have been ongoing for many years. The town has been made aware of inefficiencies and lack of operational real estate that cost the town money and reduce the growth and expansion of services like Fire prevention, educational health programs and senior outreach programs.</p> <p>Encourage professional growth in all Town departments aligning training with departmental & service needs. Provide a professional appearance and space for professional development the two go hand in hand. Promoting a professional atmosphere can only instill pride in the town and attract qualified individuals to serve this community. A Building incorporating Fire, Police and EMS can only strengthen department organization, cooperation, and communication.</p>
Recreation	CRF for Smith Ballfield Improvements	<p>Town Tennis Courts Pickle ball has become very popular and has been brought to my attention that people would like some court to play on. Portable nets are currently being used on the basketball courts.</p> <p>How This Relates to Master Plan: Town Facilities & service Ensure New Durham’s facilities & infrastructure appropriately reflect town needs e) Continue Capital improvement planning process to provide short & long term capital planning & fiscal predictability for infrastructure/equipment/facility needs</p>

		<p>I. Broaden ballfield usage, if possible, for potential year-round recreational facility.</p> <p>h) Maintain/enhance key services/facilities (town beach, trails, ballfields, etc.) to provide improved quality of life opportunities for New Durham residents</p> <p>Town Beach Play structure (This can not be funded from this CRF.) A play structure at the beach will provide activity for all ages and keep children from climbing on the rocks that could be dangerous or a liability for the town.</p> <p>How This Relates to Master Plan: Town Facilities & service Ensure New Durham’s facilities & infrastructure appropriately reflect town needs</p> <p>e) Continue Capital improvement planning process to provide short & long term capital planning & fiscal predictability for infrastructure/equipment/facility needs</p> <p>h) Maintain/enhance key services/facilities (town beach, trails, ballfields, etc.) to provide improved quality of life opportunities for New Durham residents</p>
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Table 2

COMPARISON of RECOMMENDED CRF & ETF FUNDING to ACTUAL CRF & ETF FUNDING and TOTAL TOWN APPROPRIATION						
	Number of CRFs & ETFs	Advisory CIP Committee CRF & ETF Amounts	Board of Selectmen CRF & ETF Amounts	Total Town Appropriation	Town Tax Rate	Total Tax Rate
FY 2008	27	Unavailable	\$259,800	\$4,144,972	\$ 6.11	\$ 18.99
FY 2009	29	\$707,637	\$293,700	\$3,634,035	\$ 6.32	\$ 20.24
FY 2010	32	\$695,334	\$507,864	\$3,883,171	\$ 6.95	\$ 21.19
FY 2011	31	\$428,616	\$457,000	\$3,934,633	\$ 6.88	\$ 22.40
FY 2012	30	\$339,000	\$425,550	\$4,004,188	\$ 6.85	\$ 22.96
FY 2013	32	\$209,500	\$370,500	\$3,800,029	\$ 6.19	\$ 22.50
FY 2014	32	\$209,722	\$304,472	\$3,511,194	\$ 5.62	\$ 21.85
FY 2015	32	\$208,121	\$334,000	\$3,490,350	\$ 5.35	\$ 22.15
FY 2016	29	\$509,800	\$231,000	\$3,342,408	\$ 5.07	\$ 22.76
FY 2017	29	\$494,300	\$235,000	\$3,316,234	\$ 5.02	\$ 23.02
FY 2018	30	\$663,600	\$304,500	\$3,282,286	\$ 5.46	\$ 23.35
FY 2019	30	\$860,000	\$369,000	\$3,426,148	\$ 5.63	\$ 23.72
FY 2020	31	\$714,846	\$340,000	\$ 3,763,062	\$ 4.69	\$ 16.88
FY2021	29	\$ 967,615	\$749,127	\$3,974,461	To Be Determined	To Be Determined
FY 2022	29	\$ 1,053,000	To Be Determined	To Be Determined	To Be Determined	To Be Determined

Table 3