

Town of Webster, New Hampshire

Capital Improvements Program 2018-2023

ADOPTED BY THE WEBSTER PLANNING BOARD
February 15, 2018

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CERTIFICATE OF ADOPTION

The Webster Planning Board does hereby adopt and certify this Capital Improvements Program for 2018-2023, dated February 15, 2018.

Susan Rauth, Webster Planning Board Chair

Susan Roman, Webster Planning Board Vice Chair

Bruce Johnson, Webster Planning Board Selectmen's Representative

Paul King, Webster Planning Board Member

Lynmarie Lehmann, Webster Planning Board Member

This document was received and recorded by the Webster Town Clerk:

Michele Derby, Town Clerk

Date

Seal:

ACKNOWLEDGEMENTS

The Planning Board would like to express their gratitude to the following people who assisted the Board with developing this Capital Improvements Program 2018-2023. Time and assistance provided includes completing Department/Board project Applications, Subcommittee meeting attendance by members and Department designees, and volunteer and staff assistance. These individuals participated on the above activities and together developed this document.

Appointed CIP Subcommittee

Susan Rauth, CIP Subcommittee Chair and Planning Board Chair
Susan Roman, CIP Subcommittee Vice Chair
Paul King, Planning Board Member
Bruce Johnson, Planning Board Member and Select Board Chair
Leslie Palmer, Town Administrative Assistant
Therese Larson, Secretary for Planning and Zoning Boards
Roger Becker, Webster Citizen
Barbara Corliss, Webster Citizen
Dot Bourque, Webster Citizen

Other Contributors

Emmett Bean, Fire Chief and Road Agent
Mike Borek, Select Board member
Steve Clough, Transfer Station Manager
David Collins, Emergency Medical Services
Therese Larson, Land Use Coordinator
Benedict Liberatore, Police Chief
Lt. Phil Mitchell, Officer in Charge
Wendy Pinkham, Financial Administrator
Susie Roberts, Webster Citizen

Central New Hampshire Regional Planning Commission Staff (Advisory Capacity)

Stephanie Alexander, Senior Planner

Chapter 1 Introduction

A Capital Improvement Program (CIP) is a forecasting and planning document. The CIP is a plan that shows the costs to expand or renovate Town services and facilities over a six-year period, to accommodate existing and projected needs of the community. The CIP contributes to the stabilization of the Town's tax rate and budget each year by planning and budgeting for major capital expenditures well in advance. The CIP is an advisory document only and submitted for consideration by the Select Board in the annual budget process. Voters at the annual Town Meeting in March will decide whether to fund the capital projects listed here.

A capital improvement is an expenditure to extend the useful life of an asset. Webster's CIP is a six-year schedule of anticipated Town capital improvement expenditures to meet the Town's obligations. It details the anticipated cost and year to repair, replace, or expand Webster's services and facilities, and is an advisory tool for budget planning. This document should be reviewed and revised annually. The CIP is an extension of the Master Plan (MP). A Master Plan is used to determine long-range community development goals, such as housing, land use, recreation, utilities, and transportation. The development of Webster's MP included a community-wide survey covering local zoning issues, land use patterns, conservation, and economics. This document should be reviewed and revised at least every 10 years, or after the decennial census.

Both the CIP and the Master Plan aid the Town in accommodating growth and stabilizing tax rates.

WEBSTER'S CAPITAL IMPROVEMENT PROGRAM

In early 2017, a CIP Subcommittee was formed by the Planning Board, comprised of Board members, Town officials and citizens. This Subcommittee first defined capital improvement project and purchase criteria as:

- Must have a gross cost of at least \$5,000;
- Must have a useful life of at least 3 years; and
- Is not typically included in the operating budget.

Each Town department was then asked to complete an application for their anticipated capital improvement projects. The Subcommittee reviewed the applications and requests and consulted department heads and the Road Agent for additional information when necessary. The Subcommittee compiled and analyzed the projects (see Chapter 2). The Subcommittee also analyzed tax rates, financial data, population, housing permits and other details. The findings are summarized in this report, with comments, questions and recommendations to the Select Board for the current year and the continued CIP process.

ROLLING 6-YEAR CIP REPORT

Annually updating the CIP – which we recommend – will provide current population and valuation statistics, cost details, and maintain a prioritized list of all projects. It will provide the detail necessary for potential future-year grant funding, and avoid extraordinary tax increases resulting from unanticipated capital expenses.

Chapter 2 Projects

OVERVIEW

To prepare the Capital Improvements Program 2018-2023, the CIP Subcommittee surveyed all Town departments/committees and inquired of the Merrimack Valley School District (MVSD) representatives for information. Some Town Departments and Committees had no projects to include in the CIP during this timeframe. Because Webster has little control over school expenditures, the Subcommittee decided not to include MVSD capital projects in this report. School costs are presented in Chapter 5 Financial Analysis.

ORIGINAL CIP APPLICATIONS

The CIP Subcommittee received 42 requests for purchases from department heads. The original applications, along with any supporting documentation submitted, are on file in the Town Offices. The applications give additional detail and the anticipated funding source. Some applications may differ from this report if more information was provided later.

The CIP Subcommittee chose to focus on the first two years of the CIP, 2018 and 2019, to obtain the greatest level of accuracy.

PROJECTS

The following tables summarize all the projects received. Projects are identified with a project number beginning with 1) the year the project was submitted, 2) a department abbreviation, and 3) a consecutive number of the submitting department. This project numbering system allows for easier tracking of applications over time, especially during annual updates, and reduces confusion with similar applications such as vehicle replacements. These numbers will carry forward and identify the year in which the request was first made.

Note that the following tables show the requests as originally received. In some instances, if the original funding amount was subsequently changed or moved to another year, those changes are identified in the Table.

For the 2018 budget, the CIP Financial Analysis Summary in Appendix G is an example of the latest budget that was available at the time of publication. Following the Town Meeting, the Financial Analysis spreadsheet will be updated to reflect the actual budget numbers voted by the Town for 2018. This budget tool will be available for use in the 2019 budget cycle.

Fire Department and Emergency Medical Services

The Webster Fire Department is all volunteer, consisting of approximately 30 individuals who receive stipends according to rank. These requests were separated into two categories: Emergency Medical Services and Fire Department. The Town will seek grants wherever possible to help fund these purchases.

Table 1 Emergency Medical Services Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-EM-01	Cardiac Monitor/Defibrillator	High	\$25,000	2018
Replace current cardiac monitor/defibrillator, now 17 years old. This item should be replaced every 10 years.				

Source: EMS 2017, as modified by the CIP Subcommittee

Table 2 Fire Department Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-FD-01	15 Scott Air Packs; 26 Bottles	High	\$86,600	2018
15 Air Packs @ ?? and 26 bottles				
2017-FD-02	Radios	High	\$105,000	2018
Replace older portable radios with updated radios. 30 total @ \$3,500 each				
2017-FD-03	Tanker 1999	High	\$300,000	2019
Replace older Tanker				

Source: Fire Department 2017, as modified by the CIP Subcommittee

Police Department

The CIP subcommittee received these five requests. The Town will seek grants wherever possible to help fund radios.

Table 3 Police Department Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-PD-01	Police Cruiser	High	\$35,000	2018
Replace cruiser with high mileage, mechanical and maintenance costs.				
2017-PD-02	Police Radios	High	\$14,000	2018
Replace older portable radios with updated radios. 4 total @ \$3,500 each				
2017-PD-03	Server Software	High	\$5,000	2019
Upgrade Server and software/firewall				
2017-PD-04	Police Cruiser	Medium	\$35,000	2021
Replace cruiser with high mileage, mechanical and maintenance costs.				
2017-PD-05	Base Radio	Low	\$5,000	2022
Replace base radio				

Source: Police Department 2017, as modified by the CIP Subcommittee

Highways and Roads

All road work is contracted, either to the Road Agent or an outside firm through the Road Agent. There are no town employees and very few Town assets associated with this “department.”

Table 4 Highways and Roads Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-RD-01	Gravel Roads maintenance	High	\$64,000	2018-2023
Cost of gravel and delivery every year. For the 63,131 feet of gravel roads: grade and apply 3" - 4" gravel every 3 to 4 years on a rotating basis.				
2017-RD-02	Paved Roads (see below)	High		
2017-RD-03	Crack, Sand & Chip Seal	High	\$88,000	2018-2023
\$88,000 each year 2018-2023				
2017-RD-04	Grader Shim	High	\$70,000	2018-2023
\$70,000 each year 2018-2023				
2017-RD-05	Reconstruction Deer Meadow	High	\$125,000	2018 & 2019
Road Segment Christopher Robert to Centennial. May be necessary to divide this project over two years.				
2017-RD-06	Reconstruction Pleasant St.	High	\$250,000	2021
Water runoff issue				
2017-RD-07	Manchester & New London Dr.	Medium	\$25,000	2019
Water ditches, water permits				
2017-RD-08	Clothespin Bridge	High	\$1,900,000	2018 & 2022
State Red Listed. CR and State Aid. Two phases: engineering (\$250,000 in 2018) and construction (\$1,650,000 in 2022)				
2017-RD-09	White Plains Road Culverts	High	\$295,000	2019
State Red Listed. Costs TBD. Work should be done in 2018 or 2019.				
2017-RD-10	Mutton Road Culverts	High	\$25,000	2018
Use money encumbered in 2017 from Road Preservation.				
2017-RD-11	White Plains Road Culverts	High	\$20,000	2019
Culverts and drainage permits				
2017-RD-12	Reconstruction Potash	High	\$25,000	2018
Use money encumbered in 2017 from Road Preservation.				
2017-RD-13	Reconstruction Deer Meadow	High	\$180,000	2020
Road segment from Concord Drive to Cedar Mill Group				
2017-RD-14	Lake Rd & Hollings Dr.	High	\$25,000	2022
Drainage and wetland permit				

Source: Highways and Roads 2017, as modified by the CIP Subcommittee

Buildings: Public Safety and Town Hall

The Webster Fire Department and Police Department share the Public Safety Building. The requested projects are combined here. The Town Hall building contains the town offices, the Town Meeting hall (Grange Hall), kitchen/dining area, and the Library.

Table 5 Public Safety Building Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-PS-01	Driveway Pad 70 x 100'	High		
2017-PS-02	Lighting Fire Bays & Outside	High	\$6,500	2018
2017-PS-03	Floors Painting & Stripping	Medium	\$5,000	2020
2017-PS-04	Plymo-Vent Exhaust			
2017-PS-05	Replace Heating/AC (2022)	Low	\$7,450	2022
2017-PS-06	New Egress access (2022)	Low		
2017-PS-07	Upgrade existing handicap parking/sidewalk (2022)	Low		
2017-PS-08	Re-pave parking lot (2022)	Low		

Sources: Police and Fire Departments 2017, as modified by the CIP Subcommittee

Table 6 Town Hall Building Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-TH-01	Generator	High	\$13,000	2018
Replace existing generator, now 19 years old.				
2017-TH-02	Paving, ADA Entryway		\$30,000	2020
The entry to Town Office is not ADA compliant. Quote includes paving & doorway ADA work. Road Agent has prep work and striping. \$11,500 paving; \$6,000 doorway; \$11,500 allowance for prep & striping. To be quoted again closer to project timeframe.				
2017-TH-03	Town Hall Floor Refinishing		\$13,000	2021
Town Hall floor needs to be sanded and refinished. Quote is for sanding, refinishing of wood floor, new pine skirt boards to replace those that need to be removed, and option of new vinyl & thresholds for bathrooms.				
201-TH-04	Town Hall Interior Painting		\$8,000	2021
The Town Hall and stairwell need to be repainted. Assuming 2 coats paint job and bathrooms. Rough estimate - labor and materials \$8000				

Source: Administrative Assistant 2017, as modified by the CIP Subcommittee

Town Offices

These projects include requests from the Select Board, Administrative Assistant, Financial Administrator, Tax Collector, Land-Use Coordinator, and the Town Clerk.

Table 7 Town Offices Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-TO-01	Financial Software	High	\$29,700	2018
The current financial software will no longer be supported by the vendor. Updated software improves efficiency and accuracy, and reduces duplicate effort for related financial tasks such as budget preparation. Reduction in Operating Budget of \$2,200 annually (difference between current yearly maintenance fee and new maintenance fee.)				
2017-TO-02	Fireproof Storage & File Cabinets	High	\$10,000	2018
Add Fireproof storage to offices. Replace vault room storage with current office file cabinets.				

Transfer Station (Refuse Disposal)

Webster shares the use and expense of the Transfer Station with the Town of Hopkinton. Webster pays 20% of capital costs. Five capital projects were submitted by the Transfer Station Manager.

Table 8 Transfer Station Projects

Project Number	Title of Project	Department Priority	Total Estimated Cost	CIP Expenditure Year(s)
2017-TS-01	Vertical Recycling Baler	High	\$4,000	2019
The vertical baler is critical to the recycling program. Recycling revenues are between \$50,000 and \$100,000 per year. The approximate 800 tons recycled each year also saves over \$50,000 in trash disposal fees. The current baler was purchased in 1990 and needs to be replaced.				
2017-TS-02	Trash Hauling Trailer	Medium	\$14,000	2020
The trash hauling trailers are critical to solid waste operation. They are maintained, repaired, and rebuilt as long as possible. The estimated life of a trash trailer is about 10 years. The 2005 Accurate trailer needs replacement.				
2017-TS-03	Trash Hauling Trailer	Medium	\$14,000	2021
The trash hauling trailers are critical to solid waste operation. They are maintained, repaired, and rebuilt as long as possible. The estimated life of a trash trailer is about 10 years. The 2009 trailer needs to be replaced.				
2017-TS-04	Vertical Recycling Baler	Low	\$5,000	2022
The vertical baler is critical to the recycling program. Recycling revenues are between \$50,000 and \$100,000 per year. The approximate 800 tons recycled each year also saves over \$50,000 in trash disposal fees. The 2001 baler needs to be replaced.				
2017-TS-05	Trash Compactor	Low	\$16,000	2023
The 10-yard Trash Compactor, which is central to packing trailers with trash at the transfer station, will be 34 years old. It is scheduled for replacement but will be evaluated annually. 2023 is the best estimate at this point.				

Source: Transfer Station 2017, as modified by the CIP Subcommittee

PROJECT SUMMARY**Table 9 Requested Projects Summary and Year(s) of Expenditure**

Application Number	Capital Projects & Purchases	2018	2019	2020	2021	2022	2023	TOTAL 2018 - 2023
	Emergency Medical Services							
2017-EM-01	Cardiac Monitor/Defibrillator	\$25,000						
	EMS subtotal	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
	Fire Department							
2017-FD-01	15 Scott Air Packs, 26 Bottles	86,600						86,600
2017-FD-02	Radios 30 @ \$3,500 ea.	\$105,000						\$105,000
2017-FD-03	Tanker 1999		\$300,000					\$300,000
	Fire Dept. Subtotal	\$191,600	\$300,000		\$0	\$0	\$0	\$491,600
	Police Department							
2017-PD-01	Cruiser	\$35,000						\$35,000
2017-PD-02	Portable Radio, 4 at \$3,500 ea.	\$14,000						\$14,000
2017-PD-03	Upgrade Server		\$5,000					\$ 5,000
2017-PD-04	Cruiser				\$35,000			\$35,000
2017-PD-05	Base Radio					\$5,000		\$ 5,000
	Police Dept. Subtotal	\$49,000	\$5,000	\$0	\$35,000	\$5,000	\$0	\$94,000
	Highways and Roads							
2017-RD-01	Gravel Roads	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$384,000
2017-RD-02	Paved Roads (see below)							\$0
2017-RD-03	Crack, Sand & Chip Seal	\$88,000	\$ 88,000	\$88,000	\$88,000	\$88,000	\$88,000	\$528,000
2017-RD-04	Grader Shim	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$420,000
2017-RD-05	Reconstruction Deer Meadow Segment	\$250,000						\$250,000
2017-RD-06	Reconstruction Pleasant Street				\$250,000			\$250,000
2017-RD-07	Manchester & New London Drive Water Ditches		\$25,000					\$25,000
2017-RD-08	Clothespin Bridge	\$250,000				\$1,650,000		\$1,900,000
2017-RD-09	*White Plains Road Culverts State Red List		\$295,000					\$295,000
2017-RD-10	**Mutton Road Culverts	\$25,000						\$25,000
2017-RD-11	White Plains Road Culvert drainage		\$20,000					\$20,000
2017-RD-12	***Reconstruction Potash	\$25,000						\$25,000
2017-RD-13	Reconstruction Deer Meadow Segment			\$180,000				\$180,000
2017-RD-14	Lake Road/Hollings Drive Drainage					\$25,000		\$25,000
Subtotal Hwys	Highways and Roads	\$772,000	\$562,000	\$402,000	\$472,000	\$1,897,000	\$222,000	\$4,327,000
	*Anticipate State funds in 2019		-\$295,000					-\$295,000
	**Encumber \$25,000 from 2017	-\$25,000						-\$25,000
	***Encumber \$25,000 from 2017	-\$25,000						-\$25,000
TOTAL Hwys		\$722,000	\$267,000	\$402,000	\$472,000	\$1,897,000	\$222,000	\$3,982,000

Application Number	Capital Projects & Purchases	2018	2019	2020	2021	2022	2023	TOTAL 2018 – 2023
	Public Safety Building							
2017-PS-01	Driveway Pad 70 x 100'							
2017-PS-02	Lighting In Fire Bays & Outside	\$6,500						\$6,500
2017-PS-03	Floors Painting & Stripping			\$5,000				\$5,000
2017-PS-04	Plymo-Vent Exhaust							
2017-PS-05	Replace Heating/AC (2022)					\$7,450		\$7,450
2017-PS-06	New Egress access (2022)							
2017-PS-07	Upgrade existing handicap parking/sidewalk (2022)							
2017-PS-08	Re-pave parking lot (2022)							
		\$6,500	\$0	\$5,000	\$0	\$7,450	\$0	\$18,950
	Town Hall Building							
2017-TH-01	Town Hall Generator replacement	\$13,000						\$13,000
2017-TH-02	Town Hall Floor Refinishing				\$13,000			\$13,000
2017-TH-03	Town Hall Interior Painting				\$8,000			\$8,000
2017-TH-04	Town Office ADA Entry & Paving			\$30,000				\$30,000
	Town Hall Subtotal	\$13,000	\$0	\$30,000	\$21,000	\$0	\$0	\$64,000
	Town Offices							
2017-TO-01	Accu-fund Financial Software	\$29,700						\$29,700
2017-TO-02	Storage & File Cabinets	\$10,000						\$10,000
	Town Offices Subtotal	\$39,700	\$0	\$0	\$0	\$0	\$0	\$39,700
	Transfer Station							
2017-TS-01	Baler		\$4,000					\$4,000
2017-TS-02	Trailer			\$14,000				\$14,000
2017-TS-03	Trailer				\$14,000			\$14,000
2017-TS-04	Baler					\$5,000		\$5,000
2017-TS-05	10-yard Compactor						\$16,000	\$16,000
	Solid Waste Subtotal	\$0	\$4,000	\$14,000	\$14,000	\$5,000	\$16,000	\$53,000
	Total all Projects	\$1,046,800	\$1,085,200	\$471,000	\$542,000	\$1,914,450	\$238,000	\$5,113,250

Source: Applicants and CIP Subcommittee 2017

Tables 1-8 present the original requests from each applicant and Table 9 summarizes the total requests made by the applicants. The following Table 10 spreadsheet represents the proposed changes to the Capital Reserve Funds and Expendable Trust Funds. These changes reduce or spread the costs of the projects over 2-3 years in order to minimize the impact of the CIP budget on the tax rate.

Table 10 2018 Select Board Proposed Capital Reserve Fund Budget

		Table 10 2018 Select Board Proposed CRF and ETF Budget						Totals
		2018	2019	2020	2021	2022	2023	
EMS								
Defib	491520-645 CR-Medical Equipment	\$ 6,000						\$ 6,000
EMS Total	remainder of \$25,000 from CR balance	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Fire Department								
Air Packs	491502-645 CR-Air Packs	\$ 20,000	\$ 20,000	\$ 20,000				\$ 60,000
Radios	Funded in NEW Capital Outlay budget	65,000	-					65,000
Tanker	491511-645 CR-Emergency Apparatus	45,000						45,000
Fire Department Total		\$ 130,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 170,000
Police Department								
Cruiser	491509-645 CR-Police Cruiser remainder of \$36,500 from CRF balance	\$ 12,000			\$ 35,000			\$ 47,000
Radio		-	-					-
Server Upgrade		-	5,000					5,000
Base Radio	491518-645 CR-Police Equipment	1,500				5,000		6,500
		\$ 13,500	\$ 5,000	\$ -	\$ 35,000	\$ 5,000	\$ -	\$ 58,500
Highways & Roads								
Gravel Roads	NEW ETF-Road Preservation	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
Paved Roads	"	-	-	-	-	-	-	-
Craack, Sand & Chip	"		-	-	-	-	-	-
Grader Shim	"		-	-	-	-	-	-
Reconstruct Deer Meadow Rd								-
	NEW CR-Road Projects	125,000	125,000					250,000
Reconstruct Pleasant Street					250,000			250,000
Manchester & N London Dr			25,000					25,000
Clothespin Bridge	491505-690 CR-Bridge/Culvert Improve	75,000				1,650,000		1,725,000
White Plains Road Culvert	NEW CO (Grant & CRF)		295,000					295,000
Mutton Road Culverts -- use encumbered funds from 2017		-						-
White Plains Culverts drainage, 2 water permits			20,000					20,000
Reconstruct Potash Road -- encumbered funds from 2017		-						-
Reconstruct Deer Meadow				180,000				180,000
Lake Road Drainage						25,000		25,000
		\$ 400,000	\$ 665,000	\$ 380,000	\$ 450,000	\$ 1,875,000	\$ 200,000	\$ 3,970,000

Table 10 2018 Select Board Proposed Capital Reserve Fund Budget

Public Safety Building -- project not specified

Driveway Pad	491514-632 CR-Public Safety Building	\$ 2,000		\$ -	\$ -	\$ -	\$ -	\$ 2,000
Lighting			-	-	-	-	-	-
Paint & Strip Floors		-	-	5,000	-	-	-	5,000
Plymo-Vent Exhaust		-	-	-	-	-	-	-
Replace Heating		-	-			7,450		7,450
New Egress		-			-			-
Upgrade Handicap			-					-
Repave Parking Lot		-				-		-
		\$ 2,000	\$ -	\$ 5,000	\$ -	\$ 7,450	\$ -	\$ 14,450

Town Hall Building -- project not specified

Generator	491508-632 CR - Town Hall Improve	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Floor Refinishing		-	-	-	13,000	-	-	13,000
Interior Painting		-	-	-	8,000	-	-	8,000
ADA Entry		-	-	30,000	-	-	-	30,000
		\$ 5,000	\$ -	\$ 30,000	\$ 21,000	\$ -	\$ -	\$ 56,000

Town Offices -- project not specified

Accu-Fund Software	491501-628 CR - Office Equipment	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000
File Cabinets			-	-	-	-	-	-
		\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Transfer Station 491516-645 CR-Webster/Hopkinton TS

Baler	Funds not requested for 2018	\$ 5,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000
Trailer		-	-	14,000	-	-	-	14,000
Trailer		-	-	-	14,000	-	-	14,000
Baler						5,000		5,000
Compactor							16,000	16,000
		\$ 5,000	\$ 4,000	\$ 14,000	\$ 14,000	\$ 5,000	\$ 16,000	\$ 58,000

Grand Total

\$ 569,500	\$ 694,000	\$ 449,000	\$ 520,000	\$ 1,892,450	\$ 216,000	\$ 4,340,950
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Table 10 2018 Select Board Proposed Capital Reserve Fund Budget

Other CO, CRF and ETF Funds

490901-730	CO-Pillsbury Lake Dam Rebuilding Assist.	\$ 10,000.00
491506-632	CR-Fire Dept - Dry Hydrant Repairs	\$ 2,000.00
491507-638	CR-Reappraisal	\$ 5,000.00
491512-690	CR-Hwy Land/Bldg. Fund	\$ -
491513-645	CR-Fire Dept - Bunker Gear	\$ 2,500.00
491517-650	CR-Cemetery Improvement Fund	\$ -
491519-645	CR-Highway Equipment	\$ 7,500.00
491601-910	ETF-Forest Fire	\$ 2,000.00
491604-910	ETF-Police Vehicle Maintenance	\$ -
491605-910	ETF-Highway	\$ 5,000.00
491606-910	ETF-Fire Dept Equipment	\$ 5,000.00
491607-910	ETF-Highway Bldg Maintenance	\$ -
Total		\$ 39,000.00

Chapter 3

Recommendations, Comments, Questions

RECOMMENDATIONS

ESTABLISH A HIGHWAY AND ROADS ADVISORY COMMITTEE

The CIP Subcommittee recommends that the Select Board (SB) establish a Webster Roads Advisory Committee (WRAC). The WRAC's role would be to analyze and recommend projects for the Town's highway maintenance and operations for at least three years in advance, including plans and procedures to be adopted to protect, maintain and improve the Town's roads. The purpose is to make recommendations to the SB regarding the public road improvements and capital projects to be funded each year, to comment on the management and operation of road maintenance, repair and improvement, and to evaluate the project costs and contracts to ensure adequate financial resources are available. The Highway Advisory Committee will be established by the SB and will be comprised of members from the SB and the Planning Board, the Road Agent, the Police Chief and other qualified individuals with technical expertise, knowledge and skills in road management.

The Committee may and should include road management professionals as non-voting members or may consult such professionals and should be allocated a budget to pay for such services.

If an RSMS were to be developed and adopted (see RSMS recommendation below), the WRAC would use the RSMS system in its operation.

ADOPT ROAD SURFACE MANAGEMENT SYSTEM

The CIP Subcommittee recommends the Town adopt a Road Surface Management System (RSMS), in cooperation with UNH Technology Transfer, the CNHRPC, the Road Agent and the Select Board. Participation in the new RSMS program should begin as soon as it is available. The Town can possibly participate in the UNH program in 2018.

Data Collection

We recommend the Select Board, the Road Agent and the Financial Administrator work together to develop a reporting requirement and a system and format for data collection to categorize and document road work as it is budgeted for and as it is completed. The Town should begin collecting specific road repair data now to build a future RSMS or similar road repair planning program.

First, both projected road projects and completed road projects should uniformly be identified and described using the industry road repair categories listed below. For budget purposes, the projects should be categorized properly as either operating expenses or capital expenses. For any identified road repair, upon its completion all relevant data should be collected to identify and cost the project. If a project that is properly an operating budget item is to be funded through an Expendable Trust Fund, the true nature of

the expense should be disclosed in the description of the fund, along with the specific projects that the Reserve or Trust is to fund.

The form and/or invoicing method for capturing the required data should include, but not be limited to, Date (beginning and ending date), Road or Road Section (length and location), Description of Work Completed (which would be expressed at minimum in terms of the relevant road repair categories), Time Expended (by each worker and in time units commonly used in the road maintenance industry or as required under a potential RSMS (see RSMS recommendation); Applicable Labor Rates, Materials Used (type, amount, size (e.g. culverts) and whether newly purchased for the project or taken from stock), and Equipment Used (type and time used).

Data from this budgeting and invoicing data collection process will be used now and in the future to identify, track and prioritize road projects, for better planning and more accurate budgeting, resulting in reduced costs. It will also be used in conjunction with the goal of developing a RSMS.

Road Repair Categories

(Source: UNH 2013 Inventory and Assessment of Road Surfaces for Webster, NH)

Routine Maintenance – highest priority in annual operating budget

- Sealing cracks and patching potholes (paved roads)
- Mowing of shoulders and adjacent areas (paved roads)
- Filling and grading (unpaved roads)
- Spot re-graveling (unpaved roads)
- Cleaning ditches and culverts (both)

Preventive Maintenance – second highest priority in annual operating budget

- Coating and chip seals of overlays (1.5 in HMA overlay) – paved roads
- Shaping and grading; adding minor amounts of materials (unpaved roads)
- Note: most work performed by highway department except chip seals

Rehabilitation – likely funded through CIP

- Major repairs such as asphalt overlay (paved)
- Adding major amounts of gravel regrading and reshaping (unpaved)

Reconstruction – funded through CIP

- Excavation of road base, replace with aggregate, new paved surface or new gravel surface (both)

Treatment Processes Pavement

(Source: Bruce Davis, All States Asphalt, Inc., July 2017)

- Crack Seal
- HMA Shim (1/4" ave)
- HMA Shim (1/2" ave)
- HMA Shim (3/4" ave)
- HMA Overlay (1")
- HMA Overlay (1.25")
- HMA Overlay (1.5")
- HMA Overlay (2.0")
- HMA Overlay (2.5")

- Milling / Cold Planing
- FDR w/ CaCl₂
- FDR w/ Asphalt Stabilization
- Fog Seal
- Single Seal
- Double/High Performance Seal
Thin Overlay

ESTABLISH A NEW EXPENDABLE TRUST FUND (ETF) FOR ANNUAL ROUTINE AND PREVENTATIVE MAINTENANCE OF GRAVEL AND PAVED ROADS

The road repair categories for routine maintenance and preventative maintenance should be considered the top two priorities in the annual operating budget. They are not considered Capital Improvement Projects and would be not suitable to create a CRF. For that reason, we recommend creating an ETF for the categories of routine maintenance and preventative maintenance on gravel, dirt and paved roads.

In addition, the roads and/or sections of roads identified for maintenance each season should be identified in the ETF annually. This will provide for accurate planning and the data base of road maintenance information.

PROVIDE FOR MORE ACCOUNTABILITY AND DETAIL IN THE BUDGET

The CIP plan forecasts the costs for major projects, services and facilities over a six-year period. Long term planning for major capital expenses is very important for level spending and a stable tax rate. One purpose of the CIP is to provide more transparency and accountability in the budget process and more detail in the funding categories.

Notwithstanding any applicable agency to expend, it is recommended that any new funds should be put into CRFs and ETFs to provide more oversight in the approval process and more clarity in invoicing and accounting. All capital projects that will use CRF and ETF funds should be identified as or in a warrant article with appropriate detail provided.

PROPOSED PROCESS FOR FUTURE CAPITAL IMPROVEMENT PLANS

The 2017 CIP project marks the first time in 12 years that the CIP has been updated for the Town of Webster. The project reinforces the value of long-term planning and budgeting of Town resources.

The CIP Subcommittee was comprised of a diverse group of Planning Board members, Town Administration and volunteer residents. The members felt it would have been more effective to be closely involved in the review and prioritization of the CIP projects. They recommend that the Subcommittee meets with the department heads for more detailed explanations of the projects. The interviews and other meetings could perhaps be conducted in conjunction with the Select Board, for efficiency.

COMMENTS AND QUESTIONS

The CIP Subcommittee had comments and questions for the various groups that are being passed along to the Select Board for clarification.

Fire Department:

- Seek grant funding for defibrillator and radios.
- Delay the purchase of the radios or apportion the costs over several years, if grant funding is not available.
- Delay the purchase of the air packs and bottles or apportion the costs over several years.
- When is the next purchase of Medical Equipment (cardiac defibrillator) expected to be?

Police Department:

- Seek grant funding for radios.

Public Safety Building

Several needs were identified but cost estimates and/or time schedules were not provided. There may be possible costs associated with these projects in 2017. The projects are included here for possible inclusion in the 2018 CIP process:

- Driveway Pad;
- Plymo-vent exhaust;
- Heating/AC replacement;
- New egress access;
- Existing handicap area upgrade;
- Parking lot re-pavement.

Town Hall Building

- Seek grant funding for a new generator.

Town Offices

- (none)

Transfer Station

- Clarify Webster's portion of total costs: 20% versus 25%. Webster is billed at 25%, but we pay only 20%.

Highways and Roads

- Need to start collecting specific data about road repairs for future RSMS.

Non-specific areas

- Seek joint purchases with surrounding towns, especially for expensive items such as fire trucks.

The CIP Subcommittee did not remove any submitted projects from consideration, though some future projects will be vetted in the coming years. Some projects and funding levels were changed by the Select Board in their budget meetings. Those changes are documented in the 2018CIP Financial Analysis Summary presented in Appendix G.

RECOMMENDED ADDITIONS TO CAPITAL RESERVE FUNDS

Capital Reserve Funds are Webster's savings accounts to pay for long-term, big-cost items, such as bridges or vehicles. These funds can be created, changed, or discontinued by a 2/3 majority vote of legal voters present at Town Meeting. All Trust funds are overseen by three elected Trustees of the Trust Funds. Many of the projects listed within this CIP will be fully or partially funded from Capital Reserve Funds. The CIP Subcommittee recommends adding to existing CRFs as noted below. These numbers should be reviewed and updated every year.

Since the 2018 CIP report was not completed prior to the start of the budget season, this report reflects the decisions made primarily by the Select Board, in cooperation with the applicants and the CIP Subcommittee recommendations. The 2018 Select Board Proposed Capital Reserve Fund and Expendable Trust Fund budget is presented in Table 10 on page 14. Some recommended additions to Capital Reserve Funds for 2019 to 2023 are provided by the CIP Subcommittee. More detailed information is presented in Appendix G, the CIP 2018 Financial Analysis Summary.

Chapter 4 Demographics and Housing

DEMOGRAPHICS

Trends in population and housing are important indicators to plan for development growth. Table 11 shows that Webster's population more than doubled from 1970 to 1990. In the 1980's, Webster enacted a Growth Management Ordinance to aid in controlled development. The population growth rate was slower between 1990 and 2000. The 2010 census shows an 18% increase over the previous decade, and, according to the NH Office of Energy and Planning, the population was level between 2010 and 2015.

Table 11 Overall Population and Housing Growth Trends, 1970-2010

Growth	Population	Net Change		Housing Units	Net Change	
		%	%		#	%
1970 Census	680			276		
1980 Census	1,095	415	61%	387	111	40%
1990 Census	1,405	310	28%	571	184	47%
2000 Census	1,579	174	12%	672	101	17%
2010 Census	1,872	293	18%	849	177	26%
2015 NH OEP	1,872	0	0	867	18	2%
2016 Town Data				884	17	2%

Sources: Town Master Plan 2005; US Census Decennial Data; NH OEP, Webster Assessment Data

The Central New Hampshire Regional Planning Commission (CNHRPC) indicates the population is growing, but more slowly than in the past decades. This slow growth is projected to continue, with a higher proportion of residents age 65 years and older.

HOUSING

According to 2016 Town assessment records, there are 894 structures in Webster: 875 single-family homes; 9 duplexes or multi-family homes; 6 commercial/industrial buildings; and 4 utilities.

Table 12 shows a total of 19 building permits issued for new construction between 2011 through 2016. There appears to be an uptick in housing in 2017, with four (4) building permits being received, as of this report.

Table 12 New Construction Building Permits, 2011-2016

New Construction Type	2011	2012	2013	2014	2015	2016	6-Year Total
Single Family New Home	1	5	1	5	3	2	17
Multi-Family New Home							
Manufactured New Home						1	1
Non-Residential New Commercial, Non-Profit, Organization, or Municipal Buildings	1						1
Total Permits Issued	2	5	1	5	3	3	19

Source: Building Permit files.

In the 2015 CNHRPC Regional Plan, the regional housing picture suggests that since population growth is slowing, the housing need is being met. An aging population leads to more homeowners downsizing for different types of housing, such as apartments and senior living facilities. Lower cost for both purchase and rental housing suggests that future housing demand will be met in terms of units and cost.

IMPACT FEES

In 2005, Webster adopted The Impact Fee ordinance (Article XI, Webster Zoning Regulations). Fees are assessed to meet the increased demand on capital facilities owned by Webster that are caused by development: storm water, drainage and flood control; public roads; municipal office facilities; solid waste facilities; library; public recreation; and other Town obligations. Impact fees are invoiced when a building permit is issued for construction, and fees are collected when the structure is ready for occupancy or its intended use.

Webster may anticipate a slight increase in impact fees collected due to greater building activity in 2017.

CONCLUSIONS

Regional trends show New Hampshire's population is growing slowly overall, and aging. Webster's data shows a similar slowing of growth.

Webster updated the Accessory Dwelling Units ordinance in 2016 to promote the availability of apartments in existing homes.

The Webster Growth Management Ordinance, enacted during the 1980's population balloon, expired in 2010. This should be removed from the Webster Zoning Ordinance.

With the improvement in the economy and housing market since the 2008 decline, Webster may anticipate a building increase in 2017, and perhaps beyond.

Chapter 5

Financial Analysis

TAX TERMINOLOGY

NH **Current Use** Law (RSA 79) is a taxing strategy aimed at making it easier for landowners to keep their open space undeveloped. Instead of being taxed at its real estate market value, land is taxed on its income-producing capability, such as farm land or managed forest land.

Equalized valuation, or **equalization**, is an adjustment of the town's local assessed values, either upward or downward, in order to approximate the full value of the town's property. Each year, the NH Department of Revenue Administration (NH DRA) equalizes the property values for every city and town. This process is due to an imbalance caused by varying local assessment levels. Adjusting these values among towns is the only way for statewide consistency. The total value of all property in town is adjusted based upon the comparison of recent property sales with local property assessments. Once property values have been equalized, public taxes and state revenues shared by towns and cities may be fairly apportioned among them. This includes state education property taxes and county taxes.

As generated statistics, **equalization ratios** are used when revaluation companies are planning their work and are used by assessing officials to periodically check the validity of assessments. Ratios are computed using properties that have sold during the period: the prices the properties actually sold for are compared to the values listed on the assessment cards. The median ratio in a listing of properties is selected to represent the equalization ratio in a town because it gives equal weight to all properties regardless of selling price. The ratio can help towns judge when revaluation should occur and how the town compares with other towns or cities.

Tax Rate Data is set by the NH Department of Revenue Administration (DRA) in October of each year. (See Appendix A.)

The **full value tax rate** represents the estimated tax rate for a municipality if all the taxable property was assessed at 100% and includes the equalized value of properties for which a payment in lieu of property taxes is made. The full value tax rate can only be used to make a limited comparison of what a property in one municipality would pay for taxes to a property of equal value in another municipality.

The **state school tax rate**, or the State Grant/Cost of an Adequate Education, is the town's share of the statewide cost for an adequate education. The equalized value of the town not including utilities (developed by NH DRA) is used instead of the local assessed value of the town (developed by the Town).

The **local school tax rate** is calculated using the local assessment of a town. The local assessment is apportioned based on the number of students from each town (also called the average daily membership) and the equalized valuation of each town.

BONDS AND NOTES

Most towns rely on bonds for the funding of large-scale municipal projects. Webster currently has one outstanding municipal bond and one bank note. In addition, Pillsbury Lake District (PLD) has a municipal bond, and though this indebtedness is the responsibility of the district, it is included here for reference.

- (1) Public Safety Building bond (\$805,000) matures in 2022 and, after the 2017 payments are made, has an outstanding balance of \$200,000. Including interest, the total town responsibility is **\$228,361**.
- (2) The Solar Array is financed through a Bank Note in the amount of **\$115,260**. It is a seven-year note at 2.750%, to be paid off by May 31, 2024. A rebate of \$29,640 is expected from the Public Utilities Commission (PUC), which will be applied to the note, and the debt will be re-amortized. Until the rebate is received, the annual payment is \$18,319. After re-amortizing the note, the payment is reduced to approximately \$12,244 per year. Payments begin in 2018, and are paid semi-annually.
- (3) Pillsbury Lake Dam bond (\$400,000, for 20 years, at 4.43%) matures in 2028, and as of July 1, 2017, has an outstanding balance of \$210,000. Including interest, PLD owes approximately **\$255,856**.

The Town and PLD combined owe a total of **\$599,477** ($228,361 + 115,260 + 255,856$) for all outstanding bonds and notes. Over the CIP term of 2018-2023, the Town owes a total of **\$338,276** ($228,361 + 109,915$) in existing municipal debt. When including the requested \$10,000 per year for the Pillsbury Lake District Dam, the total town debt is **\$398,276** ($338,276 + 60,000$). PDL owes \$156,852 during the same 6-year period, with an anticipated \$60,000 from the town.

Table 13 Existing Bond/Note Payment Schedules, 2018-2023

Existing Town Bonds/Note	2018	2019	2020	2021	2022	2023	Total
Public Safety Building	\$48,361	\$48,000	\$46,000	\$44,000	\$42,000	\$0	\$228,361
Pillsbury Lake Dam*	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
Solar Array Note	\$18,319	\$18,319	\$18,319	\$18,319	\$18,319	\$18,319	\$109,914
Existing Town Bond Payments	\$76,680	\$76,319	\$74,319	\$72,319	\$70,319	\$28,319	\$398,275

Source: Town Financial Administrator and PLD Commissioner

*Subject to town approval of Warrant Article.

A town's legal bonding capacity is 3% of its valuation. And although Webster's bonding capacity is \$5.649 million ($188,313,885 \times .03$), the town would not be able to bond to this maximum capacity. Factors include how much property is in Current Use, the Town's poverty rate, the average household income, a percentage of affordable housing higher than the regional average, and such.

TAXABLE INVENTORY

According to the 2016 Annual Report, Webster has 14,906.95 acres of taxable land, with 12,134.15 acres in Current Use. This calculates to **81%** of Webster's Current Use land bearing 2% of total assessed valuation, and **19%** of all other taxable land bearing 98% of the assessed valuation.

The 2016 valuation for Webster was \$188,313,885: \$61,879,185 for land and \$126,434,700 for buildings and other taxable items.

Table 14 Acreage and Value of Taxable Land

Value of Land Only	Acres	Assessed Valuation	% of Total Valuation	Average Valuation per Acre	% of Average
Current Use	12,134.15	\$1,052,085	2%	\$86.70	1%
Discretionary Preservation Easements	0.08	\$100	0%	\$1,250.00	12%
Residential Land	2,661.58	\$58,776,300	95%	\$22,083.24	211%
Commercial/Industrial Land	111.14	\$2,050,700	3%	\$18,451.50	175%
Total Taxable Land	14,906.95	\$61,879,185		\$10,467.86	

Source: Town of Webster, NH 2016 Annual Report/2017 Warrant and Budget, p 35

HOW TAX RATES ARE SET

Tax rates are set in October. By law, all properties must be re-assessed every five years on a rolling basis. The NHDRA establishes the tax rates based on equalized valuation for the County, State Education, and Local Education. The town and the NHDRA establish the municipal tax rate according to town needs.

According to NHDRA, the 2016 valuation for Webster was \$188,313,885. This Net Valuation was used to calculate a total tax rate of \$22.97 per thousand dollars of assessed valuation. This provided \$5.87 for Webster; \$12.17 for the local school; \$2.24 for state education; and \$2.69 for Merrimack County.

Approximately 26% of taxes raised in 2016 funded Webster operations, with 74% going to the schools and county.

ANNUAL APPROPRIATIONS AND PROJECTIONS

Because the CIP will have financial impact on the community, it is important to understand financial trends within Webster. Webster relies upon a variety of revenue sources to finance municipal operations, primarily property taxes, and also fees, licenses, capital reserve funds, interest on accounts, and intergovernmental transfers (grants).

The NHDRA provides tax rates to Webster in early October. Table 15 displays the valuations, tax rate (per \$1,000 of valuation), and amount raised for municipal, county, local school, and state school tax categories. Any exemptions are not included here.

Table 15 Annual Appropriations, 2011-2017

Assessments & Tax Rates	2011	2012	2013	2014	2015	2016	2017
Net Property Valuation	\$231,589,140	\$233,160,960	\$209,860,431	\$205,146,090	\$188,020,144	\$188,313,885	\$188,751,087
Municipal Rate	\$4.11	\$4.24	\$5.07	\$5.61	\$6.34	\$5.87	\$6.41
<i>amount raised in taxes</i>	\$951,831	\$988,602	\$1,063,992	\$1,150,870	\$1,192,048	\$1,105,403	\$1,209,894
County Rate	\$2.36	\$2.31	\$2.67	\$2.88	\$2.58	\$2.69	\$2.76
<i>amount raised in taxes</i>	\$546,550	\$538,602	\$560,327	\$590,821	\$485,092	\$506,564	\$520,953
School Rate (local)	\$9.00	\$9.70	\$11.63	\$11.69	\$12.67	\$12.17	\$11.47
<i>amount raised in taxes</i>	\$2,084,302	\$2,261,661	\$2,440,677	\$2,398,158	\$2,382,215	\$2,291,780	\$2,164,975
School Rate (state)	\$2.17	\$2.12	\$2.36	\$2.51	\$2.49	\$2.24	\$2.33
<i>amount raised in taxes</i>	\$502,548	\$494,301	\$495,271	\$514,917	\$468,170	\$421,823	\$439,790
Total Tax Rate	\$17.64	\$18.37	\$21.73	\$22.69	\$24.08	\$22.97	\$22.97
Total Assessments	\$4,085,231	\$4,283,166	\$4,560,267	\$4,654,766	\$4,527,525	\$4,325,570	\$4,335,702

Sources: Webster Town Reports; NH DRA reports, 2011-2017

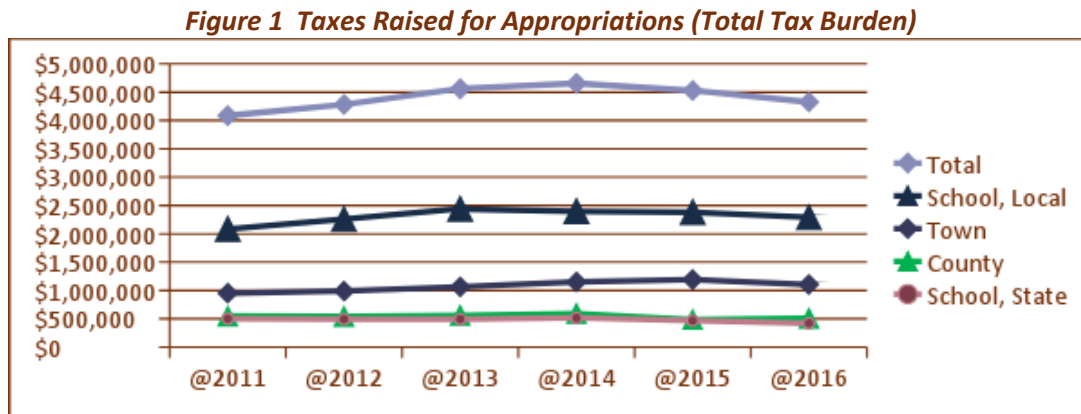
Overall, the total tax rate per \$1,000 of net valuation in Webster increased from \$17.64 to \$24.08 between 2011 and 2015, before dropping back to \$22.97 in 2016. The total tax rate stayed the same in 2017,

The largest jump in total tax rate occurred in 2013, when the total tax rate increased to \$18.37 from \$21.73. This was partly due to the reduced Net Valuation.

Unassigned Funds were used in 2016 to accomplish the only tax decrease in this seven-year period (reduced \$1.11 for a total tax rate of \$22.97). Unassigned funds are monies approved by voters but not spent during a fiscal year. Any unanticipated revenue is also deposited here. This fund is cumulative from year to year, and is reported to NHDRA.

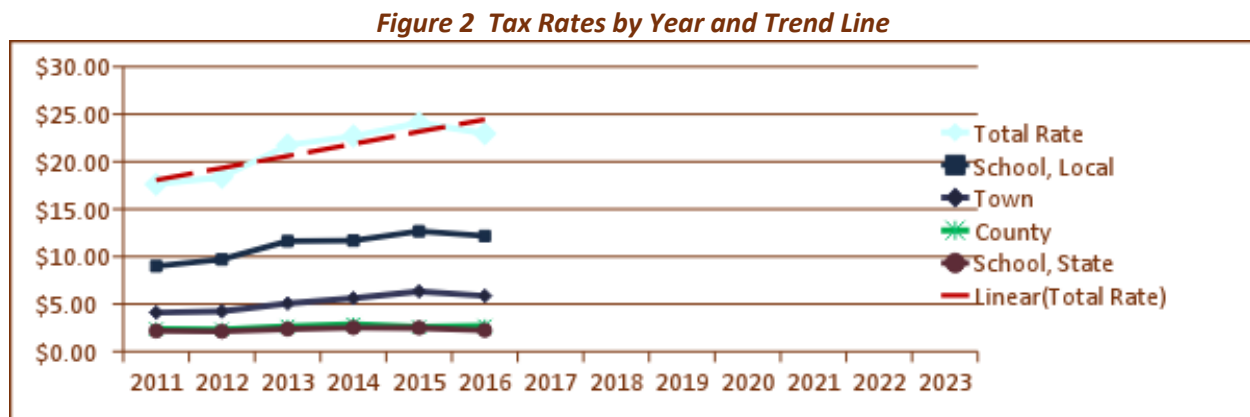
The local school tax rate increased 27% in this seven-year period, from \$9.00 in 2011, to its present rate of \$11.47. The combined state and local school tax burden climbed from \$2,586,850 in 2011, to \$2,604,765 in 2017.

Figure 1 illustrates total appropriations (commonly called Total Tax Burden) shown in Table 15 over this six-year period.



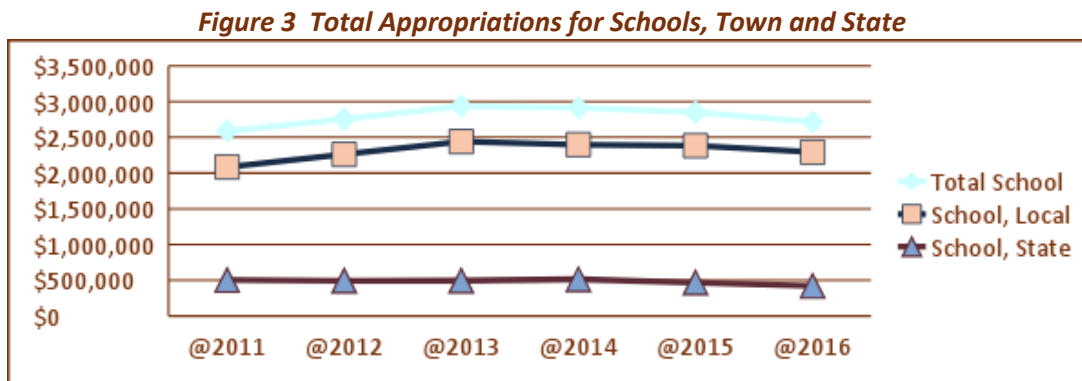
Source: Table 15

FIGURE 2 illustrates the trend should the Total Tax Burden continue to rise at the same rate for the next six years. This projects Webster's tax rate could be over \$30 per \$1,000 of valuation by 2023.



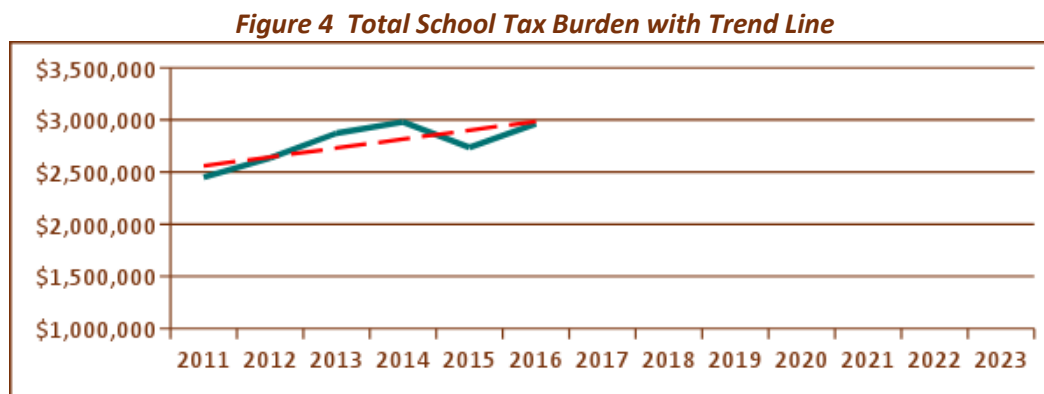
Source: Table 15

Figure 3 illustrates the portions of the Total Tax Burden is (roughly) \$3 million for local and state schools, \$2.5 million for Webster, and \$.5 million for the state.



Source: Table 15

Figure 4 illustrates the trend should school taxes continue to rise at the same rate for the next six years. This projects school taxes could exceed \$3.5 million by 2023. Note: it is difficult to compare annual numbers because MVSD's fiscal year ends in June, and Webster's ends in December. Webster's payments to MVSD typically rise mid-year.



Source: Table 15

HIGHWAYS AND ROADS

Roads are mission critical for employment, education, emergency response, and overall daily life in every community. Webster does not have a "highway department," relying instead on contracted services to maintain and repair our roadways. Webster uses the same road classifications as the NH Department of Transportation (NHDOT).

Table 16 shows a total of 66.827 miles of roadway within Webster as calculated by NHDOT. Several roads or sections are owned by the state: Battle (Rt. 127) and Tyler Roads, Long Street, and parts of both White Plains and Little Hill Roads.

Table 16 NHDOT Road Mileage for Webster

Road Class	Calculated Length in Feet	System Miles
Class I (State Primary)	0.000	0.000
Class II (State Secondary)	70,076.160	13.272
Class V (Town Maintained)	169,963.200	32.190
Class VI (Town Unmaintained)	27,894.240	5.283
Private	84,912.960	16.082
TOTAL	352,846.560	66.827

Source: NH DOT <ftp://nhftp.admin.state.nh.us/Quarterly_Data_Snapshots/>

Table 17 compares the Town Operating and Highways budgets between 2011 and 2017. The Highways budget pays for road maintenance, equipment, supplies, contractors, and specialized equipment rental. It has increased from \$169,950 in 2011, to \$220,000 in 2017, averaging \$202,114 annually in this seven-year period. Variations are due to fluctuations in materials costs and general inflation.

Table 17 Highways and Roads Budget Trends, 2008-2017

Budgets and % of Budgets	2011	2012	2013	2014	2015	2016	2017	AVERAGE between 2011 – 2017
Highways Budget Appropriations	\$169,950	\$185,048	\$185,048	\$200,604	\$247,073	\$207,073	\$220,000	\$202,114
Town Budget Appropriations	\$1,249,754	\$1,251,573	\$1,236,949	\$1,297,188	\$1,421,278	\$1,381,745	\$1,402,304	\$1,320,113
% of Town Budget	13.60%	14.79%	14.96%	15.46%	17.38%	14.99%	15.69%	15.27%
State Highway Block Grant Aid	\$73,042	\$63,048	\$62,735	\$61,242	\$64,206	\$66,037	\$70,500	\$65,830
% of Highway Budget	42.98%	34.07%	33.90%	30.53%	25.99%	31.89%	32.05%	33.06%

Source: NHDOT Block Grant Aid Report Year Ending June 30, 2017; Town of Webster Annual Reports and Minutes

Webster annually receives a State Highway Block Grant for town road maintenance. This grant is calculated on miles of Class V roads within the town. On average, Webster received \$65,830 (roughly a third of the Highways budget) in each of the seven years between 2011 and 2017. In 2017, the state legislature announced an additional Highways Block Grant to NH towns. Webster's portion (approximately \$61,000) will be used on gravel roads.

TOWN OPERATING BUDGET

The Town's operating budget is a significant component of the annual budget. The Operating Budget pays for all Department operations and permits the Town to provide services to residents. Table 18 displays the annual appropriations for the Operating Budgets and Capital Reserve Funds between 2011 and 2017.

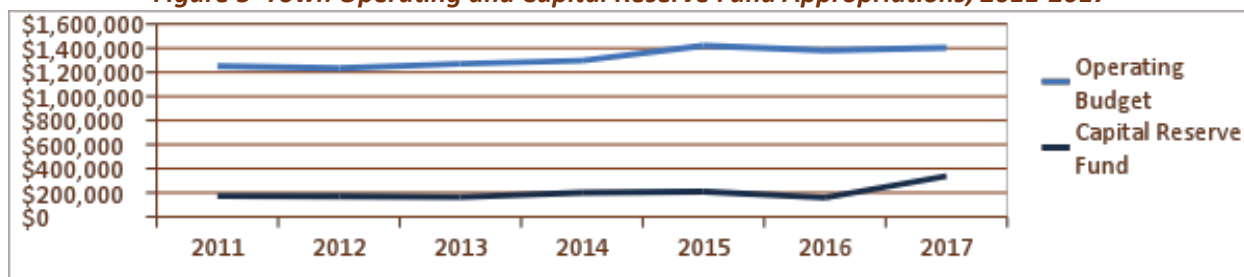
Table 18 Operating Budget and Capital Reserve Appropriations, 2011-2017

Budgets	2011	2012	2013	2014	2015	2016	2017	AVERAGE for 2011-2017
Town Operating Budget Appropriations	\$1,249,754	\$1,234,529	\$1,269,800	\$1,297,188	\$1,421,278	\$1,381,745	\$1,402,304	\$1,322,371
Capital Reserve Fund Appropriations	\$172,500	\$168,500	\$163,000	199,000	\$209,000	\$159,500	\$336,500	\$201,143
% of Town Budget	13.80%	13.65%	12.84%	15.34%	14.71%	11.54%	24.00%	15.21%

Source: Town Reports 2011-2017

Figure 5 shows the Operating Budget and CRFs over the seven-year period of 2011-2017. Deposits to CRFs are typically between 12% to 14% of total budget, with a significant jump in 2017 when voters added \$252,000 to the Bridge/Culvert Improvements CRF for the Clothespin Bridge replacement.

Figure 5 Town Operating and Capital Reserve Fund Appropriations, 2011-2017



Source: Table 17

TAX RATE COMPARISONS

The full value tax rates in the table below are from NHDRA. These are developed as a means to compare tax rates among New Hampshire communities.

To determine the full value tax rate, the NHDRA compares each municipality's tax rate with its net valuation. (Ratios cannot be derived from the numbers given.)

Table 19 Webster Tax Rates and Trends, 2012-2016

Webster Taxes	2011	2012	2013	2014	2015	2016
Local Tax Rate	\$17.64	\$18.37	\$21.73	\$22.69	\$24.08	\$22.97
Full Value Tax Rate	\$21.50	\$22.06	\$22.78	\$24.99	\$25.03	\$23.31
Equalization Ratio	118.3	116.4	99.0	104.4	97.1	95.7

Sources: NH DRA Equalization Survey Including Utilities Reports

Ideally, the Equalization Ratio would be 100. A ratio less than 100 means the local tax rate is too low; more than 100 means the rate is too high. Webster came closest to this ideal in 2013. The Full Value Tax Rate, also called the Equalized Tax Rate, is used to calculate county taxes and the state portion of the school taxes.

Because the assessed valuation of any community changes annually, the full value tax rates sometimes vary significantly from the local tax rate if a town has not been reassessed that year. The closer the equalization ratio is to 100, the closer the match will be between the local tax rate and the full value tax rate.

Table 20 shows that Webster's tax rate of \$22.97 was the lowest of the surrounding communities. Hopkinton was the highest at \$31.00. The local area's full value tax rate averaged \$27.45 per \$1,000 of valuation.

Table 20 Abutting Community Tax Rate Comparison, 2016

Town	2010 US Census	2015 Estimates	Valuation	Town	County	Local School	State School	TOTAL TAX	Per Capita Tax
Webster	1872	1872	\$188,313,885	\$5.87	\$2.69	\$12.17	\$2.24	\$22.97	\$2,311
Boscawen	3965	3950	\$229,098,963	\$8.82	\$2.83	\$14.60	\$2.36	\$28.61	\$1,653
Concord	42,695	42,390	\$3,760,253,601	\$9.68	\$2.90	\$12.70	\$2.39	\$27.67	\$2,437
Hopkinton	5589	5601	\$586,611,121	\$7.09	\$2.87	\$21.07	\$2.52	\$33.55	\$3,521
Salisbury	1382	1394	\$118,865,212	\$4.33	\$2.97	\$14.88	\$2.38	\$24.56	\$2,112
Warner	2833	2870	\$275,471,835	\$8.87	\$2.70	\$13.52	\$2.25	\$27.34	\$2,658

Sources: US Census, NH OEP; NH DRA Municipal Services for Tax Rates, Ratios, Full Value

It is difficult to compare town tax rates for many reasons. None of these communities had equalization ratios at 100. Local school rates are partly based on the number of students in a cooperative school district, but Concord and Hopkinton both have their own school districts. The Per Capita Tax column is simply a different way to compare tax rates with those of surrounding communities.

EFFECT OF BUDGET CHANGES ON YOUR TAX BILL

To determine the tax effect of a proposed budget change, first find the current Net Valuation. (This value appears in the Town Report and changes a bit every year.)

For example, if we have this situation:

- Proposed budget addition: \$100,000
- Webster Net Valuation: \$188,313,885

- Current tax rate: \$22.97 per \$1,000
- Sample property value: \$200,000
- Sample current property tax bill: \$4,594. ($200,000 / \$1,000 * 22.97 = 4,594$)

Calculate the new tax rate as follows:

1. Divide the Net Valuation by 1,000 ($188,313,885 / 1,000 = 188,314$);
2. Divide the proposed addition by that number ($100,000 / 188,314 = .531$);
3. The rate increase is \$0.53, and the new rate is \$23.50 ($\$22.97 + .53$).

Calculate how much this would increase the Sample property tax bill:

1. Divide the property's assessed valuation by 1,000 ($200,000 / 1,000 = 200$);
2. Multiply this value times the new tax rate ($200 * 23.50 = 4,700$).

The next Sample tax bill would be \$4,700.

The tax increase for the Sample property is \$106. ($4,700 - 4,594 = 106$.)

Another way to view this: for every \$100,000 of assessed value, the property tax would increase \$53.

2018 CIP FINANCIAL ANALYSIS SUMMARY

A spreadsheet was developed for the CIP Financial Analysis as a working tool for quickly analyzing the impact of a CIP project on the tax rate. A narrative for the analysis is presented in Appendix G, 2018 CIP Financial Analysis Summary, along with the details in Tables 21-24.

Appendices

Appendix A: 2017 Webster Tax Rate Breakdown, NH Department of Revenue Administration

Appendix B: 2018 Select Board Proposed Draft Budget

Appendix C: Proposed Process for Future Capital Improvement Program Plans

Appendix D: Methods of Financing Capital Improvements

Appendix E: Relevant State Statutes for Capital Improvements

Appendix F: List of Town Departments, Boards and Committees

Appendix G: CIP 2018 Financial Analysis Summary



New Hampshire
Department of
Revenue
Administration

2017
\$22.97

Tax Rate Breakdown Webster

Municipal Tax Rate Calculation			
Jurisdiction	Tax Effort	Valuation	Tax Rate
Municipal	\$1,340,683	\$209,273,087	\$6.41
County	\$578,126	\$209,273,087	\$2.76
Local Education	\$2,399,689	\$209,273,087	\$11.47
State Education	\$440,688	\$188,751,087	\$2.33
Total	\$4,759,186		\$22.97

Village Tax Rate Calculation			
Jurisdiction	Tax Effort	Valuation	Tax Rate
Pillsbury Lake	\$168,661	\$34,847,238	\$4.84
Total	\$168,661		\$4.84

Tax Commitment Calculation	
Total Municipal Tax Effort	\$4,759,186
War Service Credits	(\$49,000)
Village District Tax Effort	\$168,661
Total Property Tax Commitment	\$4,878,847

Stephan Hamilton
Director of Municipal and Property Division
New Hampshire Department of Revenue Administration

10/25/2017

Appropriations and Revenues

Municipal Accounting Overview

Description	Appropriation	Revenue
Total Appropriation	\$2,073,064	
Net Revenues (Not Including Fund Balance)		(\$762,325)
Fund Balance Voted Surplus		\$0
Fund Balance to Reduce Taxes		(\$30,000)
War Service Credits	\$49,000	
Special Adjustment	\$0	
Actual Overlay Used	\$10,944	
Net Required Local Tax Effort	\$1,340,683	

County Apportionment

Description	Appropriation	Revenue
Net County Apportionment	\$578,126	
Net Required County Tax Effort	\$578,126	

Education

Description	Appropriation	Revenue
Net Local School Appropriations	\$0	
Net Cooperative School Appropriations	\$3,386,110	
Net Education Grant		(\$545,733)
Locally Retained State Education Tax		(\$440,688)
Net Required Local Education Tax Effort	\$2,399,689	
State Education Tax	\$440,688	
State Education Tax Not Retained	\$0	
Net Required State Education Tax Effort	\$440,688	

Valuation

Municipal (MS-1)

Description	Current Year	Prior Year
Total Assessment Valuation with Utilities	\$209,273,087	\$208,835,885
Total Assessment Valuation without Utilities	\$188,751,087	\$188,313,885

Village (MS-1V)

Description	Current Year	
Pillsbury Lake	\$34,847,238	

Fund Balance Retention

Enterprise Funds and Current Year Bonds	\$115,260
General Fund Operating Expenses	\$5,376,307
Final Overlay	\$10,944

DRA has provided a reference range of fund balance retention amounts below. Please utilize these ranges in the determination of the adequacy of your municipality's unrestricted fund balance, as currently defined in GASB Statement 54. Retention amounts, as part of the municipality's stabilization fund policy [1], should be assessed dependent upon your governments own long-term forecasts and special circumstances. Please note that current best practices published by GFOA recommend, at a minimum, that "...general purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures." [2],[3]

[1] The National Advisory Council on State and Local Budgeting (NACSLB), (1998), *Framework for Improved State and Local Government Budgeting: Recommended Budget Practices (4.1)*, pg. 17.

[2] Government Finance Officers Association (GFOA), (2009), *Best Practice: Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund*.

[3] Government Finance Officers Association (GFOA), (2011), *Best Practice: Replenishing General Fund Balance*.

2017 Fund Balance Retention Guidelines: Webster	
Description	Amount
Current Amount Retained (6.47%)	\$347,871
17% Retained <i>(Maximum Recommended)</i>	\$913,972
10% Retained	\$537,631
8% Retained	\$430,105
5% Retained <i>(Minimum Recommended)</i>	\$268,815

2017 RSA 198:4-b II School Fund Balance Retention Guidelines: Webster

If a school district has adopted RSA 198:4-b II by a vote of the legislative body, the school district may retain year-end unassigned general funds in an amount not to exceed, in any fiscal year, 2.5 percent of the current fiscal year's net assessment pursuant to RSA 198:5, for the purpose of having funds on hand to use as a revenue source for emergency expenditures and overexpenditures under RSA 32:11, or to be used as a revenue source to reduce the tax rate. This retained fund balance is not cumulative. The maximum allowed fund balance retention has been calculated as:

	Net Assessment	2.5% of Net Assessment
Local School	\$0	\$0
<i>For regional retention guidelines please contact the NHDRA.</i>		

	Purpose of Allocation	2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
	by Department	Budget	thru 12/29/17	Remaining	Proposed Budget		
Acct. #	Executive						
413001-130	Select Board Stipend	6,000.00	6,000.00	0.00	9,000.00	3,000.00	50%
413003-610	Expenses - Executive	400.00	0.00	400.00	400.00	0.00	0%
413004-550	Town Reports	1,500.00	1,477.15	22.85	1,500.00	0.00	0%
413005-560	Publications - Executive	400.00	309.30	90.70	400.00	0.00	0%
413006-620	Supplies/Workshops	200.00	190.00	10.00	200.00	0.00	0%
	Total Executive:	8,500.00	7,976.45	523.55	11,500.00	3,000.00	35%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Elections, Reg. & Vital Statistics	Budget	thru 12/29/17	Remaining	Proposed Budget		
414001-130	Election Wages (Supervisors,Town Clerk)	1,752.00	1,464.50	287.50	3,984.00	2,232.00	127%
414002-110	Ballot Clerks - Elections	225.00	300.00	(75.00)	1,100.00	875.00	389%
414018-130	Wages - Moderator	198.00	0.00	198.00	506.00	308.00	156%
414003-130	Town Clerk Stipend	14,410.00	14,410.00	0.00	14,699.00	289.00	2%
414004-110	Dpty. Town Clerk Wages	3,080.00	1,999.23	1,080.77	3,850.00	770.00	25%
414006-130	Town Clk - State & Local Fees	7,500.00	7,367.00	133.00	7,500.00	0.00	0%
414007-680	Town Clk - Expenses	750.00	722.17	27.83	946.00	196.00	26%
414009-560	Town Clk - Assn. Dues	20.00	20.00	0.00	20.00	0.00	0%
414010-620	Town Clk - Supplies	1,000.00	866.64	133.36	1,000.00	0.00	0%
414011-630	Town Clk - Copier/Computer Contract & IT Monitoring	2,200.00	1,656.14	543.86	2,000.00	(200.00)	-9%
414012-625	Town Clk - Postage	400.00	400.00	0.00	400.00	0.00	0%
414014-550	Supervisors - Newspaper Notices	100.00	33.43	66.57	100.00	0.00	0%
414016-615	Town Clk - Workshops & Conventions	850.00	521.17	328.83	1,425.00	575.00	68%
414017-612	Supervisors - Training, Mileage & Supplies	550.00	195.87	354.13	360.00	(190.00)	-35%
414019-342	Town Clk - Avitar Support	2,826.00	2,826.00	0.00	2,898.00	72.00	3%
	Total Elections, Reg. & Vital Statistics:	35,861.00	32,782.15	3,078.85	40,788.00	4,927.00	14%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Financial Administration	Budget	thru 12/29/17	Remaining	Proposed Budget		
415001-110	Administrative Asst.	45,000.00	43,680.00	1,320.00	45,900.00	900.00	2%
415002-110	Financial Admin.	48,256.00	49,017.25	(761.25)	49,222.00	966.00	2%
415004-130	Tax Collector - Stipend (2017 Combined with Fees)	15,365.00	15,365.00	0.00	15,365.00	0.00	0%
415005-130	Treasurer - Stipend	2,122.00	2,122.00	0.00	2,122.00	0.00	0%
415006-190	Auditors	13,700.00	13,500.00	200.00	13,700.00	0.00	0%
415007-625	Tax Coll. - Postage	2,000.00	1,890.01	109.99	2,000.00	0.00	0%
415008-610	Tax Coll. - Expenses /Computer	2,000.00	1,954.38	45.62	2,500.00	500.00	25%
415010-560	Tax Coll. - Assn. Dues	20.00	20.00	0.00	20.00	0.00	0%
415011-620	Tax Coll. - Supplies	450.00	277.12	172.88	450.00	0.00	0%
415012-615	Tax Coll. - Workshops & Mileage	850.00	160.75	689.25	850.00	0.00	0%

415013-615	Select Board Office - Workshops/Mileage	1,500.00	1,344.21	155.79	1,500.00	0.00	0%
415014-625	Select Board Office - Postage	800.00	627.41	172.59	900.00	100.00	13%
415015-560	GFOA - Dues	25.00	35.00	(10.00)	35.00	10.00	40%
415017-620	Treasurer - Supplies	100.00	100.00	0.00	200.00	100.00	100%
415018-630	Copier-Svc. Contract (SB)	1,700.00	1,700.00	0.00	1,800.00	100.00	6%
415020-560	NHMA - Dues	1,629.00	1,629.00	0.00	1,670.00	41.00	3%
415021-620	Select Board Office - Supplies	1,500.00	1,379.42	120.58	1,500.00	0.00	0%
415022-342	Computer Consult & Expenses (Contract)	8,500.00	21,424.28	(12,924.28)	9,800.00	1,300.00	15%
415023-638	Website-VTH Support	1,900.00	1,900.00	0.00	1,900.00	0.00	0%
415024-638	ADS/Tyler Technologies Support	4,385.00	4,381.73	3.27	4,610.00	225.00	5%
415027-120	Dpty.Tax Collector Salary	670.00	670.00	0.00	684.00	14.00	2%
415028-120	Dpty.Treasurer Salary	325.00	325.00	0.00	332.00	7.00	2%
	Total Financial Administration:	152,797.00	163,502.56	(10,705.56)	157,060.00	4,263.00	3%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Revaluation of Property	Budget	thru 12/29/17	Remaining	Proposed Budget		
415201-638	Reval of Prop. - Contracted Svcs.(Cross Country)	28,025.00	21,020.03	7,004.97	28,025.00	0.00	0%
415202-638	Reval of Prop. - Tax Map Printing & Updates	1,800.00	1,050.00	750.00	1,500.00	(300.00)	-17%
415204-312	Reval of Prop. - Avitar Software Support	4,718.00	4,718.00	0.00	5,106.00	388.00	8%
	Total Revaluation of Property:	34,543.00	26,788.03	7,754.97	34,631.00	88.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Legal Expenses	Budget	thru 12/29/17	Remaining	Proposed Budget		
415301-320	Legal Exp. - Town Counsel/Misc.	9,000.00	12,646.34	(3,646.34)	9,000.00	0.00	0%
415302-625	Legal-MCRD	600.00	540.92	59.08	600.00	0.00	0%
415303-550	Legal-Newspaper Notices	500.00	0.00	500.00	500.00	0.00	0%
	Total Legal Expenses:	10,100.00	13,187.26	(3,087.26)	10,100.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Personnel Administration	Budget	thru 12/29/17	Remaining	Proposed Budget		
415502-000	Personnel Administration/FICA & Medicare	24,059.00	21,801.22	2,257.78	27,260.00	3,201.00	13%
415503-000	Retirement (Town Contribution)Based on Wages	44,092.00	38,290.62	5,801.38	38,460.00	(5,632.00)	-13%
	Total Personnel Administration:	68,151.00	60,091.84	8,059.16	65,720.00	(2,431.00)	-4%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Planning & Zoning	Budget	thru 12/29/17	Remaining	Proposed Budget		
419101-120	PB & ZBA Land Use Co-Ordinator	22,880.00	23,456.94	(576.94)	27,540.00	4,660.00	20%
419102-320	PB & ZBA Legal/Eng. Fees & CNHRPC Dues	3,400.00	2,804.43	595.57	5,000.00	1,600.00	47%
419104-615	PB & ZBA Workshops	300.00	300.47	(0.47)	400.00	100.00	33%
419106-550	PB & ZBA Newspaper Notices	620.00	420.21	199.79	620.00	0.00	0%
419107-670	PB & ZBA Publications	100.00	90.00	10.00	100.00	0.00	0%

419108-625	PB & ZBA Postage	500.00	472.49	27.51	500.00	0.00	0%
419109-620	PB & ZBA Supplies	200.00	184.20	15.80	200.00	0.00	0%
419110-390	PB & ZBA - Driveway Permits	400.00	0.00	400.00	400.00	0.00	0%
	Total Planning & Zoning:	28,400.00	27,728.74	671.26	34,760.00	6,360.00	22%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
		Budget	thru 12/29/17	Remaining	Proposed Budget		
419401-120	TH - Custodian Wages	5,200.00	4,227.72	972.28	5,304.00	104.00	2%
419402-410	TH - Electricity	4,000.00	4,212.77	(212.77)	4,000.00	0.00	0%
419403-341	TH - Telephone	6,230.00	6,709.72	(479.72)	6,400.00	170.00	3%
419404-411	TH - Oil	2,200.00	1,650.92	549.08	2,200.00	0.00	0%
419405-411	TH - Propane	2,900.00	2,682.17	217.83	2,400.00	(500.00)	-17%
419406-430	TH - Repairs & Maintenance	4,500.00	4,694.61	(194.61)	5,200.00	700.00	16%
419407-605	TH - Supplies	1,900.00	1,633.55	266.45	1,900.00	0.00	0%
419416-430	TH - Winter & Summer Maintenance	500.00	1,075.00	(575.00)	500.00	0.00	0%
	TH Sub-Total	27,430.00	26,886.46	543.54	27,904.00	474.00	2%
419408-411	PSB - Propane	7,000.00	7,000.00	0.00	6,000.00	(1,000.00)	-14%
419409-410	PSB - Electricity	7,500.00	6,898.22	601.78	7,000.00	(500.00)	-7%
419410-430	PSB - Maintenance - 2017 Encumber \$4,000 LED Lights	7,500.00	7,488.21	11.79	7,000.00	(500.00)	-7%
419411-605	PSB - Supplies	500.00	647.24	(147.24)	600.00	100.00	20%
419412-342	PSB - Computer Consult Contract (Police & Fire)	7,500.00	7,392.26	107.74	9,975.00	2,475.00	33%
419413-430	PSB - Summer Maintenance	400.00	14.62	385.38	200.00	(200.00)	-50%
419414-341	PSB - Telephones (Police & Fire)	5,000.00	4,004.80	995.20	4,000.00	(1,000.00)	-20%
419415-630	PSB - Radio Equipment (Repeater)	2,500.00	2,597.60	(97.60)	0.00	(2,500.00)	-100%
	PSB Sub-Total	37,900.00	36,042.95	1,857.05	34,775.00	(3,125.00)	-8%
	Total General Government Buildings:	65,330.00	62,929.41	2,400.59	62,679.00	(2,651.00)	-4%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Cemeteries	Budget	thru 12/29/17	Remaining	Proposed Budget		
419501-130	Cem. Comm. - Stipends	424.00	424.00	0.00	500.00	76.00	18%
419502-390	Cem. - Contracted Services	9,950.00	10,210.00	(260.00)	9,950.00	0.00	0%
419503-650	Cem. - Supplies/Repairs	1,500.00	1,310.96	189.04	1,500.00	0.00	0%
	Total Cemeteries:	11,874.00	11,944.96	(70.96)	11,950.00	76.00	1%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Insurances	Budget	thru 12/29/17	Remaining	Proposed Budget		
419601-520	Property Liability Insurance	18,972.00	18,972.00	0.00	16,132.00	(2,840.00)	-15%
419602-521	Worker's Compensation Insurance	10,900.00	9,786.00	1,114.00	10,500.00	(400.00)	-4%

419603-522	Unemployment Compensation Insurance	500.00	500.00	0.00	500.00	0.00	0%
419604-523	Short Term Disability Insurance	2,000.00	1,936.92	63.08	2,100.00	100.00	5%
419605-524	Health Trust (Health) Insurance	95,318.00	95,653.30	(335.30)	96,244.00	926.00	1%
419606-525	Life Insurance	772.00	771.89	0.11	750.00	(22.00)	-3%
	Total Insurances:	128,462.00	127,620.11	841.89	126,226.00	(2,236.00)	-2%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Police	Budget	thru 12/29/17	Remaining	Proposed Budget		
421001-110	Police Officer(s) F/T Hourly Wages	57,127.00	60,615.82	(3,488.82)	93,170.00	36,043.00	63%
421101-110	Police Overtime F/T Hourly Wages	6,962.00	6,340.01	621.99	6,962.00	0.00	0%
421002-120	Police Chief - Wages	70,000.00	53,846.20	16,153.80	60,000.00	(10,000.00)	-14%
421018-120	Police P/T Officer(s) - Hourly Wages	32,693.00	29,346.00	3,347.00	10,000.00	(22,693.00)	-69%
421003-120	Police Secretary Wages	12,301.00	12,020.74	280.26	12,548.00	247.00	2%
421004-000	Police Grant(s)	700.00	0.00	700.00	700.00	0.00	0%
421005-341	Police Cell Phone(s), Tablets, Fairpoint	3,600.00	2,762.53	837.47	3,600.00	0.00	0%
421006-635	Police Gasoline	8,000.00	4,396.60	3,603.40	7,000.00	(1,000.00)	-13%
421007-690	Police Contract Services	12,000.00	8,994.00	3,006.00	12,500.00	500.00	4%
421008-620	Police - Office Supplies	1,850.00	1,218.37	631.63	1,850.00	0.00	0%
421009-612	Police Ammunition	600.00	586.00	14.00	600.00	0.00	0%
421010-690	Police Uniforms - 2017 Encumber \$2,000.	3,000.00	4,543.47	(1,543.47)	3,000.00	0.00	0%
421011-342	Police Computer Software - 2017 Encumber \$5,872.50	4,000.00	8,823.73	(4,823.73)	4,000.00	0.00	0%
421012-615	Police Training/Conferences/Mtgs.	2,625.00	399.55	2,225.45	2,625.00	0.00	0%
421013-560	Police Dues/Subscriptions/Publications	400.00	450.00	(50.00)	400.00	0.00	0%
421015-630	Police - Equipment & Repairs	1,340.00	1,054.73	285.27	1,340.00	0.00	0%
421016-660	Police - Vehicle Maintenance - 2017 Encumber \$1,300.	3,000.00	3,625.25	(625.25)	3,000.00	0.00	0%
421017-630	Police - Radio/Pagers Maintenance - 2017 Encumber \$544.	500.00	899.06	(399.06)	500.00	0.00	0%
421019-630	Police - Animal Control Equipment	300.00	0.00	300.00	300.00	0.00	0%
	Sub-total	220,998.00	199,922.06	21,075.94	224,095.00	3,097.00	1%
421200-110	Police - Special Details	5,000.00	3,783.00	1,217.00	5,000.00	0.00	0%
	Total Police:	225,998.00	203,705.06	22,292.94	229,095.00	3,097.00	1%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Ambulance	Budget	thru 12/29/17	Remaining	Proposed Budget		
421500-350	Ambulance	29,700.00	29,700.00	0.00	29,700.00	0.00	0%
	Total Ambulance:	29,700.00	29,700.00	0.00	29,700.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Fire	Budget	thru 12/29/17	Remaining	Proposed Budget		
422001-110	Firemen's - Officers Stipend	14,140.00	13,381.85	758.15	14,140.00	0.00	0%
422002-120	Firemen's Stipends	23,000.00	24,888.30	(1,888.30)	27,000.00	4,000.00	17%

422004-635	FD - Gasoline	450.00	251.11	198.89	450.00	0.00	0%
422005-636	FD - Diesel	1,500.00	1,243.75	256.25	1,500.00	0.00	0%
422006-630	FD - Equipment Maintenance & Repairs	6,250.00	5,711.79	538.21	6,500.00	250.00	4%
422007-630	FD - Maint. Dry Hydrants	200.00	0.00	200.00	200.00	0.00	0%
422008-630	FD - Maint. Air Packs	1,100.00	2,498.15	(1,398.15)	2,800.00	1,700.00	155%
422009-630	FD - Maint. Radios/Pagers	4,000.00	687.80	3,312.20	4,000.00	0.00	0%
422010-690	FD - Bunker Gear/Uniforms/Clothing	4,000.00	4,177.78	(177.78)	5,000.00	1,000.00	25%
422011-638	FD - Dispatch Service	17,564.00	17,564.00	0.00	17,966.00	402.00	2%
422012-560	FD - Dues/Subscriptions/Pubs/Bkgrd Checks	500.00	411.50	88.50	1,000.00	500.00	100%
422013-670	FD - Community Relations	250.00	454.78	(204.78)	500.00	250.00	100%
422014-615	FD - Training	2,000.00	1,600.00	400.00	2,400.00	400.00	20%
422015-620	FD - Office Supplies	600.00	680.32	(80.32)	600.00	0.00	0%
422016-120	Forestry Wages	1,050.00	0.00	1,050.00	1,050.00	0.00	0%
422017-610	Forestry Equipment/Supplies '17 Encumber-Pump	1,250.00	3,105.00	(1,855.00)	1,250.00	0.00	0%
422018-630	FD - Equipment	2,500.00	2,516.41	(16.41)	2,500.00	0.00	0%
422019-630	FD - Pump Testing	700.00	850.00	(150.00)	900.00	200.00	29%
422020-638	FD - I am Responding (Fire Alarm Communication)	1,000.00	1,102.26	(102.26)	1,000.00	0.00	0%
	Sub-total	82,054.00	81,124.80	929.20	90,756.00	8,702.00	11%
422025-240	Medical - Training	2,000.00	700.00	1,300.00	2,000.00	0.00	0%
422026-612	Medical - Supplies	2,500.00	1,462.18	1,037.82	2,500.00	0.00	0%
	Sub-total	4,500.00	2,162.18	2,337.82	4,500.00	0.00	0%
	Total Fire:	86,554.00	83,286.98	3,267.02	95,256.00	8,702.00	10%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Building Inspection	Budget	thru 12/29/17	Remaining	Proposed Budget		
424000-120	Building Inspection Fees	950.00	917.00	33.00	950.00	0.00	0%
424001-120	Septic-Review Fees	750.00	840.00	(90.00)	750.00	0.00	0%
	Total Building Inspection:	1,700.00	1,757.00	(57.00)	1,700.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Emergency Management	Budget	thru 12/29/17	Remaining	Proposed Budget		
429001-110	EM - Director Stipend	1,000.00	1,000.00	0.00	1,000.00	0.00	0%
429004-685	EM - Travel & Education	200.00	0.00	200.00	200.00	0.00	0%
429008-130	EM - Administrative	200.00	0.00	200.00	200.00	0.00	0%
	Total Emergency Management:	1,400.00	1,000.00	400.00	1,400.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Other Public Safety	Budget	thru 12/29/17	Remaining	Proposed Budget		
429901-610	OPS - Rescue Expenses	100.00	0.00	100.00	100.00	0.00	0%
	Total Other Public Safety:	100.00	0.00	100.00	100.00	0.00	0%

		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Highways & Streets	Budget	thru 12/29/17	Remaining	Proposed Budget		
431203-410	Hwy - Electricity	1,300.00	1,251.91	48.09	1,300.00	0.00	0%
431204-638	Hwy. - Labor	102,500.00	112,568.97	(10,068.97)	104,550.00	2,050.00	2%
431205-638	Hwy. - Equipment	94,383.00	102,915.53	(8,532.53)	96,271.00	1,888.00	2%
431206-635	Hwy. - Fuel for Rental Equipment	530.00	0.00	530.00	530.00	0.00	0%
431207-612	Hwy. - Supplies & Parts	7,274.00	6,452.91	821.09	7,274.00	0.00	0%
431208-612	Hwy. - Signs	500.00	125.40	374.60	500.00	0.00	0%
431209-638	Hwy. - Paving /Cold Patching	3,213.00	2,620.60	592.40	3,213.00	0.00	0%
431214-612	Hwy. - Calcium Chloride	10,300.00	3,877.00	6,423.00	10,300.00	0.00	0%
	Total Highways & Streets:	220,000.00	229,812.32	(9,812.32)	223,938.00	3,938.00	2%
Acct. #	Highway Block Grant	2017 Budget	2017 YTD Spent thru 12/29/17	Balance Remaining	2018 Proposed Budget	Incr/Decr	% Incr/Decr
431400-612	Hwy. BG - Road Salt/Gravel/Winter Sand	40,000.00	54,236.49	(14,236.49)	42,000.00	2,000.00	5%
431401-638	Hwy. BG - Outside Rental	3,000.00	400.00	2,600.00	3,000.00	0.00	0%
431406-638	Hwy. BG - Labor	13,750.00	6,606.28	7,143.72	13,300.00	(450.00)	-3%
431407-638	Hwy. BG - Equipment	13,750.00	10,307.23	3,442.77	13,300.00	(450.00)	-3%
	Total Highway Block Grant:	70,500.00	71,550.00	(1,050.00)	71,600.00	1,100.00	2%
Acct. #	Sanitation - Solid Waste Disposal	2017 Budget	2017 YTD Spent thru 12/29/17	Balance Remaining	2018 Proposed Budget	Incr/Decr	% Incr/Decr
432400-638	Solid Waste Disposal	110,000.00	110,000.00	0.00	120,000.00	10,000.00	9%
	Total Sanitation - Solid Waste Disposal:	110,000.00	110,000.00	0.00	120,000.00	10,000.00	9%
Acct. #	Health	2017 Budget	2017 YTD Spent thru 12/29/17	Balance Remaining	2018 Proposed Budget	Incr/Decr	% Incr/Decr
441100-120	Health Administration	350.00	285.00	65.00	350.00	0.00	0%
441500-638	Health Agencies - FRVNA	3,000.00	3,000.00	0.00	3,000.00	0.00	0%
441501-638	CASA-Court Appointed Special Advocates for Children	250.00	250.00	0.00	500.00	250.00	100%
	Total Health:	3,600.00	3,535.00	65.00	3,850.00	250.00	7%
Acct. #	Welfare	2017 Budget	2017 YTD Spent thru 12/29/17	Balance Remaining	2018 Proposed Budget	Incr/Decr	% Incr/Decr
444100-110	Welfare - Director - Salary	2,500.00	2,500.00	0.00	2,560.00	60.00	2%
444500-638	Welfare - Vendor Pymts.- Assistance	2,000.00	965.56	1,034.44	2,000.00	0.00	0%
444504-638	Welfare - Training/Mileage/Dues	600.00	382.13	217.87	350.00	(250.00)	-42%
	Total Welfare:	5,100.00	3,847.69	1,252.31	4,910.00	(190.00)	-4%
Acct. #	Community Action Program	2017 Budget	2017 YTD Spent thru 12/29/17	Balance Remaining	2018 Proposed Budget	Incr/Decr	% Incr/Decr
444900-638	Community Action Program	5,400.00	5,400.00	0.00	5,400.00	0.00	0%

	Total Community Action Program:	5,400.00	5,400.00	0.00	5,400.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Parks & Recreation	Budget	thru 12/29/17	Remaining	Proposed Budget		
452001-612	P & R - Supplies	200.00	217.51	(17.51)	300.00	100.00	50%
452002-605	P & R - Veterans Memorial Park/Electricity	180.00	177.85	2.15	180.00	0.00	0%
452003-120	P & R - Wages	1,275.00	1,290.00	(15.00)	1,301.00	26.00	2%
452004-610	P & R - Parks Maintenance	900.00	377.80	522.20	750.00	(150.00)	-17%
	Total Parks & Recreation:	2,555.00	2,063.16	491.84	2,531.00	(24.00)	-1%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Webster Youth Soccer	Budget	thru 12/29/17	Remaining	Proposed Budget		
453000-610	Webster Youth Soccer - Donation	200.00	200.00	0.00	250.00	50.00	25%
	Total WYS Donation:	200.00	200.00	0.00	250.00	50.00	25%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Webster Free Public Library	Budget	thru 12/29/17	Remaining	Proposed Budget		
455000-610	Library --(Librarian 2017 Stipend \$27,385.)	40,520.00	40,520.00	0.00	42,408.00	1,888.00	5%
	(Librarian 2018 Stipend \$27,933.)						
	Total Webster Free Public Library:	40,520.00	40,520.00	0.00	42,408.00	1,888.00	5%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Patriotic Purposes - Old Home Day	Budget	thru 12/29/17	Remaining	Proposed Budget		
458300-610	Patriotic Purposes-Old Home Day	3,500.00	3,500.00	0.00	3,500.00	0.00	0%
	Total Patriotic Purposes - Old Home Day:	3,500.00	3,500.00	0.00	3,500.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Penacook Community Center	Budget	thru 12/29/17	Remaining	Proposed Budget		
458900-610	Penacook Community Center	500.00	500.00	0.00	500.00	0.00	0%
	Total Penacook Community Center:	500.00	500.00	0.00	500.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Energy Committee	Budget	thru 12/29/17	Remaining	Proposed Budget		
458902-610	Energy Committee	100.00	4,200.00	(4,100.00)	50.00	(50.00)	-50%
	Total Energy Committee:	100.00	4,200.00	(4,100.00)	50.00	(50.00)	-50%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Conservation Commission	Budget	thru 12/29/17	Remaining	Proposed Budget		
461100-560	Cons. Comm. - Administration	300.00	266.00	34.00	300.00	0.00	0%
461900-690	Cons. Comm. - Other Conservation	200.00	110.00	90.00	200.00	0.00	0%
	Total Conservation Commission:	500.00	376.00	124.00	500.00	0.00	0%
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr
Acct. #	Long Term Debt	Budget	thru 12/29/17	Remaining	Proposed Budget		
471100-980	Prin. - Long Term Bonds & Notes	40,000.00	40,000.00	0.00	54,666.00	14,666.00	37%
472100-981	Int. - Long Term Bonds & Notes	10,358.00	10,358.00	0.00	12,015.00	1,657.00	16%

	Total Long Term Debt:	50,358.00	50,358.00	0.00	66,681.00	16,323.00	32%	
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr	
Acct. #	Short-Term Debt	Budget	thru 12/29/17	Remaining	Proposed Budget			
472300-981	TAN Interest	1.00	0.00	1.00	1.00	0.00	0%	
	Total Short-Term Debt:	1.00	0.00	1.00	1.00	0.00	0%	
	SUB-TOTAL OF OPERATING BUDGET	1,402,304.00	1,379,862.72	22,441.28	1,458,784.00	56,480.00	4.03%	
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr	
Acct. #	Capital Outlay	Budget	thru 12/29/17	Remaining	Proposed Budget			
490207-610	CO - Webster Old Meeting House	25,000.00	25,000.00	0.00	0.00	(25,000.00)	-100%	
490901-730	CO - PL - Dam Rebuilding Assistance	10,000.00	10,000.00	0.00	10,000.00	0.00	0%	
490908-730	CO - Hwy.- Road Preservation - 2017 Encumber \$18,000. Potash Rd.	165,000.00	158,761.66	6,238.34	0.00	(165,000.00)	-100%	
490909-730	CO - Solar Array (From Note)	115,260.00	115,260.00	0.00	0.00	(115,260.00)	-100%	
490912-710	CO - Bashan Hollow Rd - Guardrails	19,000.00	14,872.50	4,127.50	0.00	(19,000.00)	-100%	
NEW	CO - FD Replace 15 Radios & Bank Charger	0.00	0.00	0.00	65,000.00	65,000.00	100%	
NEW	CO - White Plains Rd. Culvert Replacement (Grant & C/R)	0.00	0.00	0.00	295,000.00	295,000.00	100%	
NEW	CO - 2018 Police Cruiser (Trade-In & C/R)	0.00	0.00	0.00	36,500.00	36,500.00	100%	
	Total Capital Outlay:	334,260.00	323,894.16	10,365.84	406,500.00	72,240.00	22%	
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr	C/R Acct. Bal.
Acct. #	Capital Reserve	Budget	thru 12/29/17	Remaining	Proposed Budget			thru 12/31/17
491501-628	CR - Office Equipment	0.00	0.00	0.00	8,000.00	8,000.00	100%	12,346.77
491502-645	CR - Air Packs	3,000.00	3,000.00	0.00	20,000.00	17,000.00	567%	64,320.69
491505-690	CR - Bridge/Culvert Improvements	252,000.00	252,000.00	0.00	75,000.00	(177,000.00)	-70%	568,138.91
491506-632	CR - Fire Dept. - Dry Hydrant Repairs	2,000.00	2,000.00	0.00	2,000.00	0.00	0%	3,337.50
491507-638	CR - Reappraisal	5,000.00	5,000.00	0.00	5,000.00	0.00	0%	35,679.97
491508-632	CR - Town Hall Improvements	0.00	0.00	0.00	5,000.00	5,000.00	100%	35,462.03
491509-645	CR - Police Cruiser	12,000.00	12,000.00	0.00	12,000.00	0.00	0%	34,854.16
491511-645	CR - Emergency Apparatus	40,000.00	40,000.00	0.00	45,000.00	5,000.00	13%	305,461.72
491512-690	CR - Hwy. Land/Bldg. Fund	0.00	0.00	0.00	0.00	0.00	100%	245,647.92
491513-645	CR - Fire Dept. - Bunker Gear	0.00	0.00	0.00	2,500.00	2,500.00	100%	31,106.00
491514-632	CR - Public Safety Building	5,000.00	5,000.00	0.00	2,000.00	(3,000.00)	-60%	37,777.17
491516-645	CR - Webster/Hopkinton Transfer Station Fund	3,500.00	3,500.00	0.00	5,000.00	1,500.00	43%	10,325.70
491517-650	CR - Cemetery Improvement Fund	0.00	0.00	0.00	0.00	0.00	0%	12,105.19
491518-645	CR - Police Equipment	1,500.00	1,500.00	0.00	1,500.00	0.00	0%	16,035.93
491519-645	CR - Highway Equipment	7,500.00	7,500.00	0.00	7,500.00	0.00	0%	20,079.86
	CR - Cemetery Trust	0.00	0.00	0.00	0.00	0.00	0%	27,923.96
	CR - Bi-Centennial Trust 2060	0.00	0.00	0.00	0.00	0.00	0%	7,625.93
	CR - Webster History Fund (Next Book 2033)	0.00	0.00	0.00	0.00	0.00	0%	10,283.46
491520-645	CR - Medical Equipment	5,000.00	5,000.00	0.00	6,000.00	1,000.00	20%	20,547.50
491521-638	CR - Tax Maps	0.00	0.00	0.00	0.00	0.00	0%	8,346.49
	CR - Softball/Soccer Field	0.00	0.00	0.00	0.00	0.00	0%	2,510.47
NEW	CR - Road Projects	0.00	0.00	0.00	125,000.00	125,000.00	100%	0.00

	Total Capital Reserve:	336,500.00	336,500.00	0.00	321,500.00	(15,000.00)	-4%	1,509,917.33
		2017	2017 YTD Spent	Balance	2018	Incr/Decr	% Incr/Decr	Exp.Trst. Bal.
Acct. #	Expendable Trust Funds	Budget	thru 12/29/17	Remaining	Proposed Budget			thru 12/31/17
491601-910	Forest Fire ETF	0.00	0.00	0.00	2,000.00	2,000.00	100%	5,596.24
491602-910	Legal ETF	0.00	0.00	0.00	4,000.00	4,000.00	100%	29,673.53
491603-910	Welfare - ETF	0.00	0.00	0.00	1,000.00	1,000.00	100%	12,336.87
491604-910	Police Vehicle Maintenance - ETF	0.00	0.00	0.00	0.00	0.00	100%	9,585.17
491605-910	Highway - ETF	0.00	0.00	0.00	5,000.00	5,000.00	100%	17,135.74
491606-910	FD Equipment - ETF	0.00	0.00	0.00	5,000.00	5,000.00	100%	25,691.09
491607-910	Highway Bldg. Maintenance - ETF	0.00	0.00	0.00	0.00	0.00	0%	9,976.79
491608-910	Compensated Absences - ETF	0.00	0.00	0.00	2,500.00	2,500.00	100%	5,080.42
NEW	Road Preservation - ETF	0.00	0.00	0.00	200,000.00	200,000.00	100%	0.00
	Total Expendable Trust Funds:	0.00	0.00	0.00	219,500.00	219,500.00	100%	115,075.85
	TOTAL OVERALL BUDGET	2,073,064.00	2,040,256.88	32,807.12	2,406,284.00	333,220.00	16%	1,624,993.18
	Minus - WhitePlains Rd.(Grant & C/R)				(295,000.00)	(295,000.00)		
	Minus - Police Cruiser (from C/R)				(36,500.00)	(36,500.00)		
					TOTAL PROPOSED =	2,074,784.00	1,720.00	

APPENDIX C: PROPOSED PROCESS FOR FUTURE CAPITAL IMPROVEMENT PLANS**Annual Project Plan**

1. **March:** Planning Board appoints a CIP Subcommittee, comprised of members of the Planning Board, Town Select Board, Town Administration and volunteers. Members review the prior year's CIP and the begin to update the information in the report, including the final budget approved at Town meeting.
2. **April:** Subcommittee members review and make any edits to the application forms. Select Board reminds all departments to expect applications and requests responses no later than June 15th. Applications are distributed by the end of the month. Update financial analysis with prior year's data.
3. **May:** The CIP Subcommittee requests capital expenditures from each department, to be returned by June 15th.
4. **September:** CIP Subcommittee meets and reviews requests.
 - The CIP Subcommittee meets with each applicant as necessary to fully understand their requests. Once all the funding requests are received, the CIP Subcommittee will meet with the Department heads and other contributors to prioritize the projects across the entire budget.
 - CIP Subcommittee pulls and reviews all prior CIP requests from previous years that have not been fulfilled, and compares older requests to current requests and files any duplicates in the most recent year (keeping all requests).
 - CIP Subcommittee determines which ones are added to the new CIP document.
5. **October**
 - The CIP Subcommittee, with assistance from the Town personnel, updates the report, using a copy of the previous year's report as a template, changing all dates, graphs, tables, as necessary, and adding the newly approved projects. (The report from the previous year is not changed; both paper and electronic copies are retained.)
 - Planning Board presents the report to the Select Board for use in budgeting by October 31st.
 - Town office personnel retain an electronic copy of the approved CIP report, along with any and all paper and electronic documents and applications received from the various departments.
6. **November**
 - After the draft Operating Budget and the DRA Budget is available, the CIP Subcommittee members utilize the Financial Analysis Spreadsheet to analyze the impact of the CIP requests on the Town's budget and tax rate.
 - The Subcommittee presents the report to the Planning Board for approval.
 - The Subcommittee submits the report, recommendations and financial analysis to the Select Board.
7. **February**
 - The Subcommittee presents the findings of the CIP report at the Budget Hearing
8. **March**
 - The Subcommittee presents the findings of the CIP report at the annual Town Hall meeting

The CIP Committee should refer to the Master Plan when updating the CIP Report to include any pertinent information and use it as a guide for overall direction and expenditures as it is updated.

APPENDIX D: METHODS OF FINANCING CAPITAL IMPROVEMENTS

Many sources of project funding, other than the property tax dollars, can be considered over the long term. Of this list of 17 possible funding sources, Webster currently takes advantage of many of them.

1. Current Revenue (Property Tax): The most commonly used method of financing capital projects is through the use of current revenues.
2. Capital Reserve Funds (CRF): A popular method to set money aside for expansion, alteration or improvement to municipal buildings and facilities, RSA 35V mandates that such accounts must be created by a warrant article at town meeting. The same warrant article should also stipulate how much money will be appropriated to open the fund as well as identify what Town entity will be the agent to expend the funds.
3. Municipal Indebtedness: General obligation bonds and short-term borrowing can be used to finance major capital projects.
4. State Highway Block Grants: Annually, the State NH Department of Transportation apportions funds to all cities and towns for only the construction, reconstruction and maintenance of municipal Class IV and V roadways. Block grant payment schedules are as follows: 30% in July, 30% in October, 20% in January, and 20% in April. Any unused funds may be carried over to the next fiscal year.
5. Impact Fees: Authorized by RSA 674:21, communities can adopt impact fee programs to offset the costs of expanding services and facilities communities must absorb when a new home or commercial unit is constructed in town.
6. License and Permit Fees: Fees, such as building permits, zoning applications, and planning board subdivision and site plan fees are all examples of permit fees. Such fees are highly equitable and are successful for minimizing the burden on taxpayers for specific programs such as building code enforcement.
7. Miscellaneous Grants: Grants from State Departments and federal sources could be available to help offset the costs of capital improvement projects. Depending on when the application process begins and the length of the grant round, it could be a while before the community learns whether their grant application has been accepted for funding. The actual funding might differ from what was requested.
8. Special Revenue Sources: Special revenue sources include user fees, payments in lieu of taxes, gifts/donations, trusts, development impact fees, and intergovernmental transfers (i.e. grants) such as NH Shared Revenues and Highway Aid grants.
9. Land Use Change Tax: When a property that has been paying the lower Current Use Tax rate is removed from that program, the land use change tax penalty is paid to the Town that the property is located in. The penalty is 10% of the full market value of the land when it leaves the current use program. Many Towns put all of this money directly into the Conservation Fund (see below).
10. Sale or Use of Excess Property: Another possible method to finance or expand town facilities opportunities could include sale of surplus town-owned property. Surplus property is often property acquired from private citizens for failure to pay taxes.
11. State Bridge Aid: This program helps to supplement the cost to communities of bridge construction on Class II and V roads in the State. Funds are allocated by NHDOT in the order in which applications for assistance are received. The amount of aid a community may receive is based upon equalized assessed valuation and varies from two-thirds to seven-eighths of the total cost of the project.
12. Town Bridge Aid: Like the State Bridge Aid program, this program also helps communities construct or reconstruct bridges on Class V roads. The amount of aid is also based upon equalized assessed

valuation and ranges from one-half to seven-eighths of the total cost of the project. All bridges constructed with these funds must be designed to support a load of at least 15 tons.

13. NHDES Clean Water State Revolving Loan Fund: The Safe Drinking Water Act (SDWA) Amendments of 1996 provide for federal funding of a Drinking Water State Revolving Fund (DWSRF) to provide assistance to public water systems to finance the cost of drinking water infrastructure. (Pillsbury Lake District has a public water system for some residents.)
14. Community Development Block Grants: Depending on the location, social value, and functional use of a municipal facility, Community Development Block Grants (CDBG) can sometimes be a good source of financing. CDBG funds are allocated from the US Department of Housing and Urban Development. Each year, communities are invited to submit grant applications for funding of projects.
15. Private Foundations/Trusts: For years, communities have been the beneficiaries of trusts and donations created by private citizens and foundations. The Town should actively solicit such resources for assistance regarding the development or expansion of recreational facilities and programs.
16. User Fees: During the 1980s, the concept of user fees for funding of numerous public facilities and services were widely adopted throughout the nation. To help finance community facilities and programs, several communities in New Hampshire have adopted user fees. Examples of user fees in New Hampshire communities include water district charges and transfer station fees.
17. Conservation Fund: This fund is much like a Capital Reserve Fund, where Town Meeting approval needs to be sought to expend the accumulated funds. The primary purpose of the Fund (RSA 36-A:5) is to acquire real estate for conservation purposes.

APPENDIX E: RELEVANT STATE STATUTES FOR CAPITAL IMPROVEMENTS

Full text for these RSAs may be found at the Town Offices or online at this URL:

<http://www.gencourt.state.nh.us/rsa/html/indexes/search.html>

Municipal Budget Law

Section 32:6 Appropriations

Municipal Finance Act

Section 33:1 Definitions

Section 33:4-a Debt Limit, Municipalities.

Section 33:5-a Water Works

Section 33:6-e Exclusion From Debt Limit; Solid Waste Management Districts

Cooperative School Districts

Section 195:6 Powers and Duties of Cooperative School Districts.

Section 197:1 Annual Meeting

Section 197:3 Raising Money at Special Meeting

Capital Improvements Program

Section 674:5 Authorization

Section 674:6 Purpose and Description

Section 674:7 Preparation

Section 674:8 Consideration by mayor and Budget Committee

Zoning

Section 674:21 Innovative Land Use Control

Section 674:22 Growth management

APPENDIX F: LIST OF TOWN DEPARTMENTS, BOARDS, AND COMMITTEES

List of departments and committees invited to submit requests to be the CIP Subcommittee.

Board, Department or Committee	Contact
Building Inspector/Life Safety Code Enforcement	T. Baye
Cemetery Trustee	B. Silver
Conservation Commission	C. Shadler
Emergency Management	G. French
Energy Committee	M. Bender
Fire & Rescue Department	E. Bean
Health Officer	P.N. Van Loan
Highways and Roads	E. Bean
Historical Society	K. Fortune
Library Trustee	N. French
Parks Committee	B. Silver
Police Department	B. Liberatore
Refuse Disposal Committee	S. Clough
School Board	A. Chalsma, D. Blake
Select Board	B. Johnson
Tax Collector	K. King
Administrative Asst	L. Palmer
Town Clerk	M. Derby

Appendix G: CIP 2018 FINANCIAL ANALYSIS SUMMARY

The CIP Financial Analysis Summary is a working tool for quickly analyzing the direct impact of a CIP project on the tax rate. A sample printout of the workbook is provided in this report (Tables 21 to 24). The digital Excel spreadsheet will be available to the CIP Subcommittee and the Select Board for their use. Note that this spreadsheet includes some assumptions and estimates in calculating the impact of the CIP projects on the 2018-2023 budget.

The CIP Financial Analysis Summary is an Excel spreadsheet has three tabs at the bottom of the sheet: Summary, Bridge and CRFs. The data in the Excel spreadsheet have been printed in the report for ease of review. The Summary tab opens a workbook with the overall summary of the planned Capital Expenses/Purchases submitted by the various department heads. All other financial expenses and revenue are included in the workbook. A Tax Rate Analysis is provided at the bottom of the worksheet that summarizes the resulting tax rate from the proposed budget. The Bridge tab presents a proposal for financing the reconstruction of Clothespin Bridge. The CRFs tab summarizes the additions and withdrawals for the capital reserve funds that are needed to finance the proposed capital spending.

Table 21 Summary

Section 1 of Table 21 shows the CIP requests from the Webster Departments that are being funded in 2018 (from Table 10 of the CIP report). The net valuation and tax rate is provided by the Department of Revenue Administration (DRA) report each year (Appendix A). The net valuation is reduced with time, due to depreciation. The estimate is a reduction of 6% per year.

Using the totals at the bottom of the section and the net valuation with utilities, the impact on the local tax rate is shown. For example, if all the proposed 2018 projects are funded, it would add \$1.89 to the \$22.97 tax rate for a total of \$24.86.

Also included in Section 1 on the spreadsheet is a year-by-year tabulation of where the money comes from: most notably CRFs, Taxes, Grants, State reimbursement and a proposed line of credit to finance the bridge replacement. A printout of the estimated annual Sources of Funding is included in Table 22. For 2018, the sources of funding are \$110,250 from CRFs, \$221,250 from an anticipated grant and \$65,000 from the proposed warrant article for the Fire Department radios, for a total of \$396,500.

Section 2 of the Summary shows the impact of bond payments. Note that we recommend a \$250,000 line of credit in 2023 to partially finance the replacement of Clothespin Bridge. Using money anticipated to be reimbursed by the State in 2023, the line of credit will be paid off in full. See more detail about the Clothespin Bridge financing in the Bridge tab of the Excel spreadsheet (Table 24).

The impact on the local tax rate is shown on the last line of Section 2. The bond payments in 2018 adds \$0.319 to the local tax rate. The values in this section are taken from Chapter 5, Table 13, Existing Bond/Note Payment Schedules, 2018-2023.

Section 3 shows the effect of additions to the CRFs and the ETFs as proposed in the 2018 budget. Warrant Articles 3 and 7 propose a total of \$321,500 in CRFs and Articles 4 and 6 propose \$219,500, for a total of \$541,000. The impact to the local tax rate is \$2.585. The source of this information is the proposed Town Budget provided in Appendix B.

Section 4 shows the total impact of the proposed capital expenses, bond payments and CRF and ETF deposits (Sections 1, 2 and 3) on the local tax rate, before any revenue offsets. The sum of \$1,004,181 in the total tax expense/purchases adds \$4.80.

Section 5 shows the anticipated revenue to offset the expenses and purchases. For 2018, the revenue offsets are the CRF funds withdrawn of \$107,750 (Table 23) plus the \$25,000 encumbered from the 2017 budget, totally \$132,750. The difference between the total capital expenses in Section 4 minus the revenue offsets in Section 5 is the total to be funded by property tax of \$871,431, shown at the bottom of the page. The net impact on the town tax rate is reduced to \$4.16 by the revenue offsets. There is a similar rough estimate for each year of the plan, 2019-2023.

The Tax Rate Analysis is shown on the second page of Table 21. The analysis shows the total amount to be raised by property taxation and the net impact to the local tax rate. The analysis shows the details of the expected overall tax rate after including the CIP impact on the rate. In order to make that calculation we first need to remove the effects of CRFs and bond payments from the local rate.

The amount to be raised in 2018 (without the CIP) starts with the total budget of \$2,406,284 (Appendix B); less total anticipated revenues of \$762,325 (Appendix A); plus \$10,000 overlay (carryover from previous year); less \$30,000 fund balance to reduce taxes; plus War Service credits of \$49,000 (Appendix A); less bond payments of \$66,681 (Section 2); less CRF Withdrawals of \$132,750 (Section 5); plus capital outlays of \$75,000 not in budget (\$10,000 Pillsbury Lake Dam and \$65,000 radios); and less CRF & ETF deposits of \$541,000 (Appendix B). This leaves us with the amount to be raised without bond payments, CRF & EFT deposits and withdrawals or \$1,007,528. This results in a tax rate of \$4.81 which then becomes \$8.98 after adding in the CIP rate of 4.16 (Section 5). This represents an increase in the local rate of 40.1%.

The last box in Table 21 shows an estimate of the county and school tax rate for 2018. Using an estimated 3% increase over 2017, the county and school tax rate is estimated to be about \$17.06. Adding that to the local rate gives us \$26.04, an estimated 13.4% increase.

Table 22 -- Sources of Funding

The sources of funding for capital expenses and purchases are shown in Table 22, for 2018. In 2018, the proposed CRF withdrawals are \$34,000 for the Police Cruiser and \$73,750 for Bridge and Culvert Improvements, for a total of \$107,750.

Table 23 – CRF and ETF Proposed Additions and Withdrawals

This section starts with the CRF account balances on 12/31/2017. The total balance for 2017 was \$1,509,917.33. It shows the additions and withdrawals necessary to fund the CIP plan.

Total additions and withdrawals for 2019-2023 were estimated, based upon a review of the requests from the applications that were not funded in 2018.

Table 24 – Clothespin Bridge Proposed Funding

This section shows a proposal for funding the replacement of Clothespin Bridge. Webster will be participating in the NH DOT State aid program, which is an 80/20 split with the State and Webster funds. Note that the fund for the bridge starts with a balance of \$568,138.91 on 12/31/2017. The proposal adds \$75,000 in CRF funds each year. The State will reimburse the Town with 80% of the engineering costs when the plans are final. The engineering costs are expected to be \$240,000 with \$60,000 to be reimbursed by the State in 2020.

Construction begins in 2022, and Webster will receive 40% of the projected cost (\$660,000), with an additional 40% at completion. The projected cost of the bridge replacement is \$1,650,000. To fund the project, we will withdraw \$1,650,000 in 2022 from the CRF. We will receive \$660,000 from the State. We will have added \$250,000 from a proposed line of credit. We will pay the contractor \$1,650,000 in 2022 leaving a CRF balance of \$23,138.91.

With the CRF deposit of \$75,000 and the \$660,000 in State reimbursement in 2023, the \$250,000 line of credit can be repaid and leave a balance of \$508,138.91 in the Bridge/Culvert CRF for other future projects.

Table 21 CIP Financial Analysis Summary

	2018	2019	2020	2021	2022	2023	Total
Current Tax Rate	\$ 22.97						
SECTION 1							
Capital Expense/Purchases							
Emergency Medical Services	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Fire Department	65,000	320,000	20,000	20,000	-	-	425,000
Police Department	36,500	6,500	-	35,000	5,000	-	83,000
Highways and Roads	295,000	170,000	305,000	250,000	25,000	-	1,045,000
Clothespin Bridge	-	75,000	-	-	1,650,000	-	1,725,000
Public Safety Building	-	2,000	5,000	-	7,450	-	14,450
Town Hall Building	-	5,000	30,000	21,000	-	-	56,000
Town Offices	-	8,000	-	-	-	-	8,000
Transfer Station	-	9,000	14,000	14,000	5,000	16,000	58,000
Total All Projects	\$ 396,500	\$ 620,500	\$ 374,000	\$ 340,000	\$ 1,692,450	\$ 16,000	\$ 3,439,450
Net Valuation	\$ 209,273,087	\$ 196,716,702	\$ 184,913,700	\$ 173,818,878	\$ 163,389,745	\$ 153,586,360	3,439,450
Impact on Local Tax Rate	\$ 1.89	\$ 3.15	\$ 2.02	\$ 1.96	\$ 10.36	\$ 0.10	\$ -
SECTION 2							
Bond Payments							
Current Bond Payments	\$ 66,681	\$ 66,320	\$ 64,320	\$ 62,320	\$ 60,320	\$ 18,320	\$ 338,281
New Line of Credit - Replenishment		-			-	250,000	250,000
Total Bond Payments	\$ 66,681	\$ 66,320	\$ 64,320	\$ 62,320	\$ 60,320	\$ 268,320	\$ 588,281
Impact on Local Tax Rate	\$ 0.319	\$ 0.337	\$ 0.348	\$ 0.359	\$ 0.369	\$ 1.747	
SECTION 3							
Capital Reserve Fund & Expendable Trust Fund Deposits							
Capital Reserve Deposits	\$ 321,500	\$ 223,000	\$ 216,500	\$ 161,000	\$ 1,079,000	\$ 829,000	\$ 2,830,000
Expendable Trust Fund Deposits	219,500	200,000	200,000	200,000	200,000	200,000	1,219,500
Total Deposits	\$ 541,000	\$ 423,000	\$ 416,500	\$ 361,000	\$ 1,279,000	\$ 1,029,000	\$ 4,049,500
Impact on Local Tax Rate	\$ 2.585	\$ 2.150	\$ 2.252	\$ 2.077	\$ 7.828	\$ 6.700	
SECTION 4							
Total Capital Expense/Purchases	\$ 1,004,181	\$ 1,109,820	\$ 854,820	\$ 763,320	\$ 3,031,770	\$ 1,313,320	\$ 8,077,231
Total Impact on Local Tax Rate	\$ 4.80	\$ 5.64	\$ 4.62	\$ 4.39	\$ 18.56	\$ 8.55	

Table 21 CIP Financial Analysis Summary

SECTION 5

Revenue Offsets								
Capital Reserve Funds	\$ 107,750	\$ 375,500	\$ 69,000	\$ 90,000	\$ 1,667,450	\$ 266,000		\$ 2,575,700
State Reimbursement			60,000		660,000	660,000		1,380,000
Proceeds from Line of Credit Draw					250,000			250,000
Highway Block Grant		221,250						221,250
2017 Money Encumberred to 2018	25,000							25,000
Total Revenue Offsets	\$ 132,750	\$ 596,750	\$ 129,000	\$ 90,000	\$ 2,577,450	\$ 926,000		\$ 4,451,950

Total to be Funded by Property Tax	\$ 871,431	\$ 513,070	\$ 725,820	\$ 673,320	\$ 454,320	\$ 387,320	
Net Impact on Town Tax Rate	\$ 4.16	\$ 2.61	\$ 3.93	\$ 3.87	\$ 2.78	\$ 2.52	

Table 21 CIP Financial Analysis Summary

Tax Rate Analysis	2018	2019	2020	2021	2022	2023
Proposed Total Budget	\$ 2,406,284	\$ 2,478,473	\$ 2,552,827	\$ 2,629,411	\$ 2,708,294	\$ 2,789,543
Less: Expected Revenues	(762,325)	(777,572)	(793,123)	(808,985)	(825,165)	(841,668)
Plus: Overlay	10,000	10,000	10,000	10,000	10,000	10,000
Less: Fund Balance to Reduce Taxes	(30,000)					
Plus: War Service Credits	49,000	49,000	49,000	49,000	49,000	49,000
Less: Bond Payments & Line of Credit Replenishment	(66,681)	(66,320)	(64,320)	(62,320)	(60,320)	(268,320)
Less: CRF Withdrawals (From CIP Spreadsheet above)	(132,750)	(596,750)	(129,000)	(90,000)	(2,577,450)	(926,000)
Plus: Capital Outlays (Not included in CIP Spreadsheet)	75,000					
Less: CRF and ETF Deposits (From CIP Spreadsheet above)	(541,000)	(423,000)	(416,500)	(361,000)	(1,279,000)	(1,029,000)
Net Amount to be Raised Without CIP items	\$ 1,007,528	\$ 673,831	\$ 1,208,884	\$ 1,366,106	\$ (1,974,641)	\$ (216,446)
Resulting Tax Rate	\$ 4.81	\$ 3.43	\$ 6.54	\$ 7.86	\$ (12.09)	\$ (1.41)
Add CIP Rate	4.16	2.61	3.93	3.87	2.78	2.52
Final Local Tax Rate	\$ 8.98	\$ 6.03	\$ 10.46	\$ 11.73	\$ (9.30)	\$ 1.11
Percent Increase Over 2017 Rate	40.1%					

Country and School Effort for 2018 Estimated			
	Valuation	Tax Rate	
County Tax Effort Estimated (2017 plus 3.0%)	\$ 595,470	\$ 209,273,087	\$ 2.85
Local School Tax Effort (2017 plus 3.0%)	2,471,680	209,273,087	11.81
State School Tax Estimate (2017 plus 3.0%)	453,909	188,751,087	2.40
Total County and School Tax Effort	\$ 3,521,058		\$ 17.06
Total Webster Tax Estimate for 2018			
Local Tax Rate from Line 71 above	\$ 8.98		
County and School Rate from Line 79 above	17.06		
Total	\$ 26.04		
Percent Increase over 2017 Rate	13.4%		

Table 22 Sources of Funding for 2018

Capital Expense/Purchases	CRF	ETF	Line of Credit	Grant	Taxes	Totals
Emergency Medical Services	\$ -	\$ -	\$ -		\$ -	\$ -
Fire Department	\$ -				\$ 65,000.00	\$ 65,000.00
Police Department	\$ 34,000.00				\$ -	\$ 36,500.00
Highways and Roads	\$ 73,750.00			\$ 221,250.00	\$ -	\$ 295,000.00
Clothespin Bridge	\$ -					\$ -
Public Safety Building	\$ -					\$ -
Town Hall Building	\$ -					\$ -
Town Offices	\$ -				\$ -	\$ -
Transfer Station	\$ -					\$ -
Total All Projects	\$ 107,750.00	\$ -	\$ -	\$ 221,250.00	\$ 65,000.00	\$ 396,500.00

Table 23 CIP Financial Analysis Summary

		Total at 12/31/2017	Proposed 2018 Additions	Proposed 2018 Withdrawals	Balance as of 12/31/2018	Proposed 2019 Additions	Proposed 2019 Withdrawals	Balance as of 12/31/2019	Proposed Additions	Proposed Withdrawals
Acct. #	Capital Reserve		2018	2018		2019	2019		2020	2020
491501-628	CR - Office Equipment	\$ 12,346.77	\$ 8,000.00	\$ -	\$ 20,346.77	\$ -	\$ 8,000.00	\$ 12,346.77	\$ 2,000.00	\$ -
491502-645	CR - Air Packs	64,320.69	20,000.00	-	84,320.69	-	20,000.00	64,320.69	-	20,000.00
491505-690	CR - Bridge/Culvert Improvements	568,138.91	75,000.00	73,750.00	569,388.91	75,000.00	-	644,388.91	135,000.00	-
491506-632	CR - Fire Dept. - Dry Hydrant Repairs	3,337.50	2,000.00	-	5,337.50	-	-	5,337.50	-	-
491507-638	CR - Reappraisal	35,679.97	5,000.00	-	40,679.97	-	-	40,679.97	-	-
491508-632	CR - Town Hall Improvements	35,462.03	5,000.00	-	40,462.03	-	5,000.00	35,462.03	10,000.00	30,000.00
491509-645	CR - Police Cruiser	34,854.16	12,000.00	34,000.00	12,854.16	12,000.00	-	24,854.16	12,000.00	-
491511-645	CR - Emergency Apparatus	305,461.72	45,000.00	-	350,461.72	-	300,000.00	50,461.72	45,000.00	-
491512-690	CR - Hwy. Land/Bldg. Fund	245,647.92	-	-	245,647.92	-	-	245,647.92	-	-
491513-645	CR - Fire Dept. - Bunker Gear	31,106.00	2,500.00	-	33,606.00	-	-	33,606.00	-	-
491514-632	CR - Public Safety Building	37,777.17	2,000.00	-	39,777.17	-	2,000.00	37,777.17	-	5,000.00
491516-645	CR - Webster/Hopkinton Transfer Station Fund	10,325.70	5,000.00	-	15,325.70	5,000.00	9,000.00	11,325.70	7,500.00	14,000.00
491517-650	CR - Cemetery Improvement Fund	12,105.19	-	-	12,105.19	-	-	12,105.19	-	-
491518-645	CR - Police Equipment	16,035.93	1,500.00	-	17,535.93	-	6,500.00	11,035.93	2,500.00	-
491519-645	CR - Highway Equipment	20,079.86	7,500.00	-	27,579.86	-	-	27,579.86	-	-
	CR - Cemetery Trust	27,923.96	-	-	27,923.96	-	-	27,923.96	-	-
	CR - Bi-Centennial Trust 2060	7,625.93	-	-	7,625.93	-	-	7,625.93	-	-
	CR - Webster History Fund (Next Book 2033)	10,283.46	-	-	10,283.46	-	-	10,283.46	-	-
491520-645	CR - Medical Equipment	20,547.50	6,000.00	-	26,547.50	6,000.00	25,000.00	7,547.50	2,500.00	-
491521-638	CR - Tax Maps	8,346.49	-	-	8,346.49	-	-	8,346.49	-	-
	CR - Softball/Soccer Field	2,510.47	-	-	2,510.47	-	-	2,510.47	-	-
NEW	CR - FD Radio Replacement	-	-	-	-	-	-	-	-	-
NEW	CR - Road Preservation	-	-	-	-	-	-	-	-	-
NEW	CR - Road & Highways	-	125,000.00	-	125,000.00	125,000.00	-	250,000.00	-	-
	Total Capital Reserve:	\$ 1,509,917.33	\$ 321,500.00	\$ 107,750.00	\$ 1,723,667.33	\$ 223,000.00	\$ 375,500.00	\$ 1,571,167.33	\$ 216,500.00	\$ 69,000.00
		Total at 12/31/2017	Proposed 2018 Additions	Proposed 2018 Withdrawals	Balance as of 12/31/2018	Proposed 2019 Additions	Proposed 2019 Withdrawals	Balance as of 12/31/2019	Proposed 2020 Additions	Proposed 2020 Withdrawals
Acct. #	Expendable Trust Funds		2018	2018		2019	2019		2020	2020
491601-910	Forest Fire ETF	\$ 5,596.24	\$ 2,000.00	\$ -	\$ 7,596.24	\$ -	\$ -	\$ 7,596.24	\$ -	\$ -
491602-910	Legal ETF	29,673.53	4,000.00	-	33,673.53	-	-	33,673.53	-	-
491603-910	Welfare - ETF	12,336.87	1,000.00	-	13,336.87	-	-	13,336.87	-	-
491604-910	Police Vehicle Maintenance - ETF	9,585.17	-	-	9,585.17	-	-	9,585.17	-	-
491605-910	Highway - ETF	17,135.74	5,000.00	-	22,135.74	-	-	22,135.74	-	-
491606-910	FD Equipment - ETF	25,691.09	5,000.00	-	30,691.09	-	-	30,691.09	-	-
491607-910	Highway Bldg. Maintenance - ETF	9,976.79	-	-	9,976.79	-	-	9,976.79	-	-
491608-910	Compensated Absences - ETF	5,080.42	2,500.00	-	7,580.42	-	-	7,580.42	-	-
NEW	Road Preservation	-	200,000.00	-	200,000.00	200,000.00	170,000.00	230,000.00	200,000.00	305,000.00
	Total Expendable Trust Funds:	\$ 115,075.85	\$ 219,500.00	\$ -	\$ 334,575.85	\$ 200,000.00	\$ 170,000.00	\$ 364,575.85	\$ 200,000.00	\$ 305,000.00

Table 23 CIP Financial Analysis Summary

Balance as of 12/31/2020	Proposed Additions	Proposed Withdrawals	Balance as of 12/31/2021	Proposed Additions	Proposed Withdrawals	Balance as of 12/31/2022	Proposed Additions	Proposed Withdrawals	Balance as of 12/31/2023
2021	2021		2022	2022		2023	2023		
\$ 14,346.77	\$ 2,000.00	\$ -	\$ 16,346.77	\$ 2,000.00	\$ -	\$ 18,346.77	\$ 2,000.00	\$ -	\$ 20,346.77
44,320.69	-	20,000.00	24,320.69	10,000.00	-	34,320.69	10,000.00	-	44,320.69
779,388.91	75,000.00	-	854,388.91	985,000.00	1,650,000.00	189,388.91	735,000.00	250,000.00	674,388.91
5,337.50	-		5,337.50	-		5,337.50	-		5,337.50
40,679.97	-		40,679.97	-		40,679.97	-		40,679.97
15,462.03	10,000.00	21,000.00	4,462.03	5,000.00	-	9,462.03	5,000.00	-	14,462.03
36,854.16	12,000.00	35,000.00	13,854.16	12,000.00	-	25,854.16	12,000.00	-	37,854.16
95,461.72	45,000.00		140,461.72	45,000.00		185,461.72	45,000.00		230,461.72
245,647.92	-		245,647.92	-		245,647.92	-		245,647.92
33,606.00	-		33,606.00	-		33,606.00	-		33,606.00
32,777.17	-	-	32,777.17	-	7,450.00	25,327.17	-	-	25,327.17
4,825.70	12,000.00	14,000.00	2,825.70	15,000.00	5,000.00	12,825.70	15,000.00	16,000.00	11,825.70
12,105.19	-		12,105.19	-		12,105.19	-		12,105.19
13,535.93	2,500.00	-	16,035.93	2,500.00	5,000.00	13,535.93	2,500.00	-	16,035.93
27,579.86	-		27,579.86	-		27,579.86	-		27,579.86
27,923.96	-		27,923.96	-		27,923.96	-		27,923.96
7,625.93	-		7,625.93	-		7,625.93	-		7,625.93
10,283.46	-		10,283.46	-		10,283.46	-		10,283.46
10,047.50	2,500.00	-	12,547.50	2,500.00	-	15,047.50	2,500.00	-	17,547.50
8,346.49	-		8,346.49	-		8,346.49	-		8,346.49
2,510.47	-		2,510.47	-		2,510.47	-		2,510.47
-	-		-	-		-	-		-
-	-		-	-		-	-		-
250,000.00	-	-	250,000.00	-		250,000.00	-		250,000.00
\$ 1,718,667.33	\$ 161,000.00	\$ 90,000.00	\$ 1,789,667.33	\$ 1,079,000.00	\$ 1,667,450.00	\$ 1,201,217.33	\$ 829,000.00	\$ 266,000.00	\$ 1,764,217.33

Balance as of 12/31/2020	Proposed 2021 Additions	Proposed 2021 Withdrawals	Balance as of 12/31/2021	Proposed 2022 Additions	Proposed 2022 Withdrawals	Balance as of 12/31/2022	Proposed 2023 Additions	Proposed 2023 Withdrawals	Balance as of 12/31/2023
2021	2021	20021		2022	2022		2023	2023	
\$ 7,596.24	\$ -	\$ -	\$ 7,596.24	\$ -	\$ -	\$ 7,596.24	\$ -	\$ -	\$ 7,596.24
33,673.53	-		33,673.53	-		33,673.53	-		33,673.53
13,336.87	-		13,336.87	-		13,336.87	-		13,336.87
9,585.17	-		9,585.17	-		9,585.17	-		9,585.17
22,135.74	-		22,135.74	-		22,135.74	-		22,135.74
30,691.09	-		30,691.09	-		30,691.09	-		30,691.09
9,976.79	-		9,976.79	-		9,976.79	-		9,976.79
7,580.42	-		7,580.42	-		7,580.42	-		7,580.42
125,000.00	200,000.00	250,000.00	75,000.00	200,000.00	25,000.00	250,000.00	200,000.00		450,000.00
\$ 259,575.85	\$ 200,000.00	\$ 250,000.00	\$ 209,575.85	\$ 200,000.00	\$ 25,000.00	\$ 384,575.85	\$ 200,000.00	\$ -	\$ 584,575.85

Table 24 Clothespin Bridge Replacement

	2018	2019	2020	2021	2022	2023	Totals
Beginning CRF Balance	\$ 568,138.91	\$ 643,138.91	\$ 478,138.91	\$ 613,138.91	\$ 688,138.91	\$ 23,138.91	\$ -
Deposits	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	450,000.00
State Reimbursement	-	-	60,000.00	-	660,000.00	660,000.00	1,380,000.00
Line of Credit	-	-	-	-	250,000.00	-	250,000.00
Replenish Line of Credit						(250,000.00)	(250,000.00)
Withdrawal	-	(240,000.00)	-		(1,650,000.00)		(1,890,000.00)
Ending Balance	\$ 643,138.91	\$ 478,138.91	\$ 613,138.91	\$ 688,138.91	\$ 23,138.91	\$ 508,138.91	\$ 508,138.91