Town of Stoddard

CAPITAL IMPROVEMENTS PROGRAM

2008-2013

Prepared by the Stoddard New Hampshire Capital Improvements Committee

with assistance from

Southwest Region Planning Commission

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The Stoddard Planning Board hereby certifies that the 2007 Stoddard CIP adopted on _____, 2007, is the true CIP of the Town of Stoddard, New Hampshire, authorized and prepared in accordance with the provisions of RSA 675:5-7.

_____, Chairman _____

_____, Vice Chairman _____

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Certified on _____, 2007

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INTRODUCTION

A Capital Improvements Program (hereinafter referred to as a CIP) is an important tool the Town of Stoddard utilizes to help manage anticipated growth and development. It is an actual plan that lays out a budget for and a schedule of municipal expenditures. The plan shows when, and at what cost, the town expects to expand and/or provide services and facilities in the future.

The Town of Stoddard had a CIP in 1989, but it was not implemented or followed closely. In this most recent CIP, an established committee will oversee the constant update and implementation of the CIP.

The use of the CIP is important to the proper functioning of the town, as the process requires department heads to make projections based on expected needs. The development of the CIP compels departments to create a plan that allows them to carry out projects to completion. The Town of Stoddard sees this process as beneficial and valuable.

Stoddard defines a capital improvement as one with a cost of at least $3,000 and a useful life of 3 years or more. A working definition of capital projects typically will be related to one or more of the following criteria:

- a large dollar expenditure;
- the extended useful life of facility or equipment;
- an infrequent recurrence of the expenditure;
- bonded debt needed for financing;
- real property acquisition or development;
- expansion of utility systems;
- creation or expansion of a public building.[1]

Using this definition, a capital improvement might include major equipment, vehicles, land, buildings, computers, or road construction. In addition, planning, feasibility, engineering or design studies could also be included, if they are related to a capital improvement project. Items such as personnel salaries, supplies and routine maintenance costs are not to be considered under a CIP, although some maintenance costs might be included, depending on the cost and useful life of the repair.

This CIP was prepared following the procedure set forth in the state CIP Handbook, 2007 edition. All projects were requested by departments of the town government or by civic groups whose activities involve the sanctioned use of town property. All projects are consistent with policies set forth in the Master Plan that was drafted by a citizen's committee and adopted by the Town of Stoddard in 2005.

PURPOSE AND AUTHORITY OF THE CIP

The sole mandated purpose of a CIP as per RSA 674:5 is to aid the Selectmen and/or Budget Committee in their consideration of the annual budget. (Other benefits to a CIP are explained in the next section). In a municipality where the Planning Board has adopted a Master Plan, the Town may authorize the Board to prepare and amend a recommended program of municipal

[1] Planning Board in New Hampshire. NH Office of Energy and Planning, 2007.

capital improvement projects projected over a period of at least 6 years (RSA 674:5). The CIP may encompass major projects being currently undertaken or future projects to be undertaken with federal, state, county and other public funds. Such a program shall be revised and submitted to the Selectmen and/or Budget Committee for consideration on an annual basis. The CIP is thus not a binding document, but should nevertheless be taken seriously, in order that it accomplish the intent.

As stated in RSA 674:6, this program displays a list of projects which each department head has recognized as necessary for their department. The CIP provides a timeline in which the project will need to be completed as well as the estimated cost of the project. The CIP is based on information provided by department heads and other agencies of the municipality who take into account the needs of the public facility produced with regard to prospective development as indicated in the master plan or as permitted by other municipal land use controls.

Updating the CIP

This CIP is to be as practical and credible as possible. It is not to be a "wish list" of desirable but unlikely projects. Instead, it is to be a document that enhances the Town's ability to create a budget that is realistic and financially responsible. Because future capital expenditures cannot be exactly forecast, the CIP shall be revised annually, or when new information is received concerning particular needs.

Except for response to unforeseen emergencies, no project shall be included that is not consistent with the Master Plan of the town of Stoddard. For this reason, it shall be a function of the CIP committee to review the Master Plan to assure consistency, and to recommend amendments to the Master Plan.

USE OF THE CIP

A CIP has a variety of uses that benefit a town's financial, budgetary and planning operations. At the very least, the CIP should be the link between the town-wide goals and objectives for future development, as specified in the Master Plan, and the schedule and means of financing the essential services/facilities to serve that development. Following is a summary of the program's primary functions. The following descriptions are from the Planning Board in New Hampshire document prepared by the NH Office of Energy and Planning (2007 ed.).

Preserving Public Health, Safety and Welfare

Providing the basic services which ensure citizen health and safety is a fundamental responsibility of local government. Programs of regular facility maintenance, upgrades and expansion of government services to meet minimum federal, state and local standards are essential to any community. The cumulative effect of deferring major maintenance expenditures and basic improvement of essential services is often an expensive series of stopgap measures which fail to address comprehensive long-term needs.

Anticipating the Demands of Growth

When related to the master plan, the capital improvements programming process works to anticipate investments in community facilities which are needed to serve or shape the pattern of growth and development. The portions of selected capital improvement expenditures which are necessitated by growth may be eligible for funding by impact fees as authorized in RSA 674: 21.

Improving Communication and Coordination

Communication among the planning board, municipal departments, administrative officials, the schools, the budget committee, and citizens can result in cost savings and avoidance of duplication of facilities and expenditures. For example, certain local recreation needs might be addressed in the planning of a new school site. Development of a centralized core of consolidated municipal offices might prove a better long-term solution than separate buildings planned independently by several municipal departments.

Avoiding Undue Tax Increases

Capital improvements programming is a means of avoiding the unpleasant surprise of expensive projects generating large property tax increases. While cost impacts cannot always be precisely determined in advance, the CIP fosters discussion of the distribution of the tax burden of new capital expenditures over time. A consequential benefit of fiscal stability and sound community facility planning may be an improved bond rating.

Developing a Fair Distribution of Capital Costs

The capital improvements programming process allows for a public discussion of the preferred means of distributing capital costs not only over time, but also among users of the facilities to be financed. Some communities prefer to pay for some capital costs out of current revenues and absorb a high but single year tax increase. Other communities prefer to establish annual appropriations to capital reserve accounts to save for future projects. Still others feel that construction should take place as needed and be funded by bonded debt, retired by both existing and future users of a facility. This is the approach that has usually been taken by the town of Stoddard. In some cases, user fees may be deemed more appropriate than property taxes. Federal or state funds may also be available to help finance specific project costs or the cost of infrastructure improvements in lower income neighborhoods.

Building a Foundation for Growth Management and Impact Fees

The development and formal adoption of a capital improvements program is a statutory prerequisite to the enactment of growth management and impact fee ordinances. A properly constructed CIP should be an integral part of a land use regulatory process which implements either type of ordinance. The CIP is the principal resource for determining the growth-related share of capital costs which may be chargeable as impact fees; a growth management strategy and ordinance may link future development approvals to the local schedule for installation of particular utilities or services. Unfortunately, some CIPs are been prepared as simple "shopping lists" and remain unrelated to land use planning or growth management strategies.

Identifying "Scattered and Premature" Development

New Hampshire statutes allow planning boards to adopt subdivision regulations which provide against scattered or premature subdivision of land. The capital improvements program is one measure which a planning board may use to judge whether a development is scattered or premature based on an absence of essential public services, where the development could require excessive public expenditures to supply these services. The CIP may provide information needed for planning board policies requiring the provision of capital facilities or services by developers of property in unserviced areas.

Supporting Economic Development

A community that has sound fiscal health and good facilities and services gives itself the option of attracting those types of business and industry that fit the character of the town and the convenience of its residents. By providing local jobs, goods and services to residents, such businesses reduce travel time and expense, while easing the tax burden on residential properties.

Business decisions which bring jobs to an area and new tax base to a community are based not only on the availability of suitable locations, but also upon the quality of community schools, public safety facilities, recreation opportunities, and other services.

CAPITAL SPENDING TRENDS, 1997 – 2007

The following tables and graphs illustrate the levels of spending on capital projects in Stoddard over the eleven-year period between 1997 and 2007. **Table 1** shows municipal appropriations by year for capital expenditures. **Table 2** shows actual capital expenditures by year for each department. These expenditures differ in some cases from the actual appropriated amount indicated in **Table 1**. Also shown in **Table 2** is the breakdown of revenues applied to project costs and the impact on the tax rate of capital projects from 1996-2007. The data was gathered by examining annual reports for the considered years[2].

Figure 1 shows the impact of capital spending on the tax rate over the considered years. **Figure 2** shows the total capital spending by department for the eleven-year period. **Table 3** shows bonded capital expenditures and appropriations for the Stoddard School District from 1997-2008. The table also shows the impact on capital projects for the school district to the tax rate. **Figure 3** shows the impact of capital expenses on the school tax rate over the considered years.

[2] Prior to 2002, the fiscal year in Stoddard ran from January to December therefore all town reports are listed by one year only. In 2002, one annual report was published for 2002-2003 therefore all data is combined for these years as the fiscal year was changed to midyear. All town reports thereafter noted with the appropriate timeframe for each.

Table 1- Municipal Appropriations for Capital Expenditures, 1997-2007

	Article Number	Department	Project	Appropriated Amount	Actual Amount	Revenue Source
1997	3	General Government	E-911 Completion	$12,400	$14,494	Tax
	14	Fire Dept	Pumper	$25,670	$2,913	Tax
	14	Fire Dept	Pumper	$50,000	$50,462	Capital Reserve
	21	Police Dept	Cruiser	$7,602	$7,602	Tax
	22	Highways	Capital reserve for bridge replacement	$20,000	$20,000	Tax
1998	7	General Government	Town Barn Removal	$10,000	$9,309	Capital Reserve
	13	Fire Dept	Pumper	$24,768	$24,768	Tax
	14	Fire Dept	Defibrillator	$6,300	$6,268	Tax
	18	Highways	Ice Storm Damage	$6,250	$40,289	Tax
	18	Highways	Ice Storm Damage	$42,750	n/a	State Grant
	22	Police Dept	Cruiser	$7,602	$7,602	Tax
1999	11	Fire Dept	Pumper	$23,976	$23,976	Tax
	17	Fire Dept	Brush Truck	$10,000	$10,027	Tax
	16	Highways	Ice Storm Damage	$24,000	$23,808	State Grant
	16	Highways	Ice Storm Damage	$6,500	$5,952	Tax
	31	Recreation	Ball Field	$10,000	$9,459	Tax
2000	13	Fire Dept	Pumper	$23,976	$23,976	Tax
	17	Fire Dept	Forest Fire Equipment	$10,005	$10,005	Federal Grant
	17	Fire Dept	Forest Fire Equipment	$2,501	$2,040	Tax
	19	Highways	Accept 0.7mi of King St	$20,000	$20,000	Betterment Assessment
	20 ('98)	Highways	Shedd Hill Bridge	Authorized as needed	$70,612	Capital Reserve
	25	Comm. Development	Master Plan	$5,000	$4,448	Tax
	28	Recreation	Ball Field	$10,000	$9,700	Tax
2001	5	Comm. Development	Master Plan	$5,000	$119	Tax
	12	Fire Dept	Pumper	$23,976	$23,976	Tax
	21	Recreation	Ball Field	$12,900	$12,843	Tax
	27	General Government	Revaluation capital reserve	$20,000	$20,000	Tax
	20 ('98)	Highways	Shedd Hill Bridge	Authorized as needed	$31,409	Capital Reserve
	28	General Government	GIS Maps	$10,550	$10,550	Tax
2002-2003	11	Fire Dept	Pumper	$47,952	$47,144	Tax
	20	Recreation	Ball Field	$2,500	$2,042	Tax
	25	General Government	Revaluation capital reserve	$60,000	$60,000	Tax
	26	General Government	Revaluation	$20,000	$20,000	Capital Reserve
	27	Highways	Shedd Hill Bridge	$24,544	$24,543	Tax
	29	Police Dept	Cruiser	$7,576	$7,364	Tax

Table 1- Municipal Appropriations for Capital Expenditures, 1997-2007, con't

	Article Number	Department	Project	Appropriated Amount	Actual Amount	Revenue Source
2004	9	Police Dept	Cruiser	$7,576	$7,364	Tax
	11	General Government	Fill in a fire pond	$5,000	$5,391	Capital Reserve
	11	General Government	Fill in a fire pond	$5,000	$4,359	Tax
	26	General Government	Revaluation	$62,500	$57,325	Tax
	37	General Government	Revaluation	n/a	$20,000	Capital Reserve
2005	8	Police Dept	Cruiser	$7,364	$7,364	Tax
	22	Cemetery	Dow Cemetery Driveway	$10,000	$10,000	Tax
2006	8	Police Dept	Cruiser	$7,364	$7,364	Tax
	22	General Government	Revaluation	$5,000	$12,000	Tax
	25	Comm. Development	Town office plot study	$45,000	$13,924	Capital Reserve
	23	Fire Dept	Jaws of Life	$4,000	$0	State Grant
	23	Fire Dept	Jaws of Life	$4,000	$0	Tax
	24	Fire Dept	Breathing Equipment	$38,000	$37,780	Tax
2007	10	Fire Dept	Protective Clothing	$67,099	n/a	Federal Grant
	10	Fire Dept	Protective Clothing	$3,531	n/a	Tax
	11	Fire Dept	Pumper	$36,360	n/a	Tax
	23	Fire Dept	Building Emergency Repair	$12,500	n/a	Tax
	20	Recreation	Robb Reservoir	$50,000	n/a	Tax
	21	General Government	Revaluation	$8,000	n/a	Tax
	25 ('05)	Comm. Development	Town office plot driveway	$25,000	n/a	Capital Reserve
	25 ('05)	Comm. Development	Town office plot driveway	$10,000	n/a	Tax

Table 2- History of Capital Expenditures for Municipal Government Departments, 1997-2007

DEPARTMENT	1997	1998	1999	2000	2001	2002-2003[3]	2003-4	2004-5	2005-6	2006-7[4]	TOTAL
General Government	$14,494	$9,309			$30,550	$80,000	$87,075			$8,000	$229,428
Police	$7,602	$7,602				$7,364	$7,364	$7,364	$7,364		$44,660
Fire & Rescue	$60,977	$31,036	$34,003	$36,021	$23,976	$47,144			$45,470	$119,490	$398,117
Roads		$40,289	$29,800	$90,612	$31,409	$24,543					$216,653
Parks & Recreation			$9,459	$9,700	$12,843	$2,042					$34,044
Cemeteries								$10,000			$10,000
Conservation										$50,000	$50,000
Community Development				$4,448	$119				$13,924	$35,000	$53,491
Appropriations to Capital Reserves	$20,000										$20,000
Principal & Interest - Bonded Debt											$0
Total Capital Expenditures	**$103,073**	**$88,236**	**$73,262**	**$140,781**	**$98,897**	**$161,093**	**$94,439**	**$17,364**	**$66,758**	**$212,490**	**$1,056,393**
Revenues Applied to Project Costs (excluding current year property taxes)											
Federal Funds				$10,005						$67,099	$77,104
State Funds			$23,808								$23,808
Capital Reserve Withdrawal	$50,462	$9,309		$70,612	$31,409		$24,359		$13,924	$25,000	$225,075
Bond Proceeds											$0
Other				$20,000							$20,000
Total Available Revenues	**$50,462**	**$9,309**	**$23,808**	**$100,617**	**$31,409**	**$0**	**$24,359**	**$0**	**$13,924**	**$92,099**	**$345,987**
Net Annual Capital Expense (Funded by Current Yr Prop. Tax)	$52,611	$78,927	$49,454	$40,164	$67,488	$161,093	$70,080	$17,364	$52,834	$120,391	$710,406
Assessed Valuation On Which Taxes are Raised	$119,504,547	$119,551,450	$120,625,490	$121,140,770	$123,356,542	$123,356,542	$158,925,043	$160,949,281	$165,352,122	$275,321,891	
Tax Rate Impact for Capital Expenses[5]	$0.44	$0.66	$0.41	$0.33	$0.55	$1.31	$0.44	$0.11	$0.27	$0.44	
Total Municipal Tax Rate (Exclude County & School Rates)	$2.10	$1.88	$1.66	$1.44	$1.55	$3.06	$1.33	$0.86	$1.07	$1.32	
Capital Project Share of Tax (Tax Rate for Capital Projects/Total Tax Rate) = Capital Project Impact as % of Total	20.96%	35.12%	24.70%	23.02%	35.30%	42.68%	33.16%	12.54%	25.52%	33.13%	

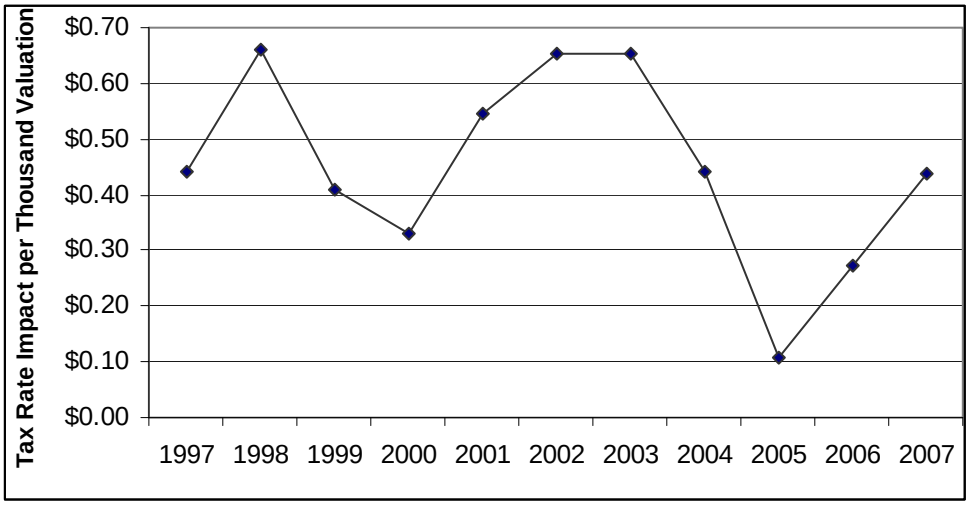
[3] Prior to 2002, the fiscal year in Stoddard ran from January to December therefore all town reports are listed by one year only. In 2002, one annual report was published for 2002-2003 therefore all data is combined for these years as the fiscal year was changed to midyear. All town reports thereafter noted with the appropriate timeframe for each

[4] Note that while the expenditures for years 1997-2006 reflect actual capital expenditures, the figures for year 2006-2007 reflect only appropriations as actual expenditures were not available at the time of this writing.

[5] (Net Annual Capital Expense/ (Assessed Valuation/$1,000)) = Tax Rate Impact Per Thousand Valuation

Figure 1 below shows the tax rate impacts from the capital projects identified in Tables 1 and 2 above. The rate fluctuated over the years, rising and dipping steadily. There was a two year drop in tax impacts from 2003-2005, and then a subsequent rise from 2005-2007.

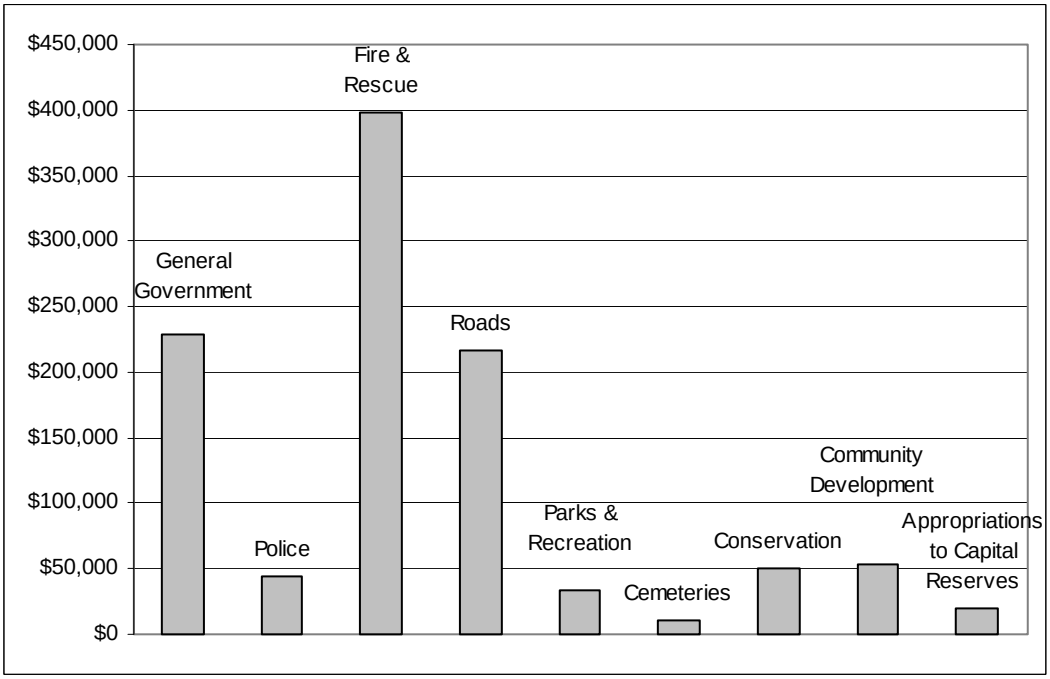
Figure 1- Tax Rate Impacts from Capital Projects



Note: tax rate impact for years 2002-2003 have been averaged

Figure 2 below shows the total capital spending by department. The department with the highest spending was the Fire and Rescue Department, mainly due to the large appropriation in 2007, which does not reflect actual amount spent in that year. If 2007 were not included in the chart below, however, the Fire and Rescue Department would still have the highest capital spending.

Figure 2- Total Capital Spending by Department, 1997-2007



School District Capital Costs

Table 3 on the following page provides the history of school district capital expenditures, and appropriations to trust funds. School district capital costs will generally involve long-term debt which is shown in the table. The net capital expense to the school district, after state aid reimbursement, is calculated by subtracting the state building aid amount from the district's total bond payment. Using the assessed valuation per year, the portion of the local school tax rate supporting capital projects was calculated. Using the total school tax rate, it was possible to calculate the capital projects share of school taxes.

Figure 3 below shows the impacts from capital projects on the school tax rate as calculated on Table 3 on the following page. After a large increase from 1998-1999, the impacts from capital projects has steadily decreased each year, except for a small increase from 2005-2006.

Figure 3- School Tax Rate Impacts from Capital Projects

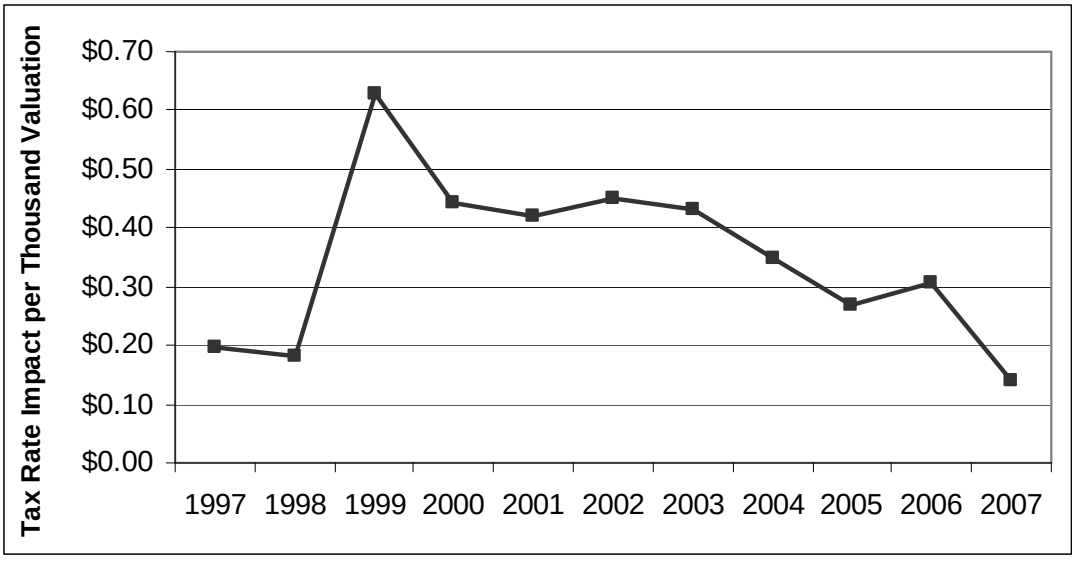


Table 3- Stoddard School District- Bonded Capital Expenditures and Appropriations to Trust Funds

School District Bonded Capital Expenditures		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	**TOTAL**
1990- Series C Bonds- NH Municipal BB	Principal	$25,000	$25,000	$25,000										$75,000
	Interest	$6,038	$4,313	$2,588										$12,938
	Total	$31,038	$29,313	$27,588	$0	$0	$0	$0	$0	$0	$0			$87,938
1998- Series A- NH Municipal BB	Principal			$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$500,000
	Interest			$20,688	$18,713	$16,681	$14,588	$12,400	$10,150	$7,838	$5,463	$3,206	$1,068	$110,793
	Total	$0	$0	$70,688	$68,713	$66,681	$64,588	$62,400	$60,150	$57,838	$55,463	$53,206	$51,068	$610,793
School District Appropriate to Trust Funds														
2002- Buildings and Grounds Expendable Trust	Principal						$6,000	$6,000	$10,000		$10,000			$32,000
	Interest Income						$9.52	$35.76	$131.06	$310.95				$487
	Total	$0	$0	$0	$0	$0	$6,010	$6,036	$10,131	$311	$10,000			$32,487
Total Debt Service and Expendable Trust Appropriations		**$31,038**	**$29,313**	**$98,275**	**$68,713**	**$66,681**	**$70,597**	**$68,436**	**$70,281**	**$58,148**	**$65,463**	**$53,206**	**$51,068**	**$731,218**
State Building aid Reimbursement to District At 30% of Annual Principal		$7,500	$7,500	$22,500	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$182,100
School District Net Capital Expense After State Aid Reimbursement		**$23,538**	**$21,813**	**$75,775**	**$53,713**	**$51,681**	**$55,597**	**$53,436**	**$55,281**	**$43,148**	**$50,463**	**$38,206**	**$36,068**	**$549,118**
Local Assessed Valuation		$119,504,547	$119,551,450	$120,625,490	$121,140,770	$123,356,542	$123,356,542	$123,356,542	$158,925,043	$160,949,281	$165,352,122	$275,321,891	n/a	
School Tax Rate for Capital Projects (Net Capital Expense/(Valuation/$1,000))		$0.20	$0.18	$0.63	$0.44	$0.42	$0.45	$0.43	$0.35	$0.27	$0.31	$0.14	n/a	
Total School Tax Rate (Exclude Municipal and County Rates)		$5.78	$6.79	$8.45	$8.91	$10.16	$10.71	$8.93	$9.83	$9.13	$5.66	$5.66	n/a	
Capital Projects Share of School Taxes (Tax Rate for Capital Projects/Total Tax Rate)		3.4%	2.7%	7.4%	5.0%	4.1%	4.2%	4.9%	3.5%	2.9%	5.4%	2.5%	n/a	

Operating Expenditures and Revenues

Operating Expenditures

The balance of municipal expenditures and those revenues not earmarked for specific capital projects may be considered as operating expense and operating revenue. **Table 4** on the following page provides the operating expenditures by department or function since 1997. The total of all operating costs for municipal services can then be calculated.

The local costs for operating expenditures for schools was determined by entering the total school district costs assessed to the town for the given year, and then subtracting the local debt service portion from the total.

Stoddard's county tax assessment dollar amount was entered as a lump sum in the table. Total gross operating costs were determined as the sum of municipal and local school district operating expenses, plus county assessments.

Operating Revenues

Table 5 determines the amount of non-property tax revenues which are applied to operating expenses. Total municipal non-property revenues are totaled in the middle of the table.

In the bottom portion of **Table 5,** the net property tax expense to Stoddard was determined by subtracting the "total non-property revenues for municipal services", "net property tax expense-school district," and "net property tax expense-county" from the "total operating costs" identified in **Table 4**.

Table 4- History of Operating Expenditures by Function

DEPARTMENT	1997	1998	1999	2000	2001	2002-03[6]	2003-04	2004-05	2005-06	2006-07
General Government	$181,125	$173,738	$188,631	$198,381	$199,721	$299,766	$241,783	$242,819	$265,273	$273,667
Community Development	$3,103	$5,211	$6,492	$3,838	$4,846	$3,417	$5,738	$6,825	$7,575	$7,575
Police Dept	$11,699	$16,005	$32,225	$23,471	$27,946	$23,733	$29,300	$28,487	$28,473	$36,900
Fire & Rescue	$25,237	$27,899	$27,800	$30,789	$49,071	$39,771	$32,265	$32,010	$43,257	$55,200
Highway Dept	$118,263	$119,160	$110,756	$124,787	$139,675	$158,565	$125,000	$128,071	$198,702	$173,800
Parks and Recreation	$71	$112								
Library	$7,443	$4,656	$3,480	$3,861	$3,694	$4,297	$5,500	$6,633	$8,218	$6,675
Conservation	$1,206	$1,244	$1,562	$1,560	$1,349	$1,539	$1,855	$1,542	$1,572	$1,800
Cemeteries	$2,217	$1,710	$1,866	$2,295	$1,474	$1,750	$1,000	$2,198	$12,401	$1,000
Miscellaneous				$1,609	$1,109	$2,200	$11,000	$1,000	$1,000	
Total Operating Costs for Town Services:	$350,364	$349,735	$372,812	$390,591	$428,885	$535,038	$453,441	$449,585	$566,471	$556,617
Total School District Assessment	$694,380	$815,028	$997,996	$902,664	$1,097,855	$1,149,170	$1,303,593	$1,443,339	$1,506,077	$1,553,871
School Debt Service	$31,037	$29,312	$98,275	$68,712	$66,681	$70,587	$68,400	$70,150	$57,837	$65,462
School District Assessment (excluding debt service)	$663,343	$785,716	$899,721	$833,952	$1,031,174	$1,078,583	$1,235,193	$1,373,189	$1,448,240	$1,488,409
Assessed Valuation	$119,504,547	$119,551,450	$120,625,490	$121,140,770	$123,356,542	$123,356,542	$158,925,043	$160,949,281	$165,352,122	$275,321,891
County Tax Rate	$2.03	$2.12	$2.00	$2.15	$2.55	$2.35	$2.98	$2.73	$1.87	n/a
County Tax Assessment	$242,594.23	$253,449.07	$241,250.98	$260,452.66	$314,559.18	$289,887.87	$473,596.63	$439,391.54	$309,208.47	n/a
Total Operating Costs	$1,256,301	$1,388,900	$1,513,784	$1,484,996	$1,774,618	$1,903,509	$2,162,231	$2,262,166	$2,323,919	n/a

Notes: Operating expenditures are calculated by subtracting capital expenditures from the town budget. Figures for most years are actual expenditures as cited in the town reports. Figures for the year 2006-7 are budgeted amounts, due to the town report being published before the end of the fiscal year.

[6] Prior to 2002, the fiscal year in Stoddard ran from January to December therefore all town reports are listed by one year only. In 2002, one annual report was published for 2002-2003 therefore all data is combined for these years as the fiscal year was changed to midyear. All town reports thereafter noted with the appropriate timeframe for each.

Table 5- History of Non-Property Tax Revenues and Net Local Tax Costs

SOURCES OF REVENUE	1997	1998	1999	2000	2001	2002-3[7]	2003-4	2004-5	2005-6	2006-7 estimated
Taxes: non-property	$22,323	$34,909	$36,592	$43,410	$40,413	$32,741	$4,981	$22,789	$23,758	$20,000
Licenses, Permits & Fees	$102,444	$125,560	$133,569	$132,307	$147,603	$210,747	$153,895	$148,702	$209,649	$189,200
Intergovernmental - federal	$0	$0	$0	$0	$0	$0	$0	$0	$58,809	$0
Intergovernmental - state	$43,068	$62,230	$55,191	$77,683	$54,909	$65,501	$59,978	$61,358	$85,442	$72,348
Charges for Services	$32,481	$8,700	$12,050	$5,609	$6,436	$4,492	$9,855	$5,657	$8,073	$10,000
Miscellaneous	$12,499	$32,834	$20,833	$33,004	$21,163	$7,189	$55,722	$9,701	$90,836	$35,000
Interfund Operating Transfers In From Capital projects funds	$54,084	$10,210	$0	$70,611	$31,409	$0	$0	$0	$23,146	$0
Other	$0	$0	$0	$39,000	$71,300	$0	$0	$0	$0	$0
TOTAL NON-PROPERTY REVENUES For Municipal Services	**$266,899**	**$274,443**	**$258,235**	**$401,624**	**$373,233**	**$320,670**	**$284,431**	**$248,207**	**$499,713**	**$326,548**
NET PROPERTY TAX EXPENSE										
MUNICIPAL	***$83,465***	***$75,292***	***$114,577***	***-$11,033***	***$55,652***	***$214,368***	***$169,010***	***$201,378***	***$66,758***	***$230,069***
COUNTY	$242,594	$253,449	$241,251	$260,453	$314,559	$289,888	$473,597	$439,392	$309,208	n/a
SCHOOL (STATE AND LOCAL)	$663,343	$785,716	$899,721	$833,952	$1,031,174	$1,078,583	$1,235,193	$1,373,189	$1,448,240	$1,488,409
TOTAL	$989,402	$1,114,457	$1,255,549	$1,083,372	$1,401,385	$1,582,839	$1,877,800	$2,013,959	$1,824,206	$1,718,478

Notes: Sources of Revenue were taken from town reports.

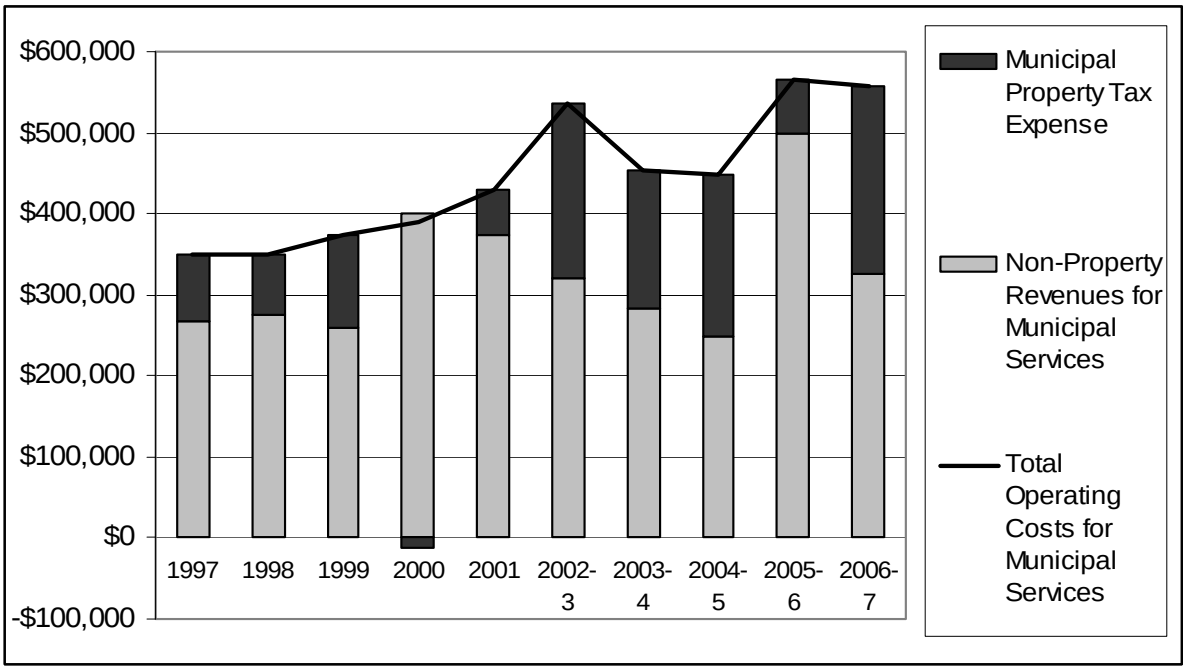
[7] Prior to 2002, the fiscal year in Stoddard ran from January to December therefore all town reports are listed by one year only. In 2002, one annual report was published for 2002-2003 therefore all data is combined for these years as the fiscal year was changed to midyear. All town reports thereafter noted with the appropriate timeframe for each.

Analysis of Revenues and Operating Costs

Figure 4 below shows the total municipal revenue by year broken up into non-property tax revenue (light gray color) and that portion of revenue that had to be collected through municipal property taxes (dark gray). The total of these two revenues made up the total operating costs for municipal services for each year.

It is evident by looking at the figure that in years when non-property tax revenue was higher, less revenue was needed to be raised by local taxes. In 2000, for example, there was a surplus, while in 2002-3, approximately 40% of the revenue needed to cover operating expenditures was raised from local property taxes.

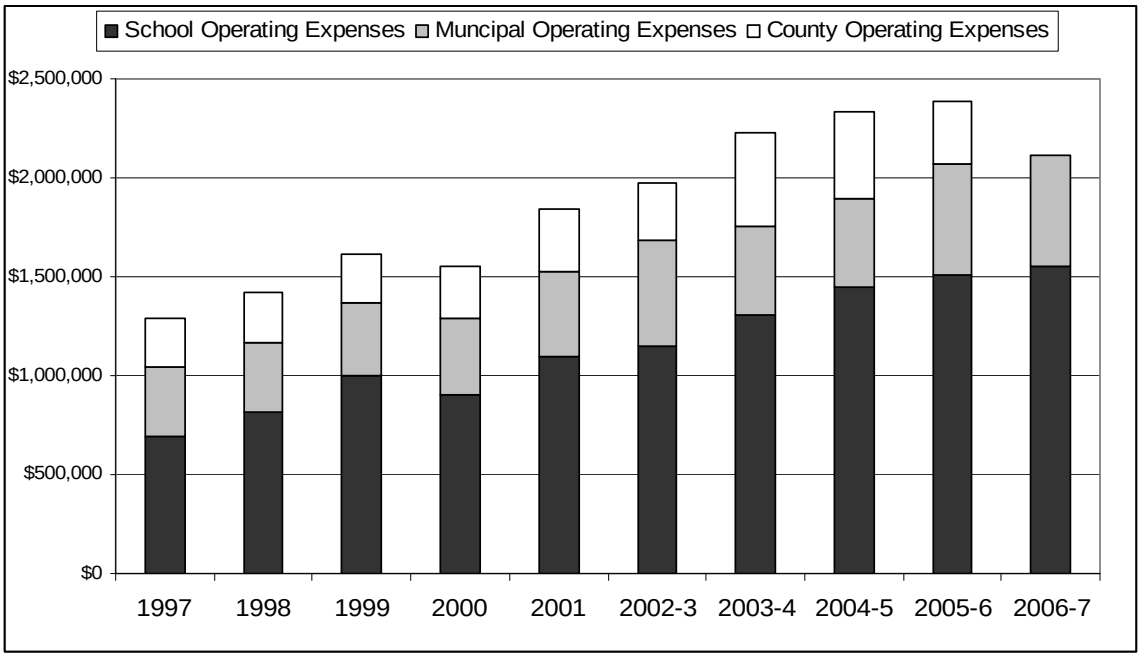
Figure 4- Comparison of Past Municipal Revenues and Operating Costs



Notes: Municipal property tax expense and non-property revenues for municipal services are from Table 5. Total operating costs for municipal services are from Table 4.

Figure 5 below shows the trends in school, municipal and county operating expenses. While the county and municipal expenses from taxes gradually increased, the expenses due to school taxes more than doubled in the period studied.

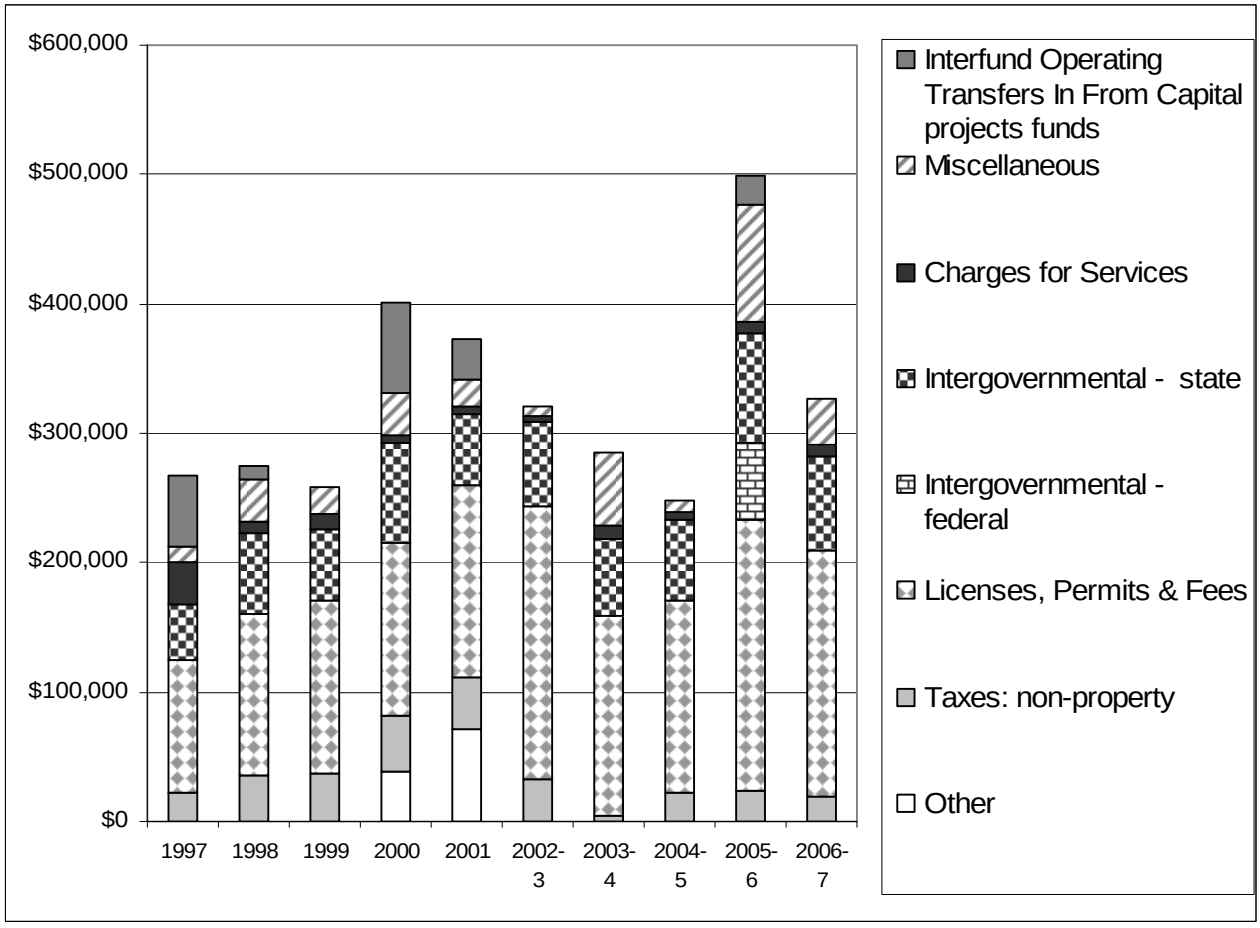
Figure 5- School, Municipal, and County Operating Expenses from Taxes



Note: County tax rate for 2006-7 was unavailable at the time of this writing.

Figure 6 below shows the history of revenue availability from the federal, state and local sources in support of municipal and school operating expenditures from 1997 to 2007. The largest source of revenue has come from licenses, permits and fees and this amount has grown steadily over the years. This predictable source of revenue will undoubtedly continue into the future. Non-property taxes make up a smaller portion of the revenue, and this amount has fluctuated over the years. State means for revenue has remained relatively stable. It would appear that looking into the future, the three most predictable sources for revenue are non property taxes, state funds, and licenses, permits & fees.

Figure 6- History of Non-Property Tax Revenues



STODDARD CIP FOR YEARS 2008 – 2013

The following pages represent the Capital Improvements Program (CIP) for the Town of Stoddard for the years 2008 to 2013. The CIP Committee feels it is important to note that several of the cost estimates included in the spreadsheet are evolving – that is, they are of such a scope and scale that until more detailed analysis can be undertaken (for example the new Town Office building and the new Fire Station), it is not possible at this time to have an exact cost figure. Therefore, estimates were used where provided. Some projects have no cost associated with them as they are not at the point where a cost estimate is possible. Some of these projects were identified in the most recent update of the town's Master Plan. **As more detailed information becomes available, the CIP will be updated accordingly.**

Project Rankings

NH RSA 674:6 requires the CIP to classify projects "… according to urgency and need." The Justification Sheets that are required to be submitted for each request includes a Project Ranking section, whereby the Department Heads must note whether the request is urgent, necessary, desired, or deferrable, with criteria that define each of these options, described below.

- **Class I Urgent**- Cannot be delayed; needed immediately for health and safety
- **Class II Necessary**- Needed within 3 years to maintain basic level and quality of community services
- **Class III Desirable**- Needed within 4-6 years to improve quality or level of service
- **Class IV Deferrable**- Can be placed on hold until after 6-year period, but supports community development goals.

Project rankings for each of the project descriptions are included in the following section, where available.

Project Descriptions

Cemetery Commission

The Cemetery Commission has identified two projects to be considered for inclusion in the CIP. The first, at Dow Hill Cemetery, is a request to expand the cemetery to include approximately 60 plots. The last expansion of 282 plots has already sold 175 plots and 42 are interred, leaving only 65 plots available. This expansion will include the creation of new drainage structures to run the entire length of the new road. The survey cost would total approximately $7,000 and the new drainage approximately $5,000.

The second project is the purchase of land for a new town cemetery. There is a high likelihood that the Dow Hill Cemetery plots will be sold out by 2012. If no new land is purchased prior to this time it is possible that long time residents of Stoddard will need to be buried in a different town. It is important to start looking for land now due to the time involved in making such a purchase. Approximate costs were $50,000 to $80,000 for 3-5 acres of land.

Project priorities were not given to either of these projects.

Emergency Management

The Emergency Management Department project involves the preparation of the school as an emergency shelter to hold residents in times of emergencies. This project is in response to a state request. This project has already begun with the creation of an Emergency Management Committee and costs are currently being covered by the Stoddard Fire Department. Cost to complete this project is currently unknown.

Priority for this project has been identified as **Class I - urgent**.

Conservation Commission

The Conservation Commission has identified one project for inclusion in the CIP. This project is the establishment of a Capital Reserve Fund for the purpose of setting funds aside for purchasing land, conservation easements, and funding necessary cost associated with land acquisition such as survey, deed creation, etc. The one-time cost or deposit to establish the Capital Reserve Fund would be $5,000. Additional funds would be accepted from grants and private sources.

Priority for this project has been identified as **Class II - necessary** and **Class III - desirable**.

Board of Selectmen

The Board of Selectmen has identified the paving of roads as a project for inclusion in the CIP. Many dirt roads in town could be candidates for paving in the future. While the Board has noted that paved roads are easier to maintain, they also recognize that the cost of paving is expensive and must be kept up.

Priority for this project was identified as **Class IV – deferrable**

Community Events Organization

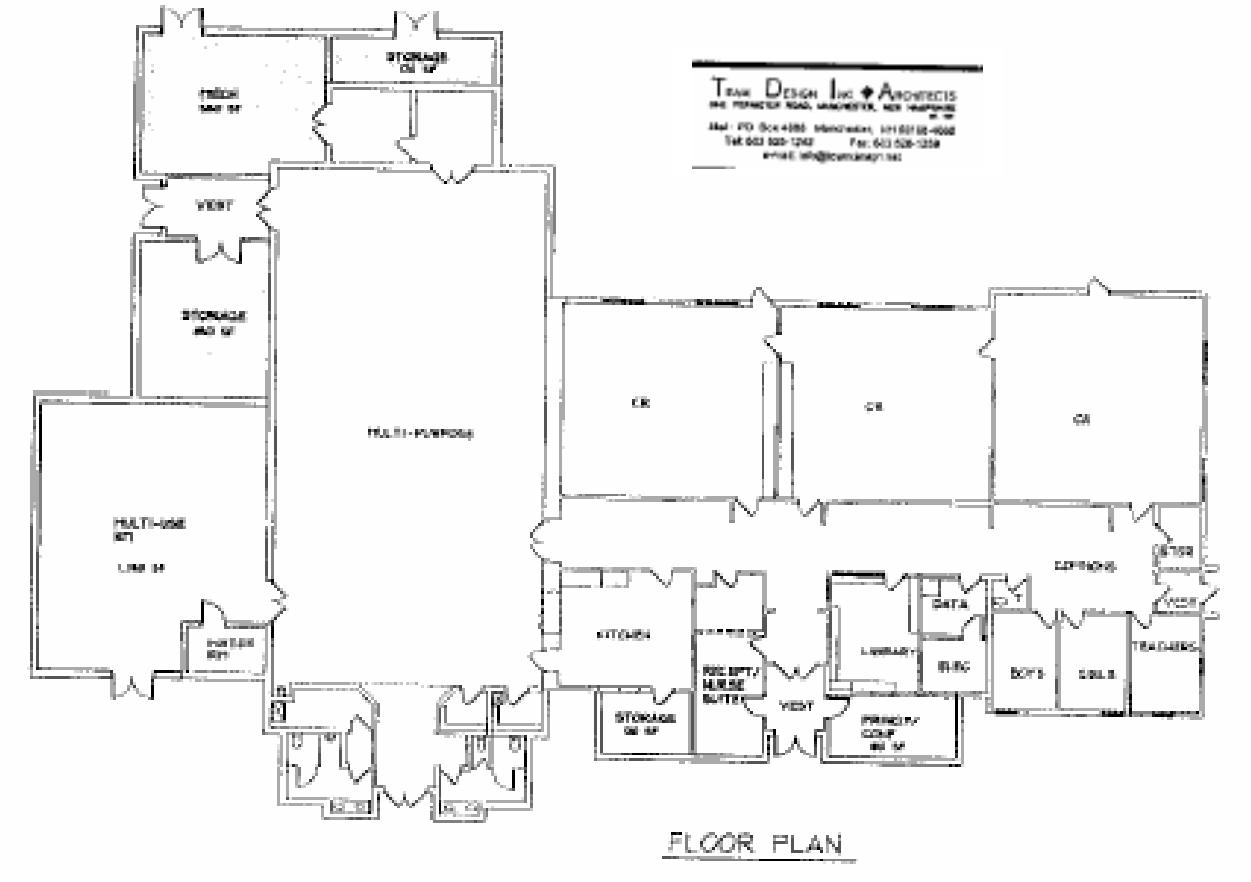
The Community Events Organization has the construction of a pavilion at the Faulkner School complex as a project for inclusion in the CIP. The pavilion would be located between the school and baseball field on the hill. The size would be approximately 1500-2000 sq. ft. (30’x 60’) to accommodate at least 150 people. The pavilion would have a finished floor and walking access from the school side. The pavilion would serve the school and provide sheltered space for community events such as Old Home Day. The pavilion would also save wear and tear on the Town Hall for a good portion of the year. The project could be completed in a 2-3 year time frame and would cost $26,000.

Priority for this project has been identified as **Class II - necessary**

Stoddard School District- Faulkner Elementary School

The School Board has submitted 5 projects for the Faulkner Elementary School including the following: expansion/renovation of school buildings and classrooms, replace heating boiler, electrical panel upgrade, replace middle section of roof, and replace damaged walkways. Further, the septic leach field will need replacement in approximately 7-10 years (outside the scope of this 6-year CIP).

A 10-year bond is proposed in the amount of $875,000 which incorporates the five projects described above starting in 2009. A diagram showing "Scheme D- Phase 1" renovation/construction to the school is shown below. The phase 1 addition consists of 3,350 square feet, in addition to the renovation of 350 square feet.



Fire and Rescue Department[8]

Existing conditions:

Stoddard Fire and Rescue Department (SF&RD) is an "on-call" all volunteer fire department with twenty four (24) personnel, four (4) of whom are Emergency Medical Technician (EMT) certified. SF&RD has six pieces of apparatus housed at the intersection of Shedd Hill Road and Rt. 123 North. There is a four bay, heated, primary structure, with an attached unheated shed bay and a secondary unheated single bay building about one hundred yards away.

The four bay structure is a 30 year old cinder block building. The building has suffered structural damage due to unstable ground and proximity to the outflow of Highland Lake. The building was evacuated during the flooding event of October 2005. An irreparable crack in the southerly,

[8] The language used for the Fire and Rescue Department section was written by the department.

interior, load bearing wall has been growing. Engineering consultants and Town officials are uncertain as to the building's life expectancy. Non-potable water is available for equipment maintenance only, with no other indoor plumbing - an interior port-a-potty serves as a rest room. In short, the building meets neither minimum safety standards nor building codes for a public building and must be replaced. The existing structure should be torn down and the secondary structure returned to the family who donated it.

Needs Assessment:

As a part of this Capital Improvement Plan (CIP) needs assessment, Stoddard Fire and Rescue Department has evaluated its facility and apparatus needs within the prescribed six to ten year time frame. However, an appropriately designed and properly built fire station will last much longer than that. Thus, the **Architectural Program** and **Apparatus Inventory** (shown below) has taken into account the future needs for fire and rescue services within a fifty year horizon enabling the Town to respond appropriately to evolving needs.

Using the growth rates predicted by the CIP Committee (which we believe are conservative and do not take into account potential large subdivisions), SF&RD sees fire and safety needs for Stoddard within the next thirty years that are dramatically different from those of today. For instance, today some homes in Town have roofs, chimneys and upper stories that SF&RD cannot reach with ladders. New construction (and conversions of seasonal dwellings) is resulting in larger homes in Stoddard with occupied upper floors, requiring a platform/ladder truck to effect a rescue or attack/vent a fire. Also, within fifteen years or so, SF&RD may follow similar sized communities and provide for at least one shift of two, full-time staff. Both of these are examples which could dramatically affect the design of a facility: a platform truck needs a higher ceiling bay and doors, and full-time staff requires sleeping quarters with showers. These elements are NOT incorporated in the proposed new fire house.

Architectural Program for a New Fire Facility:

Primary Considerations (~10,000sf):

- Building footprint - 120' wide X 80' deep
- Garage area - ~7,600sf
  six (6) bays, 16' (W) X 80' (D) (currently: 4 bays, 45' deep, plus 2 bays)
  12' (W) X 14' (H) doors, two of six bays accessed front and back
- Office area - ~2000sf (including everything below)
- Private Office - 300sf (Fire and Rescue officers and Emergency Management Director)
- Secure storage - 300sf (floor-to-ceiling shelves one wall) plus secure medical cabinet
- Laundry Room / PPE Drying room - 200sf
- Wash station - 150sf (four deep sinks, with H/C water on interior wall)
- Hose drying tower - 150sf footprint (30' high, preferably interior)
- Repair & Maintenance / Tool room - 200sf (haz-mat cabinets)
- HVAC and utility service entrance room - 100sf (400A, three phase power)
- Communications room - 200sf (telephone, radios, fax, copier)
- Generator room on exterior wall
- Emergency responder dressing area (along interior wall at entrance doors)
- Conference/training room
- Planning/study room
- M/F restrooms/dressing rooms with showers - 2 @ 250sf
- Wet Kitchen / Dining area

- Long term storage

Other Design Considerations:

- Robust HVAC system with separate ventilation for exhaust and CO
- Drains in each bay to recovery tank(s)
- Quick and safe access to parking for 20 private vehicles, minimum
- Large enough area for truck turn around, front and rear
- Outdoor training areas
- Standpipe to UG water storage area (Is the area wet enough to recharge this tank???)
- Energy efficient design and construction, incorporating use of passive solar radiation for heating and solar powered electric panels. This provides a framework to aggressively pursue grants.

New Facility:

Considerations for the new facility include six bays, the same number as presently being used, but deeper than the current bays, providing room for future growth. The design includes provisions for washing and drying personal protective equipment, thus saving money for professional cleaning and extending useful life of equipment. Officers will have a private office providing secure storage. Separate R&M/tool room, communications room, haz-mat storage, emergency responder dressing area and indoor plumbing will bring SF&RD facilities into compliance with current industry standards. A second floor is not a consideration at this time, although designing for future growth through retrofitting should be a consideration.

New Apparatus Acquisition:

The **Apparatus Inventory** (below) lists equipment used for structure fire fighting, wildland fire fighting and rescue applications in the Town of Stoddard. The "Proposed Apparatus Acquisition" table represents SF&RD's needs based upon the minimum growth rate established by the Planning Board CIP Committee of 3.0% per year. SF&RD has estimated 25 years life expectancy based on our past history of 25.8 years average vehicle life. Provisions for repair/maintenance and occasional apparatus overhaul (eg. refurbish tanks, rebuild pumps, etc) must be factored into consideration for a complete picture of realistic capital needs of the Department.

Apparatus Inventory:

As a part of Stoddard Fire and Rescue Department's long term capital needs assessment, the apparatus used in day-to-day fire fighting and rescue applications must be considered. The following two tables detail the current inventory of SF&RD apparatus as well as the anticipated needs. Costs are estimated for budgeting purposes only. Since 1954, SF&RD apparatus has been maintained for an average of 25.8 years life expectancy (20 years are norm for rural fire and rescue departments). For budgeting purposes, SF&RD has applied a 25 year life expectancy for apparatus replacement. It should be noted that annual operational funds will still be required for occasional apparatus overhaul (eg. refurbish tanks, rebuild pumps, new brakes, etc).

Existing Apparatus

Apparatus	Previous Acquisition	Date of Acquisition	Date to Replace	Cost
Boat 1 w/ trailer (31Boat1)	-	1986	2010	$45,000
Rescue 1 (31R1)	1978 (16yr)	1994	2015	$100,000
Brush 1 w/ trailer (31Brush1)	1967 (19yr)	1986	2015	$125,000
Tanker 1 (31T1)	1967 (23yr)	1990	2015	$300,000
Pumper 1 (31E1)	1955 (44yr)	1999	2025	$400,000
Pumper 2 (31E4)	1954	1976 (31yr)	To be retired in 2007	
Pumper 3 (31E2)		2007	2030	$385,000

Proposed New Apparatus Acquisitions:

Apparatus	Date of Acquisition	Cost
Multipurpose 6X6 Rescue ATV with trailer	2010	$25,000
Boat 2 (Flat Bottom) w/ trailer	2010	$5,000
Rapid Response Vehicle (Suburban)	2010	$25,000
Ambulance 1	2010	$100,000

Grants for new apparatus could come from the Department of Homeland Security (DHS)**.** Keeping with the schedule of either replacement or new equipment has a priority of **Class II- "necessary."**

Fire Station Location:

Site acquisition for a new facility is out of the scope of these architectural considerations. SF&RD understands the challenges of siting a new building. However, as a part of discussions regarding a new firehouse, the location of any new facility should consider response time.

New Fire Station Costs:

The cost for design and construction of the new fire station including the demolishment of the existing structure is estimated to be $816,000. This project would to primarily serve the town of Stoddard, but is part of the regional mutual aid network of 82 departments, thereby providing regional benefits. There may be an opportunity to pay for a portion (approximately $200,000) of the costs with a grant from **DHS Assistance to Firefighters Grant (AFG)**. The fire station would be designed and constructed with a 50 year life expectancy. The design for the station will take place in 2007 with construction anticipated to begin in 2008.

Other Considerations:

SF&RD is in need of more certified medical personnel. There are currently only four people covering Stoddard for medical emergencies, 24X7. It should be noted that all of Stoddard fire and emergency personnel are volunteers and that medical training takes six months for classroom training, emergency room time, rescue ride time and testing resulting in final certification – no small commitment of time.

Within fifteen years, SF&RD may require two full-time staff - one fire fighter (FF) and another FF with Intermediate Emergency Medical Technician (EMT-I) certification - primarily for weekday night coverage. This assessment is contingent upon the expansion of staffing of the

Antrim Fire and Rescue Department (which has two ambulances and eight certified EMTs) and is planning for at least two full-time, day staff within five years. Our thinking is if Antrim has days covered, Stoddard will need nights covered. Volunteer personnel from both communities are more available on weekends. Additional personnel are not considered a capital expenditure.

Priority for this project has been identified as **Class I – Urgent.**

Municipal Government- (New Town Office Building Project)

The selectmen note the need for a new town office building to include space for the following positions/departments: town clerk, tax collector, selectmen, treasurer, planning board, zoning board, and police department. The current town hall cannot hold all of these offices, is not handicapped accessible/ADA compliant, and has poor parking availability. Currently, the town clerk, tax collector and treasurer work from home offices.

Land has been donated and site development work started in 2007. Whether this site will be favorably voted on by residents is uncertain. The approximate cost associated with this project is $700,000.

Priority for this project has been identified as **Class I – Urgent**.

Police Department[9]

The current building that houses the Stoddard Police Department is located on Old Forest Rd. It contains 2 small spaces for desks, and a bathroom/closet. The Chief expressed concerns regarding the lack of space for officers, the need for a training/conference/interview room, and the lack of storage for evidence, etc. He feels that this lack of space represents a danger to both officer and suspect safety. The sanitary facilities in the current building are lacking, and the lack of space is also an issue when multiple officers from different agencies need to assemble there. The need for a newer, updated Police Facility has also been noted in the Master Plan, section VI, on page 40. As the town changes and grows, so will the calls for Police Service.

The increase in calls for service, coupled with the current lack of space, place the priority of the need to address this situation somewhere between **Class II- necessary and Class III- desirable**.

The proposal is to move the Police Department from its location in the current building to the proposed new Town Office Building (described above).

Other Issues: Replacement/Recruitment of Police Department Personnel

The Chief noted that staffing the department continues to be the most difficult task, and that in the very near future, the staffing situation will be urgent. Staffing a small town part-time department is difficult at best, and Stoddard is no exception. The department currently is budgeted at a staff of 3, including the Chief. The department has no prosecutor, so when a case goes to court, one of the part time officers, usually the Chief or Lt., prosecute the case. This takes a significant amount of the available departmental resources to do, resulting in decreased patrol time in town. Additionally, officers are increasingly facing defense lawyers in court, causing plea bargains in many cases, or outright defeat due to technicalities that a trained prosecutor could address.

[9] The language for this section was provided by the Police Department.

Hiring a town prosecutor has been explored in the past, and has been found to be very costly, but necessary. The lack of a qualified individual to fill this position has also slowed the process.

The department's staffing situation is dire. The Chief might retire in approximately 5 years. Help from outside agencies has been spotty, leaving the Chief to respond to many calls alone. Many officers in larger communities would wait for backup to arrive before responding to many of these calls. Although, an increase in police personnel is not a capital project, providing appropriate space for all personnel would be.

The recommendation is for the selectmen to form an exploratory committee in 2008 to begin the process of determining the future of law enforcement in the town of Stoddard. The priority of forming this committee is **Class I-Urgent.**

Replacement Cruiser

The Stoddard Police Department has identified the replacement of the current police cruiser to be included in the CIP. The current cruiser has an expected service life that should take it into 2009, or possibly 2010, depending on how many calls for service are answered by the Department. While the yearly mileage that is put on the vehicle is relatively low, the vehicle spends a great deal of its operational life idling, which tends to shorten its longevity. The total cost for this project is approximately $45,000, the total of lease. The lease is assumed to be 3 years, so there is a need for $15,000 in payment each year for three years. This is a recurring cost approximately every 8 years.

Priority for this project has been identified as **Class II - necessary**.

Davis Public Library- New Library[10]

It would be a tremendous asset to the town to have a new 2,000 square foot library, adjacent to the planned Town Office building.

The library should be situated above ground level to protect the integrity of the books and periodicals. Carefully planned shelving would maximize use of that area. Heating and air conditioning systems would permit comfortable year-round use.

At least two private offices would afford a space for the librarian and others for quiet, smaller meetings and two large secure closets could store items safely. A quiet area for research with tables and chairs would help students complete their assignments locally.

A section for several computer stations, along with state of the art high speed computer connectivity, would assist those who are doing homework and other research. A reading area with comfortable seating would provide a getaway space for those who need it. A cozy children's room, appropriately decorated, would invite younger residents to develop a love of books and to join the library for story time. It would include pillows and floor cushions, puzzles and props to use for stories.

A small room for town archives would protect them as well as periodicals. Along with books and magazines, our inventory would include audio and large print books and a few well-selected

[10] The language for this section was provided by the library trustees.

newspapers. Capability for automated inventory would enable us to be in the NH Automated Information System and participate more fully in intro-library opportunities.

The Priority for this project is **Class II- Necessary** at an estimated cost of $230,000.

Selectmen/Davis Public Library- New Community Room[11]

This project is a proposed 1,000 square foot community-shared space which would be the heart of the town and would promote fellowship and education. An appropriate location would have a doorway to the library and one to the outside for access when the library is closed.

A large conference room with tables and chairs would fill the need we have for meeting space in town. It could be used for community gatherings and speakers, fire and rescue classroom, emergency comment center, book discussion groups, committee and club meetings, yoga classes, small art exhibits, musical presentations, children's art projects and plays, etc.

A mini-kitchen in the community room including at least a sink, large stove and full refrigerator would expand the functions of the room tremendously. A/V equipment including on-line capability and an LCD projector and a big screen would enable community movies and gatherings of media literacy groups.

Computer connectivity and software coordination throughout the town facilities would enhance communication. A large area that would house printers networking to library and other town computers, a copy machine, and a FAX would centralize these functions for use by all town facilities. The FAX and copy machine could generate income for the library when used privately. There would be two restrooms. The estimated cost of the project would be $122,000 and has a priority of **Class II- Necessary**.

An alternative approach is to view this proposal as a description of useful or needed facilities that might be located in other existing or planned spaces in the new town office building, if that would be more cost effective.

Stoddard Historical Society

The historical society proposed that its building be moved near to the site of the new town office building, in part to consolidate town buildings that experience frequent visits by the public, and in part for access to office space and bathroom facilities.

As an alternative, the historical society building might remain at its historic site, with the historical society being given access to, and custody of, the old town hall building for office, meeting and bathroom space. This would leave the three historically significant public buildings that are located in the village (town hall, church and historical society building) on their original sites and in proximity to each other.

Another alternative to consider is, concurrent with the use of the old town hall building by the historical society, it would remain available for use by other organizations in town, as it is now used.

[11] The language for this section was provided by the Librarian.

Projects Listed by Cost, Date and Rank

Table 6 lists all the projects identified in the narratives on previous pages by department.

Table 6- Projects Listed by Cost, Date and Rank

Department/Project Description	Cost	Start Date	Rank	Notes
Cemetery Commission				
Dow Hill Cemetery Expansion	$12,000	2012	3	
Land for new cemetery	$80,000	2012	3	
Emergency Management				
Preparation of School as emergency shelter	n/a	2007	1	Cost covered by Fire Dept.
Conservation Commission				
Capital Reserve Fund to acquire land, easements, etc	$5,000	One time	2 or 3	
Police Department				
Replace Police Cruiser	$45,000	2010	2	3yr lease, every 8 yrs
New Office Space	n/a	2008	2 or 3	Combined w/ Town Office
Community Events Org				
Pavilion for field at Faulkner School	$26,000	2011	2	
Picnic tables and benches at various locations	$3,000	2012	3	
Selectmen				
New library facility	$230,000	2012	3	Projects could possibly be merged
Community Room	$122,000	2012	2	
New Town Offices	$700,000	2008	1	20-year Bond
New Fire Station	$816,000	2010	1	20-year Bond, possible grant
North Shore Road Bridge	n/a	2012	2	
Disposition of old Fire Station	n/a	2012	4	
Contingency for acquiring additional town roads	$50,000	Annual	4	
Additional road paving	n/a	2012	4	
Disposition of old town hall	n/a	2012	2	
Disposition of old police station	n/a	2012	3	
Fire Department				
Boat 1 w/trailer (31Boat1)	$45,000	2010	2	
Rescue 1 (31R1)	$100,000	2015	4	Outside of CIP Scope
Brush 1 w/trailer (31Brush1)	$125,000	2015	4	Outside of CIP Scope
Tanker 1 (31T1)	$300,000	2015	4	Outside of CIP Scope
Pumper 1 (31E1)	$400,000	2025	4	Outside of CIP Scope
Pumper 3 (31E2)	$385,000	2030	4	Outside of CIP Scope
Multipurpose 6x6 Rescue ATV w/trailer	$25,000	2010	2	
Boat (flat bottom) 2 w/trailer	$5,000	2010	2	
Rapid Response Vehicle (Suburban)	$25,000	2010	2	
Ambulance 1	$100,000	2020	4	Outside of CIP Scope
School Committee				
Expand/renovate/construction of school buildings	$875,000	2009	2	Includes the 4 following projects.
Replace damaged walkways	*$12,000*	*2008*	*2*	
replace middle section of roof	*$15,000*	*2009*	*2*	
electrical panel upgrade	*$10,000*	*2010*	*2*	
replace heating boiler	*$22,000*	*2012*	*3*	
Replace septic leach field	$35,000	7-10 yrs	4	Outside of CIP Scope

Review of the Stoddard Master Plan

In developing a CIP, it is required that the Master Plan be reviewed in relation to the proposed capital improvements program. The review of the master plan and its objectives and policies strives to identify a linkage between the capital improvements program and the town of Stoddard's long-term goals for facility improvement and providing capacity for future growth. Table 7 below shows the linkage between identified capital projects and the master plan.

Table 7- Relationship of CIP to the Master Plan Objectives and Policy

CIP		Master Plan		
Project #	Project Name	Section	Objective	Policy
1	New Fire Station	Community Facilities	1, 6	1, 5
1a	Replace firefighting and rescue equipment	Community Facilities	6	5
1b	Emergency Management	Utilities & Public Services	1	1
2 & 2a	New Town Office Building	Community Facilities	1, 6	1
3	Library	Community Facilities	1, 3, 6	1
3a	Community Room	Community Facilities	1, 6	1
4	Disposition of present fire station	Community Facilities	6	1
5 & 5a	Old town hall and Historical Society building	Conservation & Preservation; Community Facilities	1, 8 6	10, 11 1
6	Old Police building	Community Facilities	6	1
7	Disposition of present library building	Community Facilities	6	1
8	Pavilion for community events	Recreation	1, 2	2
9	Police cruiser replacement	Community Facilities	1	5
10	Pave existing town roads	Transportation	2	9
11	Disposition of old fire station	Community Facilities	6	1
12	Conservation capital reserve	Conservation & Preservation	2, 3, 4	3, 4
13	Cemetery expansion	Land Use; Community Facilities	1 1, 6	None established
14	New cemetery	Land Use; Community Facilities	1 1, 6	None established
15	North Shore Rd bridge	Transportation	2	9
16	Benches and Picnic tables	Recreation	1, 2	2

Bonded Debt for Capital Projects

School Projects

There are 3 projects for which bonds will be sought. As mentioned previously, the projects listed for the School, including expansion/renovation, replacing damaged walkways, replacing part of the roof, electrical updates and heating boiler replacement have a total cost of $875,000. The School Board has proposed a 10-year bond in this amount to pay for these proposed projects. In addition to this new bond, the School is currently paying back an existing bond to be complete in 2008-2009.

The other two projects are the new town offices and the new fire station. The Committee has elected to show these two projects in a single 20-year bond at 5% at an estimated total of $1,700,000.

Table 8 on the following page shows the payment schedule of the described current and proposed bonded debt for identified projects.

The total tax rate impact for bonded debt is shown at the bottom of the table. This amount was calculated by using a total valuation that was increased at 3% per year from the current value.

Table 8- Bonded Debt for Capital Projects and Impact on Tax Rate

	2008	2009	2010	2011	2012	2013
School Committee Bonds						
Current Bond						
Principal	$45,000					
Interest	$1,069					
Total	$46,069					
Less 30% Principal (from Building Aid)	$13,500					
Total Payment	$32,569					
New Bond for projects identified in CIP (Total bond amount- $875,000; Term- 10 years, Rate- 4.5%)						
Principal	$0	$87,500	$87,500	$87,500	$87,500	$87,500
Interest	$19,688	$39,375	$35,438	$31,500	$27,563	$23,625
Total	$19,688	$126,875	$122,938	$119,000	$115,063	$111,125
Less 30% Principal (from Building Aid)	$0	$26,250	$26,250	$26,250	$26,250	$26,250
Total Payment	$19,688	$100,625	$96,688	$92,750	$88,813	$84,875
Total Payments for Both School Bonds	**$52,257**	**$100,625**	**$96,688**	**$92,750**	**$88,813**	**$84,875**
Assessed valuation (actual plus 3% yearly increase)	$275,321,891	$283,581,548	$292,088,994	$300,851,664	$309,877,214	$319,173,530
Tax Impact per $1,000 valuation	**$0.19**	**$0.35**	**$0.33**	**$0.31**	**$0.29**	**$0.27**
Municipal Bond						
New Town Offices, New Fire Station- (Bond amount- $1,700,000, Term- 20 years, Rate- 5%)						
Principal	$0	$85,000	$85,000	$85,000	$85,000	$85,000
Interest	$46,636	$82,875	$78,625	$74,375	$70,125	$65,575
Total Payment	**$46,636**	**$167,875**	**$163,625**	**$159,375**	**$155,125**	**$150,575**
Assessed valuation (actual plus 3% yearly increase)	$275,321,891	$283,581,548	$292,088,994	$300,851,664	$309,877,214	$319,173,530
Total Tax Impact per $1,000 valuation	**$0.17**	**$0.59**	**$0.56**	**$0.53**	**$0.50**	**$0.47**
Total Tax Impact for all bonds	**$0.36**	**$0.95**	**$0.89**	**$0.83**	**$0.77**	**$0.72**

Capital Project Proposed Schedule of Payments and Impact on Tax Rate

Schedule of Payments with no Capital Reserve Funds

Table 9 on the following page shows the proposed schedule of payments for all capital projects for the years 2008-2013. The projects are listed by town department and the funding source is also shown. For projects where bonds will be sought, the bond payments are included in the table. Some projects listed fall beyond the scope of the CIP and therefore no payments are shown during the timeframe studied.

Table 9 reflects the proposed projects as if there were no capital reserve funds set up for each department. Therefore, the year in which the project is slated to be spent is the year during which time the funds would be spent from the general funds.

The total project costs and impact on tax rate varies considerably by year, reflecting the fact that large projects are funded during the year in which they are planned to occur.

The next section provides an alternative to **Table 9.**

Table 9- Schedule of Capital Projects & Annualized Costs and Tax Rate Impacts by Year

	Cost	Funding Source	Date	2008	2009	2010	2011	2012	2013	Total
Conservation Commission										
Capital Reserve Fund to acquire land, easements, etc	$5,000	General Fund	One-Time	$5,000						$5,000
Police										
Replace Police Cruiser	$45,000	3-year lease	2009		$15,000	$15,000	$15,000			$45,000
New Office Space			2012							
Emergency Management										
Preparedness for emergency responses		Funds from Fire Dept.	2007							
Cemetery Commission										
Cemetery Expansion	$12,000	General Fund	2012					$12,000		$12,000
Land for new cemetery	$80,000	General Fund	2012					$80,000		$80,000
Community Events Org										
Pavilion for field at Faulkner School	$26,000	General Fund	2009		$26,000					$26,000
Picnic tables and benches at various locations	$3,000	General Fund	2010			$5,000				$5,000
Selectmen										
New Town Offices	$700,000	20-year Bond	2008	$46,636	$167,875	$163,625	$159,375	$155,125	$150,575	$843,211
New Fire Station	$816,000	Possible Grant, 20-year Bond								
North Shore Road Bridge		General Fund	2012							
Contingency for acquiring responsibility for additional town roads	$50,000	General Fund	Annual	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000
Additional road paving		General Fund	2012							
New library facility	$230,000		2012					$230,000		$230,000
Community Room	$122,000									

Table 9- Schedule of Capital Projects & Annualized Costs and Tax Rate Impacts by Year, con't

	Cost	Funding Source	Date	2008	2009	2010	2011	2012	2013	Total
Fire Dept										
Boat 1 w/trailer (31Boat1)	$45,000	General Fund	2010			$45,000				$45,000
Rescue 1 (31R1)	$100,000	General Fund	2015							
Brush 1 w/trailer (31Brush1)	$125,000	General Fund	2015							
Tanker 1 (31T1)	$300,000	General Fund	2015							
Pumper 1 (31E1)	$400,000	General Fund	2025							
Pumper 3 (31E2)	$385,000	General Fund	2030							
Multipurpose 6x6 Rescue ATV w/trailer	$25,000	General Fund	2010			$25,000				$25,000
Boat (flat bottom) 2 w/trailer	$5,000	General Fund	2010			$5,000				$5,000
Rapid Response Vehicle (Suburban)	$25,000	General Fund	2010			$25,000				$25,000
Ambulance 1	$100,000	General Fund	2020							
School Committee										
Expand/renovate/construction of school buildings and classrooms, and 4 projects listed below	$875,000	10-year bond	2009	$19,688	$100,625	$96,688	$92,750	$88,813	$84,875	$483,438
Replace damaged walkways	*$12,000*		*2009*							
Replace middle section of roof	*$15,000*		*2009*							
Electrical panel upgrade	*$10,000*		*2010*							
Replace heating boiler	*$22,000*		*2012*							
Replace septic leach field	$35,000		7-10 yrs							
Total Cost of Projects				**$121,324**	**$359,500**	**$428,541**	**$121,324**	**$359,500**	**$430,313**	**$317,125**
Assessed valuation (actual plus 3% yearly increase)				**$275,321,891**	**$283,581,548**	**$292,088,994**	**$275,321,891**	**$283,581,548**	**$292,088,994**	**$300,851,664**
Total Tax impact of all capital projects (included Bond payments)				**$0.44**	**$1.27**	**$1.47**	**$0.44**	**$1.27**	**$1.47**	**$1.05**

Schedule of Payments Assuming Payments to Capital Reserve Funds

Table 10 on the following page provides an alternative to the proposed payment schedule in **Table 9**. **Table 10** shows the same projects as the previous table but with payments spread out over previous years. These payments would be to capital reserve funds set up for each department. The final payment year is the year in which the project will be completed.

The benefits of setting up capital reserve funds is the spreading out of costs to the town over time, rather than spending for specific projects during that project year. This can have beneficial effects on the tax rate impacts of capital projects.

Table 10- Schedule of Payments to Capital Reserve Funds for Capital Projects and Tax Rate Impacts by Year

	Cost	Funding Source	Date	2008	2009	2010	2011	2012	2013	Total
Conservation Commission										
Capital Reserve Fund to acquire land, easements, etc	$5,000	General Fund	One-Time	$5,000						$5,000
Police										
Replace Police Cruiser	$45,000	3-year lease	2009		$15,000	$15,000	$15,000			$45,000
New Office Space			2012							
Emergency Management										
Preparedness for emergency responses		Funds from Fire Dept.	2007							
Cemetery Commission										
Cemetery Expansion	$12,000	General Fund	2012	$2,400	$2,400	$2,400	$2,400	$2,400		$12,000
Land for new cemetery	$80,000	General Fund	2012	$16,000	$16,000	$16,000	$16,000	$16,000		$80,000
Community Events Org										
Pavilion for field at Faulkner School	$26,000	General Fund	2009	$13,000	$13,000					$26,000
Picnic tables and benches at various locations	$3,000	General Fund	2010	$1,600	$1,600	$1,800				$5,000
Selectmen										
New Town Offices	$700,000	20-year Bond	2008	$46,636	$167,875	$163,625	$159,375	$155,125	$150,575	$843,211
New Fire Station	$816,000	Possible Grant, 20-year Bond								
North Shore Road Bridge		General Fund	2012							
Contingency for acquiring responsibility for additional town roads	$50,000	General Fund	Annual	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000
Additional road paving		General Fund	2012							
New library facility	$230,000		2012	$46,000	$46,000	$46,000	$46,000	$46,000		$230,000
Community Room	$122,000									

Table 10- Schedule of Payments to Capital Reserve Funds for Capital Projects and Tax Rate Impacts by Year, con't

	Cost	Funding Source	Date	2008	2009	2010	2011	2012	2013	Total
Fire Dept										
Boat 1 w/trailer (31Boat1)	$45,000	General Fund	2010	$15,000	$15,000	$15,000				$45,000
Rescue 1 (31R1)	$100,000	General Fund	2015			$16,600	$16,600	$16,600	$16,600	$66,400
Brush 1 w/trailer (31Brush1)	$125,000	General Fund	2015			$20,000	$20,000	$20,000	$20,000	$80,000
Tanker 1 (31T1)	$300,000	General Fund	2015			$50,000	$50,000	$50,000	$50,000	$200,000
Pumper 1 (31E1)	$400,000	General Fund	2025							
Pumper 3 (31E2)	$385,000	General Fund	2030							
Multipurpose 6x6 Rescue ATV w/trailer	$25,000	General Fund	2010	$8,300	$8,300	$8,400				$25,000
Boat (flat bottom) 2 w/trailer	$5,000	General Fund	2010	$1,600	$1,600	$1,600				$4,800
Rapid Response Vehicle (Suburban)	$25,000	General Fund	2010	$8,300	$8,300	$8,400				$25,000
Ambulance 1	$100,000	General Fund	2020							
School Committee										
Expand/renovate/construction of school buildings and classrooms, and 4 projects listed below	$875,000	10-year bond	2009	$19,688	$100,625	$96,688	$92,750	$88,813	$84,875	$483,438
Replace damaged walkways	*$12,000*		*2009*							
Replace middle section of roof	*$15,000*		*2009*							
Electrical panel upgrade	*$10,000*		*2010*							
Replace heating boiler	*$22,000*		*2012*							
Replace septic leach field	$35,000		7-10 yrs							
Total Cost of Projects				**$233,524**	**$445,700**	**$511,513**	**$468,125**	**$444,938**	**$372,050**	**$2,475,849**
Assessed valuation (actual plus 3% yearly increase)				**$275,321,891**	**$283,581,548**	**$292,088,994**	**$300,851,664**	**$309,877,214**	**$319,173,530**	
Total Tax impact of all capital projects (included Bond payments)				**$0.85**	**$1.57**	**$1.75**	**$1.56**	**$1.44**	**$1.17**	

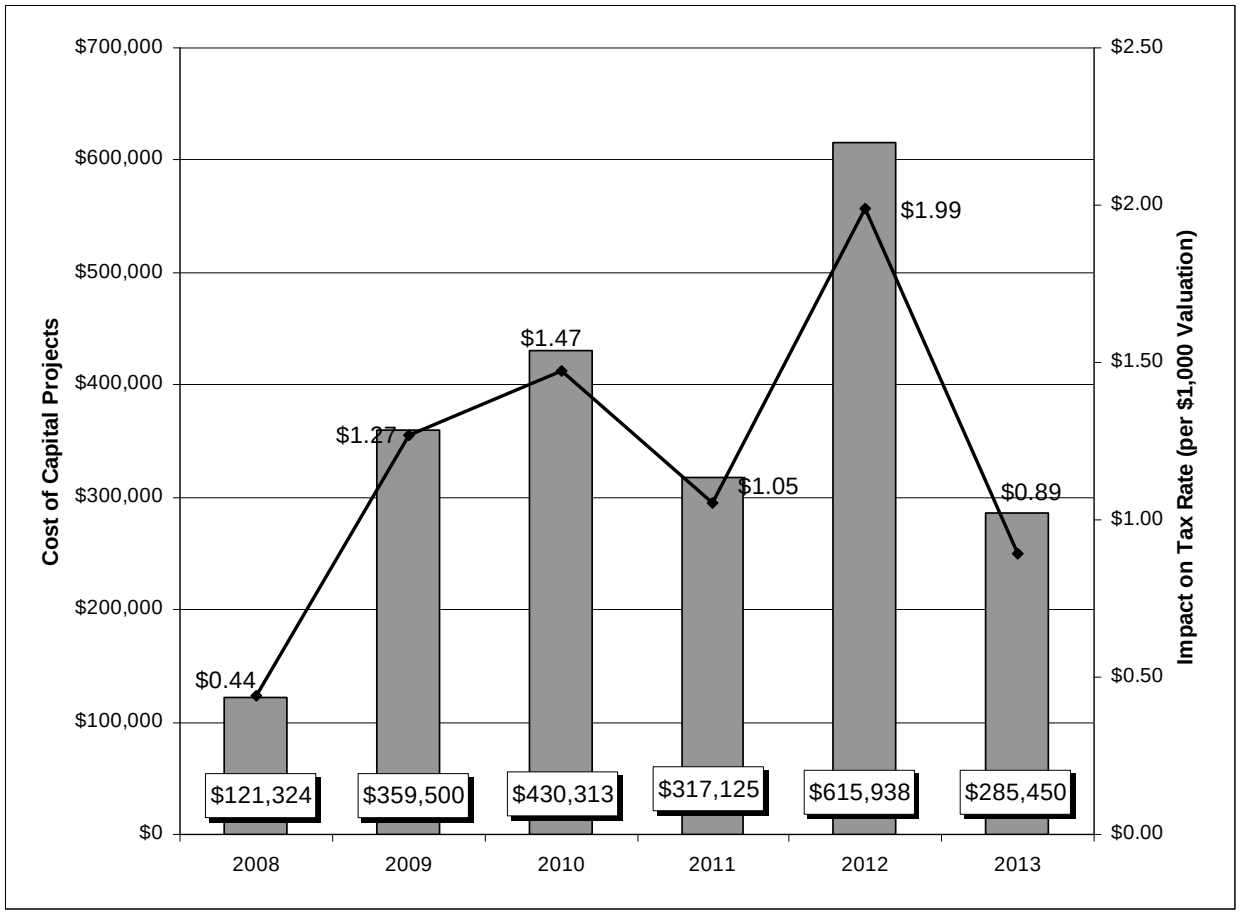
Total Project Costs and Tax Rate Impacts for Projects without and with Capital Reserve Funds

Figures 6 and **7** are visual representations on the total cost of all capital projects, by year. In addition, the estimated impact on the tax rates are also shown by year. These figures are shown on the bottom of **Tables 9 and 10** for each scenario explored (without capital reserve funds and with, respectively). The impact on tax rates was calculated using an estimated 3% increase in total valuation each year. This estimate can be changed as more information becomes available, and would then change the impact on the tax rate.

As **Figure 6** shows, the total cost of projects increases sharply after the first year and then increases and decreases during the years after. The cost in the final year, 2013, is less than the previous 4 years, however it might be expected that estimating total cost and tax rate impact this far in advance might require some updating as more information becomes available and as new projects are proposed or changed.

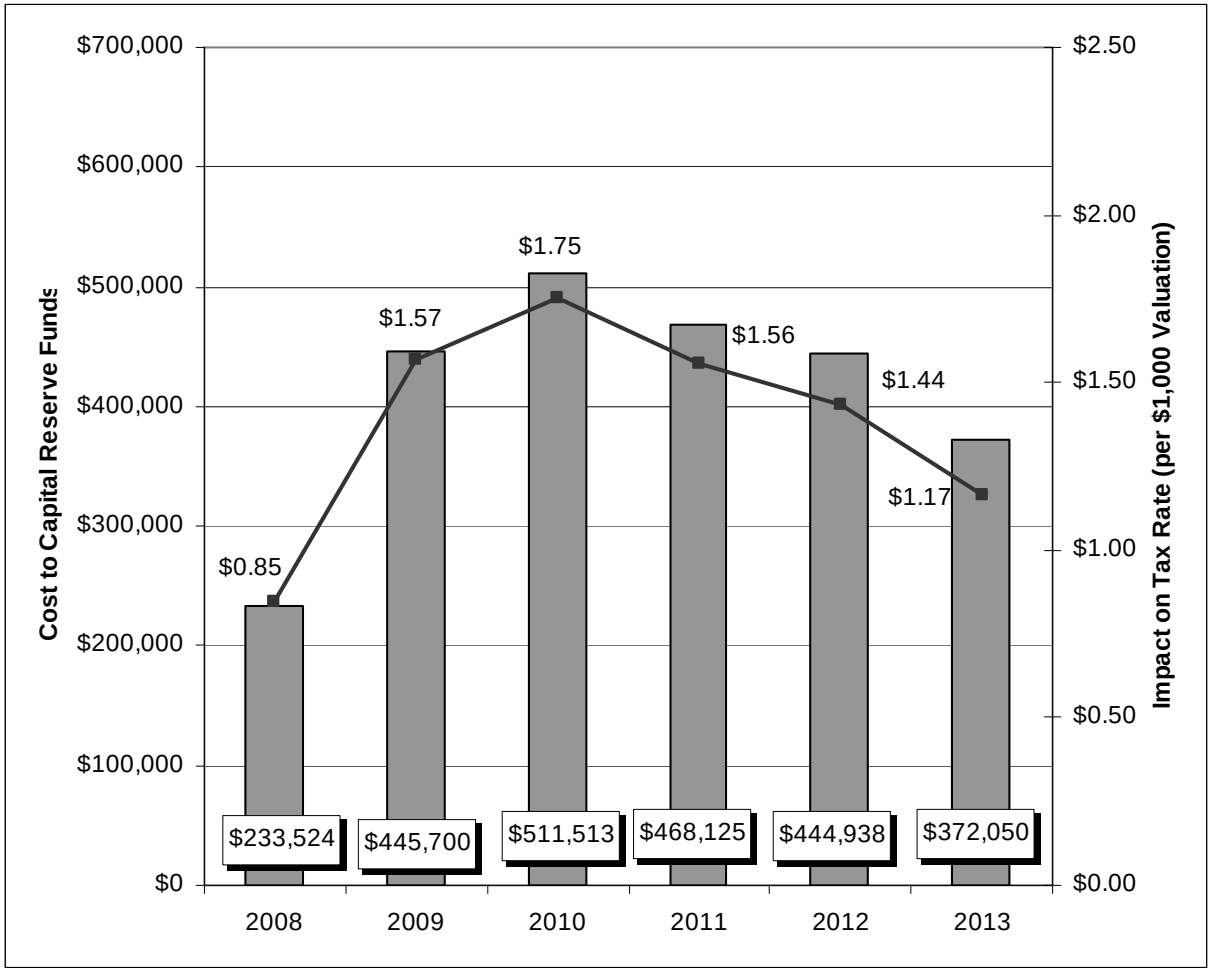
Figure 7 shows a different trend for the tax rate impact for capital projects. While the total cost and tax impact also increases sharply over the first year, it then decreases each year, as does the total project cost. The total impacts remain more stable and close together as compared to the scenario in **Figure 6**. Another important distinction is that the total project costs and tax impacts decrease *despite* the fact that three projects for the Fire Department (which are not to be complete until 2015) have four years of payments to a capital reserve fund. The final payments will be in 2014 and 2015. So, more money is being spent in this scenario, yet the overall impacts remain stable.

Figure 6- Total Cost of Capital Projects and Resulting Impact on Tax Rate



Note: Figure 6 above reflects the data in Table 9.

Figure 7- Total Cost to Capital Reserve Funds and Resulting Impact on Tax Rate



Note: Figure 7 above reflects the data in Table 10.

Total Project Costs and Tax Rate Impacts for Projects Beyond the 6-year CIP Scope

Table 11 on the following page shows the proposed schedule of payments for identified capital projects for the years 2014-2030. These projects are outside the usual 6-year scope for a CIP, however many of the identified projects, most notably from the Fire Department and those that require Bonds, fall outside the original scope. Therefore, they are shown in **Table 11**.

As more information becomes available regarding other projects which fall within this extended timeframe, it will be added to this table, which will make updating the CIP more fluid from year to year. Similar to **Table 9, Table 11** reflects the proposed projects as if there were no capital reserve funds set up for each department. Therefore, the year in which the project is slated to be spent is the year during which time the funds would be spent from the general funds.

The total project costs and impact on tax rate varies considerably by year, reflecting the fact that large projects are funded during the year in which they are planned to occur. Years in which the greatest increase on the tax rate are evident are 2015, 2025 and 2030, during which time major purchases are scheduled.

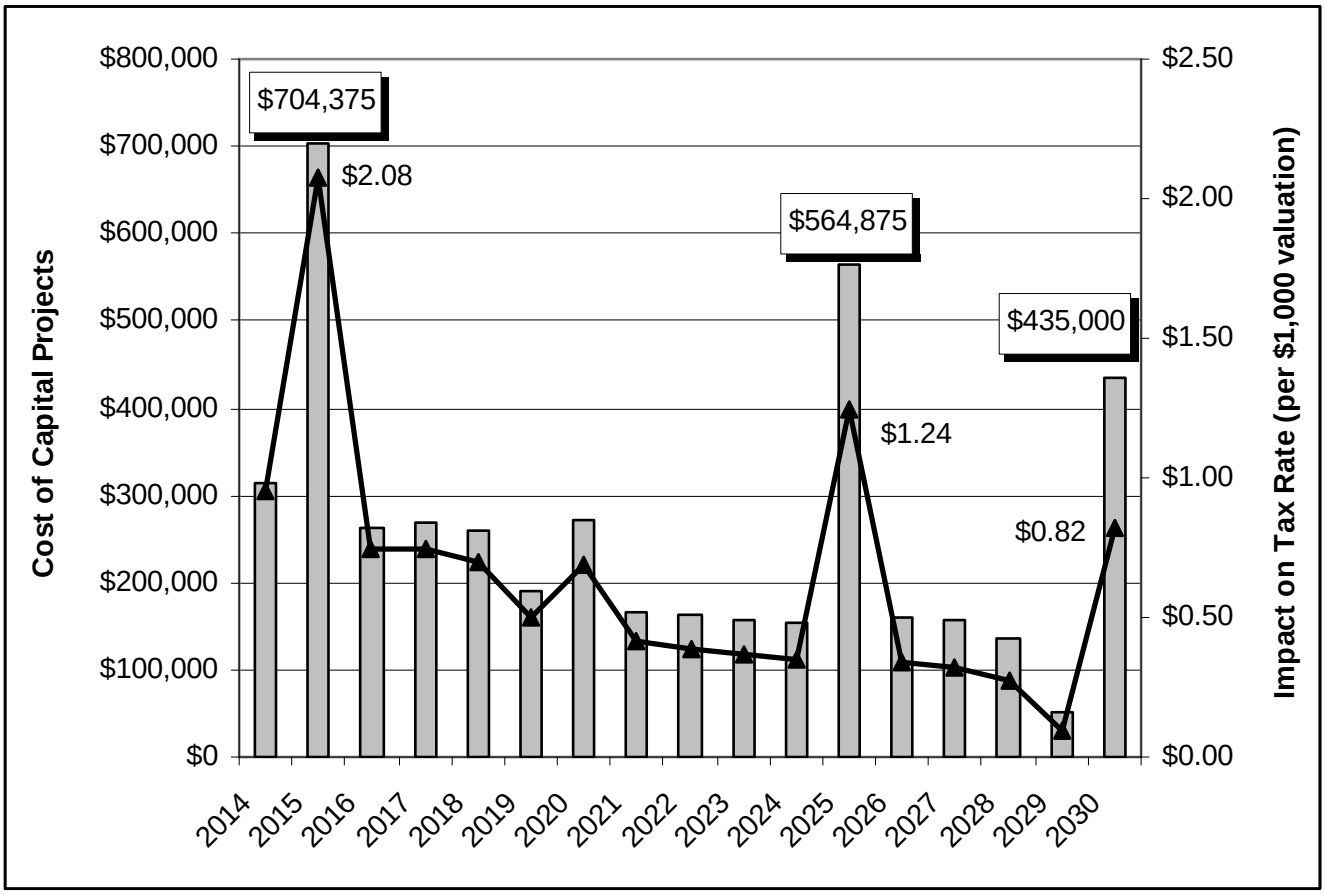
Figure 8 shows the total project cost by year and the resulting impact on tax rate for all capital projects identified for years 2014-2030 (including bond payments). The years during which the greatest impact on tax rate is evident are labeled in the figure.

As shown in the comparison of **Figures 6 and 7**, by allocating funds to a capital reserve fund annually rather than funding projects in the year they are requested, the impact on the tax rate can be spread over many years, rather than one year. Therefore, the assumption that spreading out the cost over time of the projects identified in these later years will spread this burden out, eliminating the large increases in tax rate impact during the years shown.

Table 11- Schedule of Capital Projects & Annualized Costs and Tax Rate Impacts by Year (2014-2030)

	Cost	Funding Source	Date	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Replace Police Cruiser	$45,000	3-year lease every 8 years	2009 20172025				$15,000	$15,000	$15,000						$15,000	$15,000	$15,000				$90,000
Contingency for acquiring responsibility for additional town roads	$50,000	General Fund	Annual	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$850,000
New Town Offices	$700,000	20-year Bond	2008	$148,625	$142,375	$138,125	$133,875	$129,625	$125,375	$121,125	$116,875	$112,626	$108,375	$104,125	$99,875	$95,625	$91,375	$87,125			$1,755,126
New Fire Station	$816,000	Possible Grant, 20-year Bond																			
Rescue 1 (31R1)	$100,000	General Fund	2015		$10,000																$10,000
Brush 1 w/trailer (31Brush1)	$125,000	General Fund	2015		$125,000																$125,000
Tanker 1 (31T1)	$300,000	General Fund	2015		$300,000																$300,000
Pumper 1 (31E1)	$400,000	General Fund	2025												$400,000						$400,000
Pumper 3 (31E2)	$385,000	General Fund	2030																	$385,000	$385,000
Ambulance 1	$100,000	General Fund	2020							$100,000											$100,000
Expand/ renovate/ construction of school buildings and classrooms, and 4 add'l projects	$875,000	10-year bond	2009	$80,938	$77,000	$73,063	$69,125	$65,188													$365,314
Replace septic leach field	$35,000		7-10 yrs	$35,000																	$35,000
Total Cost of Projects				$314,563	$704,375	$261,188	$268,000	$259,813	$190,375	$271,125	$166,875	$162,626	$158,375	$154,125	$564,875	$160,625	$156,375	$137,125	$50,000	$435,000	$4,415,440
Assessed valuation (actual plus 3% yearly increase)				$328,748,736	$338,611,198	$348,769,534	$359,232,620	$370,009,599	$381,109,887	$392,543,183	$404,319,479	$416,449,063	$428,942,535	$441,810,811	$455,065,135	$468,717,089	$482,778,602	$497,261,960	$512,179,819	$527,545,213	
Total Tax impact of all capital projects (included Bond payments)				**$0.96**	**$2.08**	**$0.75**	**$0.75**	**$0.70**	**$0.50**	**$0.69**	**$0.41**	**$0.39**	**$0.37**	**$0.35**	**$1.24**	**$0.34**	**$0.32**	**$0.28**	**$0.10**	**$0.82**	

Figure 8- Total Cost of Capital Projects and Resulting Impact on Tax Rate (2014-2030)



Note: Figure 8 above reflects the data in Table 11.