

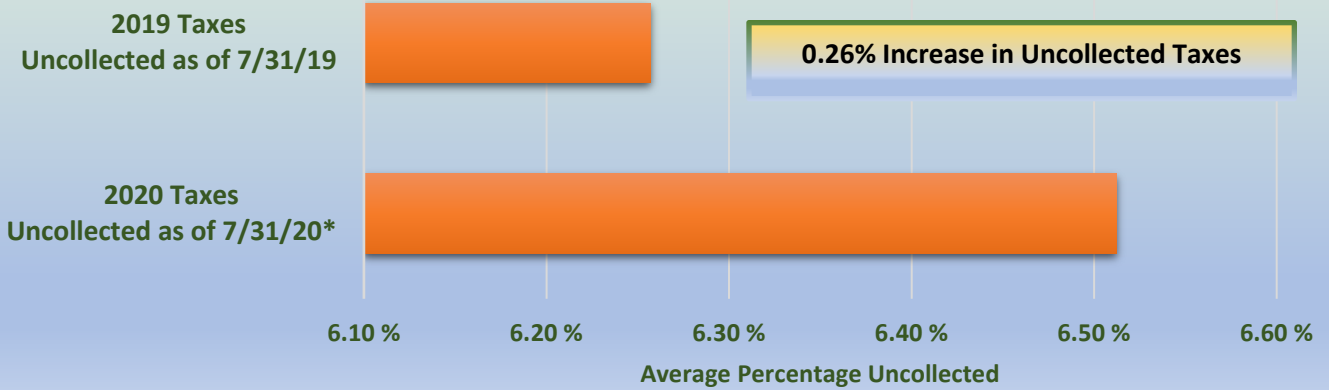




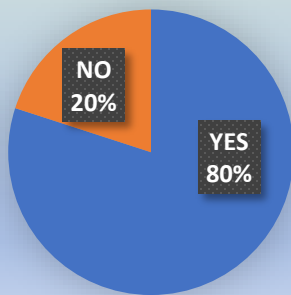




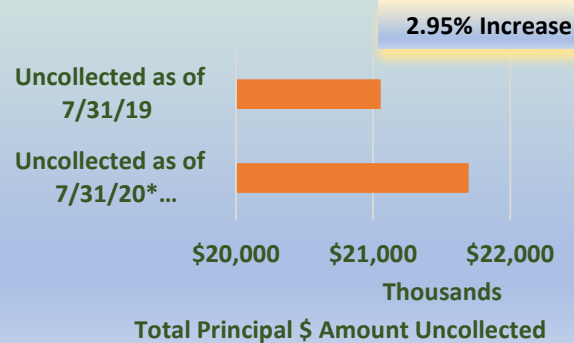
### Current Year Property Taxes Uncollected



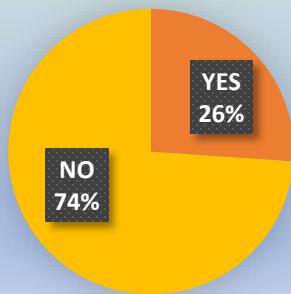
### Is Tax Delinquency Projected to Increase with December Billing?



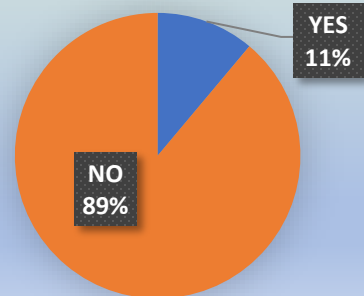
### Prior Year Tax Liens Uncollected:



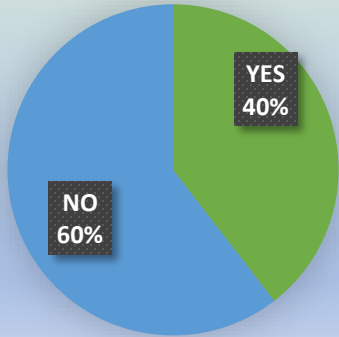
### Municipalities Authorizing Tax Payment Agreements per Emergency Order #56



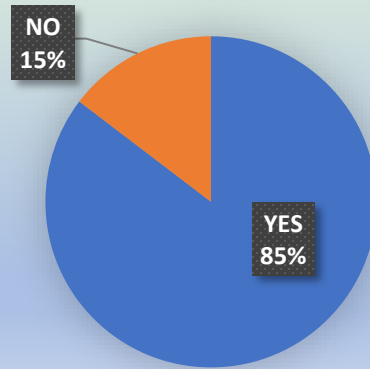
### Municipalities Authorizing Interest Abatements per Emergency Order #25



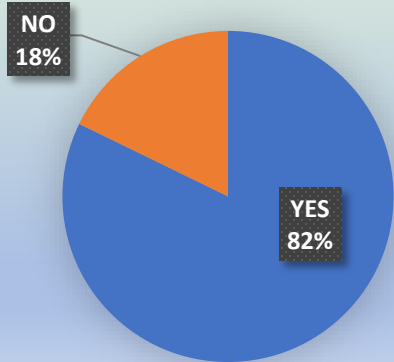
**Is an Increased 'Overlay' Amount Projected?**



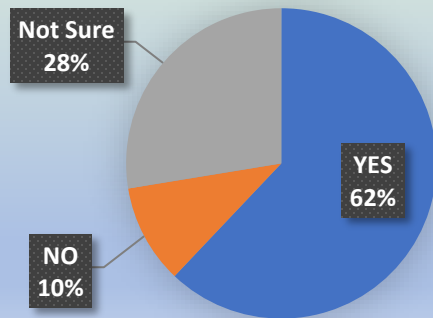
**Will 5% Statutory Tax 'Overlay' Limit be Sufficient?**



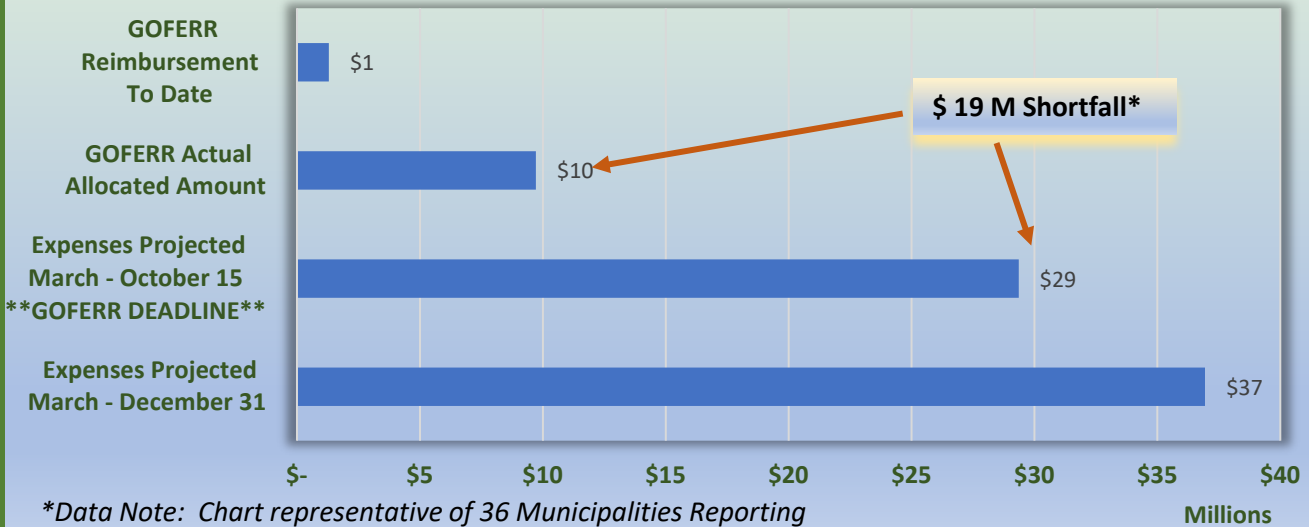
**Sufficient Reserves to Operate for Next 6 Months?**



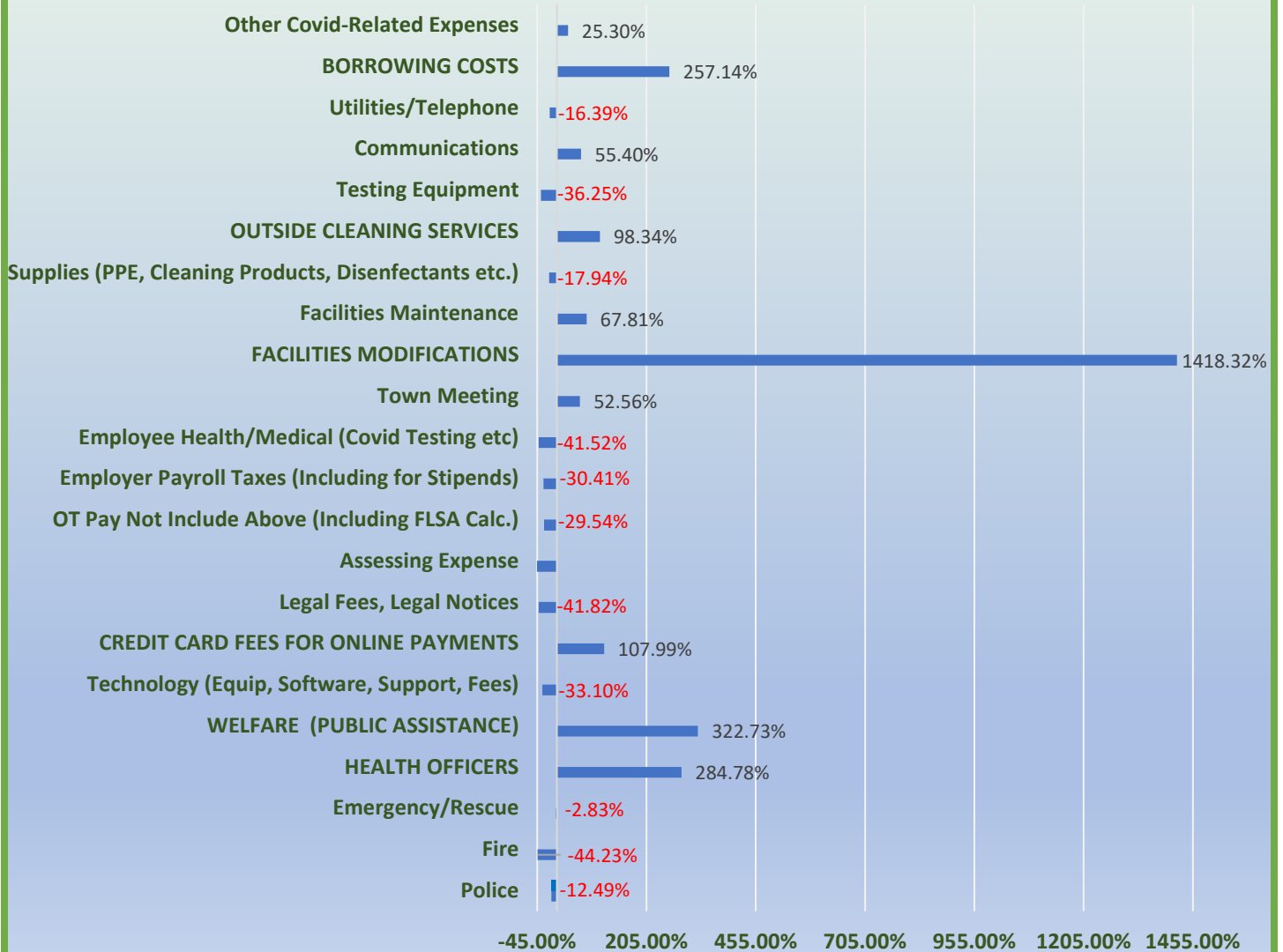
**Able to Obtain Tax Anticipation Note (TAN) ?**



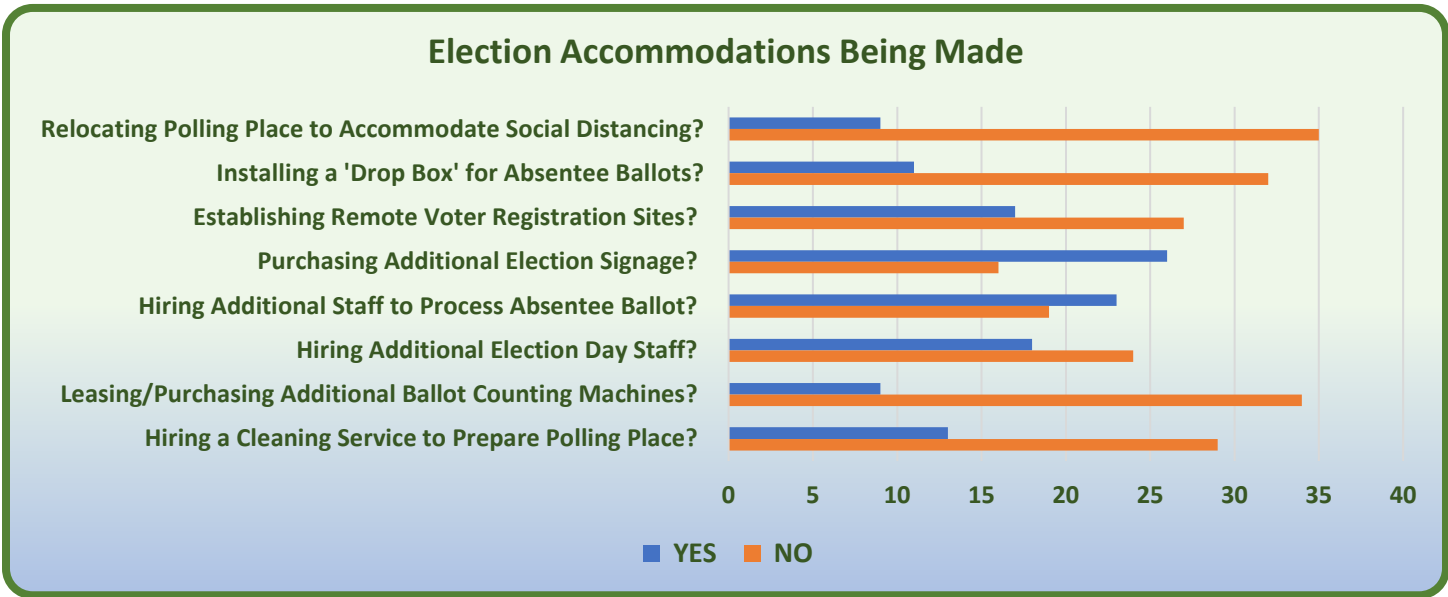
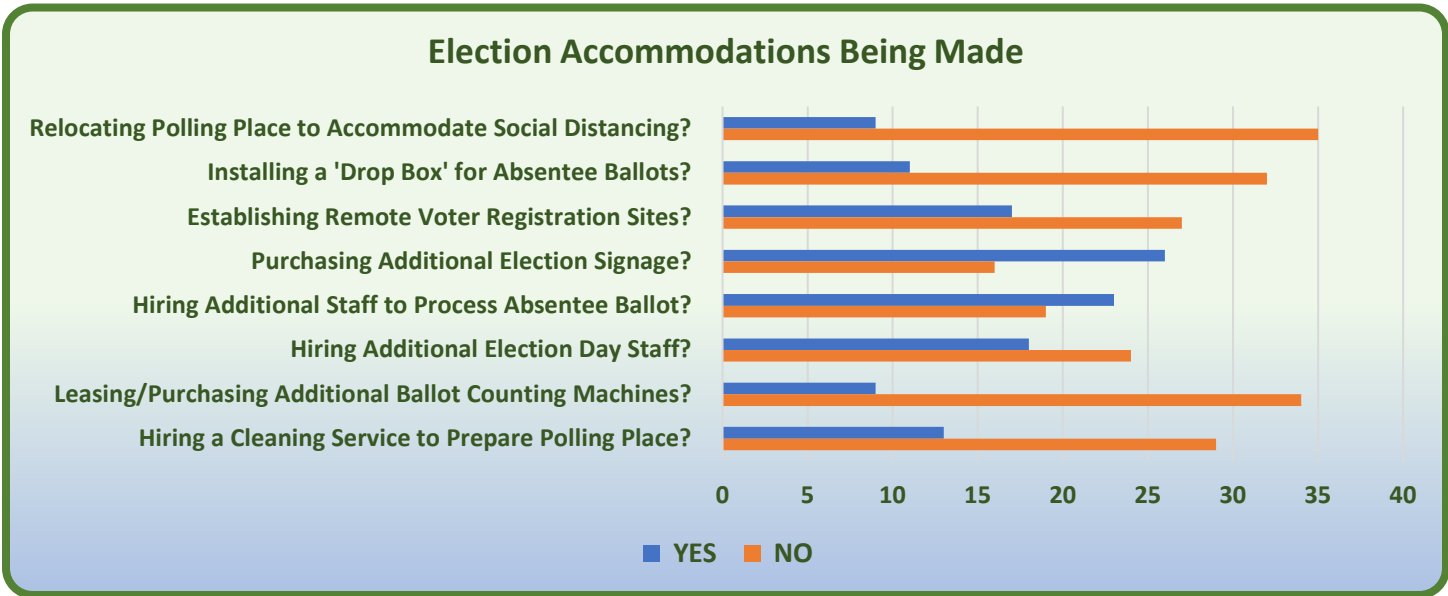
**COVID Expenses v. GOFERR Allocated Reimbursement Amount\***



## NEXT 5-MONTH EXPENSE PROJECTION August-December 2020 v. March-July 2020



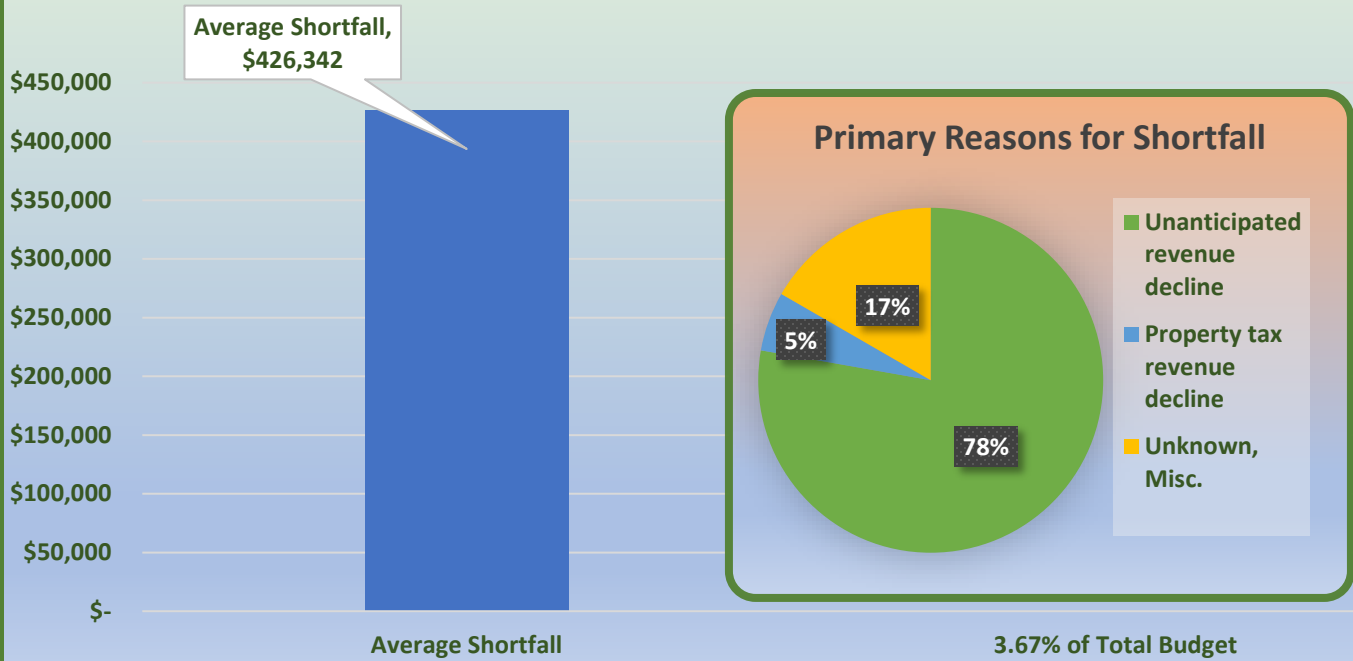
## STATE PRIMARY AND GENERAL 'ELECTION' EXPENSES



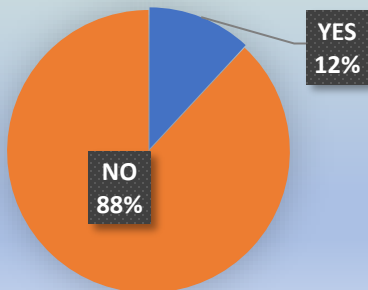
Note: On August 10, New Hampshire's Secretary of State issued a 'Notice of Grant CARES Act' which may be utilized to provide municipalities with partial reimbursement for qualified election expenses based on a federally established 'statewide standard cost rate'. The rate is calculated based on the number of absentee ballots mailed and processed by municipalities in 2020 which exceeded the number of absentee ballots processed in prior years' similar elections.



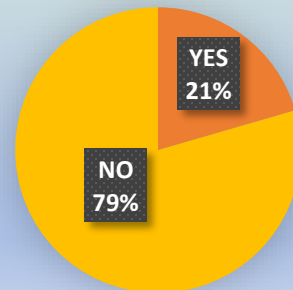
## Average Budget Shortfall Projected As of December 31, 2020

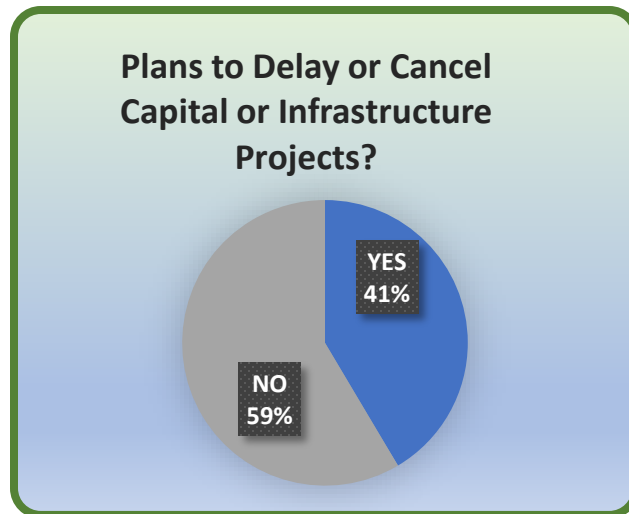


### Plans to Seek DRA Authorization to Exceed Budget (Emgcy Order #23)?



### Plans to Reduce Appropriations (Emgcy Order #56)?



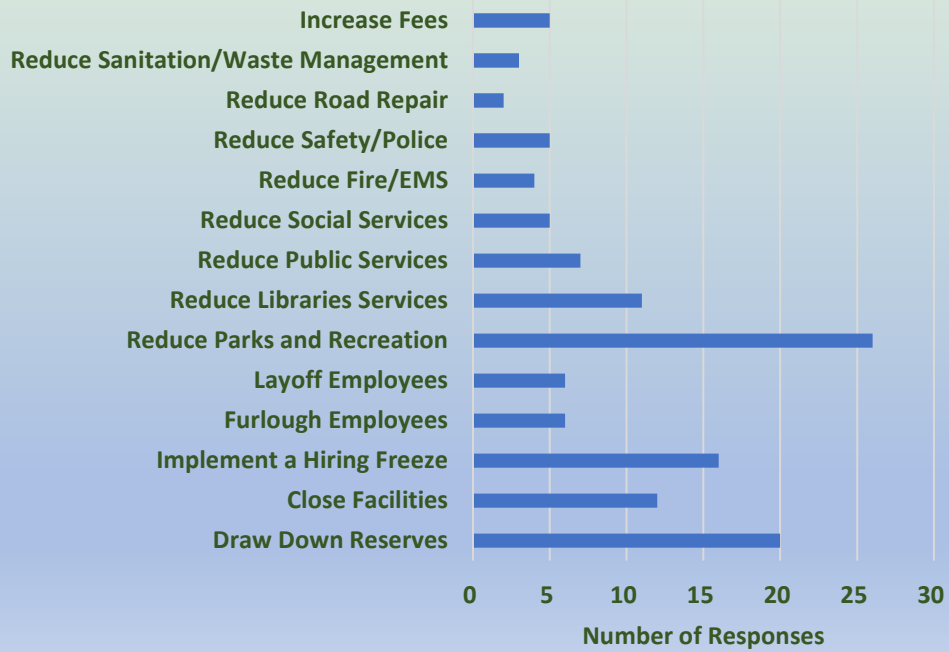


**Capital or Infrastructure Projects Subject to Delay or Cancellation, as reported by municipalities:**

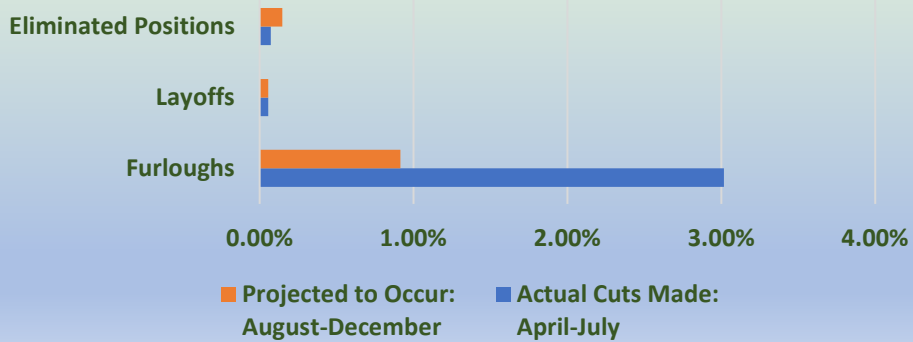
- We are delaying infrastructure projects as well as city upgrades and renovations due to the uncertainty of the economic situation. Without further guidance and additional funding from the state, it will be hard to project what the next few budgets will look like. We are taking cost saving measures now in the hopes that this will lessen the negative financial impact as we move forward. Additional reductions will be considered as we move through this budget cycle if revenues decrease due to the COVID pandemic.
- The Town delayed a couple of road improvement projects; if funds exist at the end of the year the Selectboard may encumber funds to complete projects in the upcoming year.
- Our concerns lie in the upcoming months and in the next few budget cycles. Where this current situation has many unknowns and the length of the pandemic is not clear, we do not yet know the full financial impact that COVID-19 will have on the city. We will need additional GOFERR funding for our City and we hope that the State will be issuing additional funding to cities and towns as we move towards the December deadline. We received just over \$2 million. It is not enough to cover all of our COVID costs. We are also hoping that the GOFERR reimbursement process will be streamlined for reimbursement that is more efficient. We are preparing for additional expenses in our Police and Fire Departments, Health Department, and City Clerk as we head towards elections. These are not included as anticipated costs in our survey because we did not have enough information to estimate costs at this time. We are also concerned with the effect the economic downturn will have on our commercial property values and subsequent tax payments. If the commercial values drop, the additional tax burden could be shifted to the residential taxpayers, creating an additional financial hardship at a time when our constituents are already struggling.
- Program revenues are off significantly, while the most recent property tax collection is consistent with past years. We are concerned about the tax bill receipts that will come in December and believe this is when the real impact will be known. We have taken some early steps by deferring the start of some capital projects, delaying hiring for vacancies and pursuing any/all grant funds. Originally identified were street and sidewalk construction, water-sewer main replacement in an effort to manage cash flow and avoid a situation in December if rate payments were lower.
- Paving \$125,000; Selectmen’s budgets cuts \$437,030; Police \$74,000; Fire \$109,000; Library \$15,000; Conservation Commission \$750
- Deposits into capital reserve funds may be reduced if needed.
- 75% reduction in CIP projects due to possible revenue shortfalls for the 2<sup>nd</sup> half of FY21 and for all of FY22
- Nothing officially canceled but are holding off to see how we make out before working on some larger projects.
- Not sure at this time.

- May reduce road construction based on any future shortfalls or reduction to Highway Block Grant, which will be minor.
- Federal funding that would have been available earlier this year was delayed, rerouted for COVID matters. So, water/sewer infrastructure upgrade for a portion of Town will not go to bond vote in 2021.
- Deposits into capital reserve funds may be reduced if needed.
- Delaying the replacement of three police cruisers (\$142,500), a DPW one-ton pickup truck (\$48,000), improvements to the municipal water system (\$1.9 million) and improvements to the municipal sewer system (\$1.9 million)
- Capital improvements and road improvements
- Annual Road Construction projects and pavement preservation
- All bond issuances were delayed until FY22. Capital outlays were reduced.
- 75% reduction in CIP projects due to possible revenue shortfalls for the 2<sup>nd</sup> half of FY21 and for all of FY22
- - D18Town buildings facility study and master plan: 200,000
- - Radio Box Fire Alarm Receiver Equipment: 81,000
- - Engineering for Bridge St bridge over Spicket River: 158,000
- - Replace five servers (TH, FD, and PD): 80,000
- - J52Pine Grove Cemetery phases 1 and 3 expansion: 65,000
- - Phone upgrades: 116,000.
- - Plow Truck Lease Purchase
- - WWTP/Water System Emergency Repair Account
- - Aeration System Improvements
- - Sludge Drying Bed Maintenance
- - Pond/Dam Maintenance
- - Cemetery Improvements

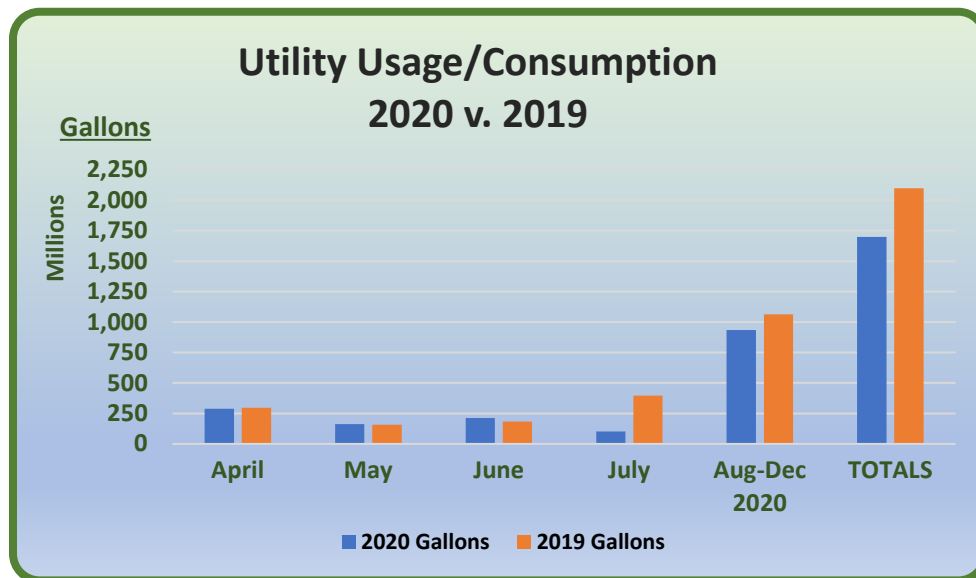
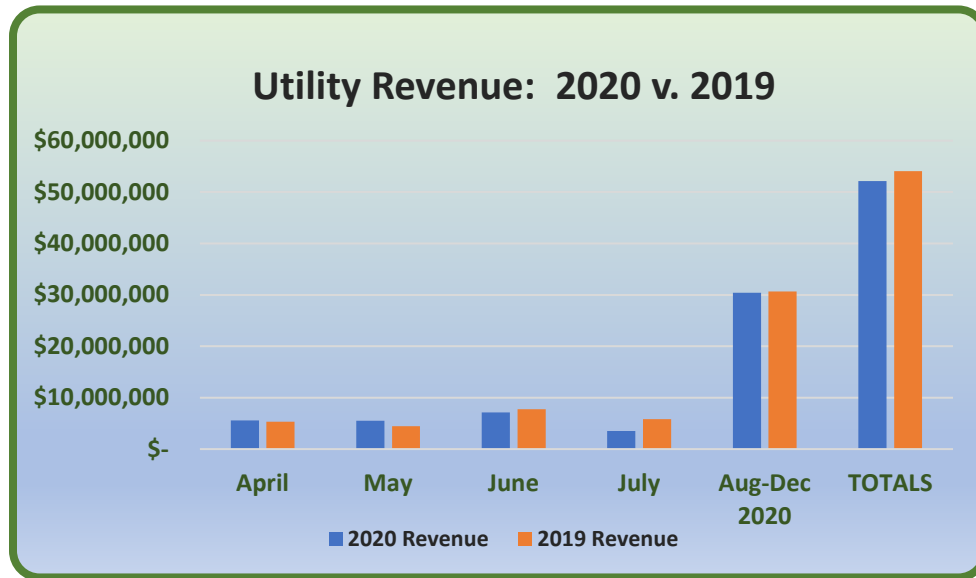
### Municipal Actions/Functions Significantly Impacted by Budget Shortfall



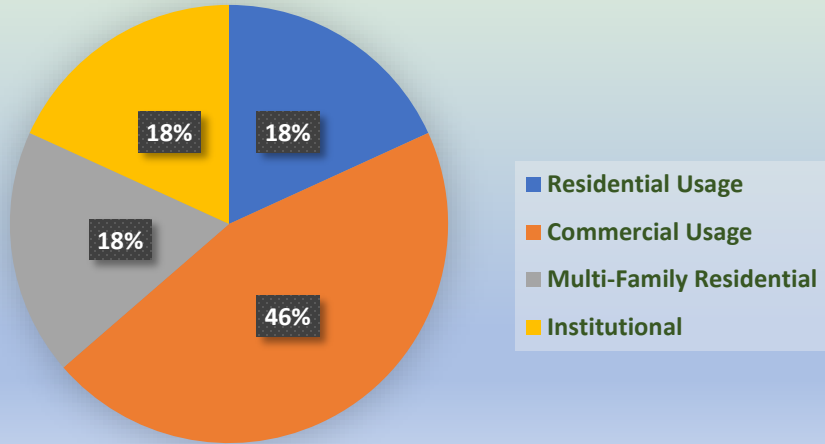
### Staffing Impacts



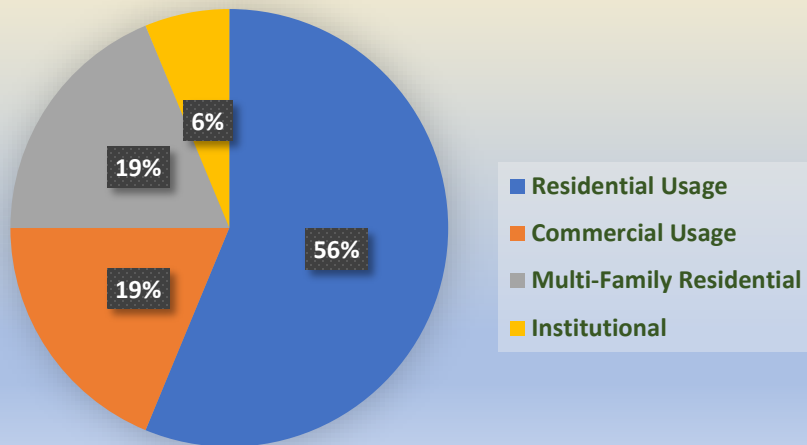
## 'UTILITY' – FINANCIAL IMPACT



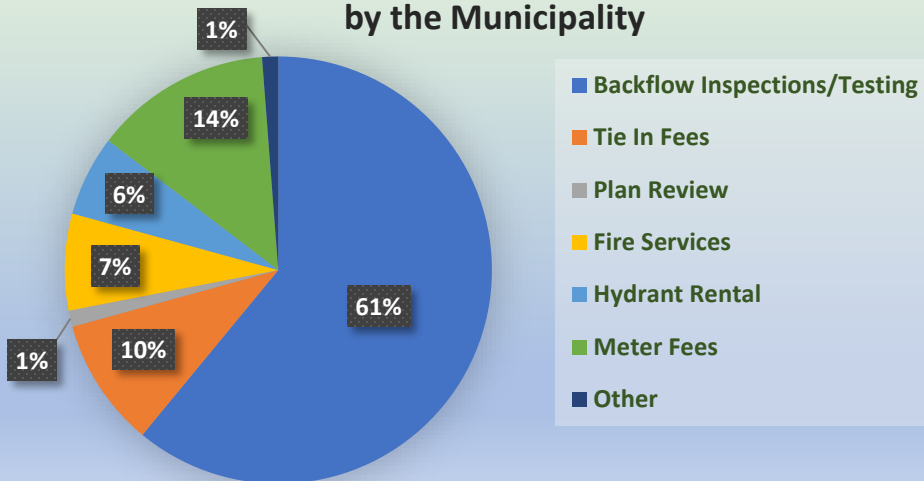
### Primary Reasons for Decreased Consumption



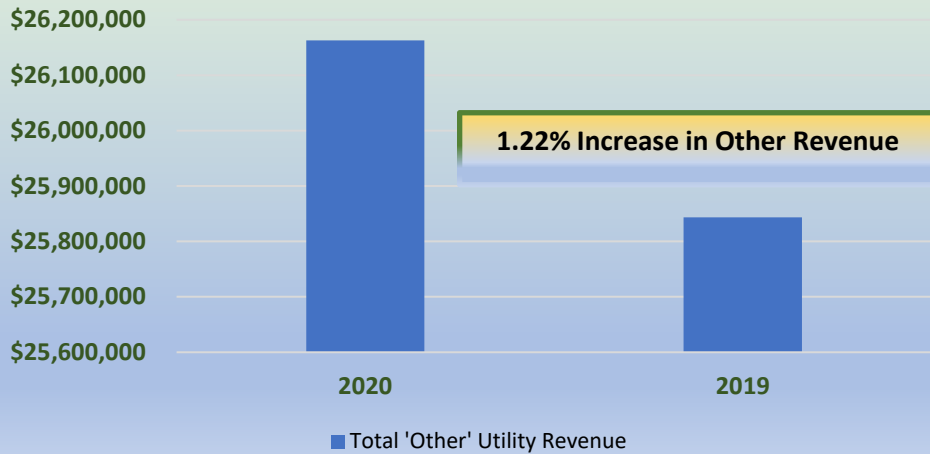
### Primary Reasons for Increased Consumption



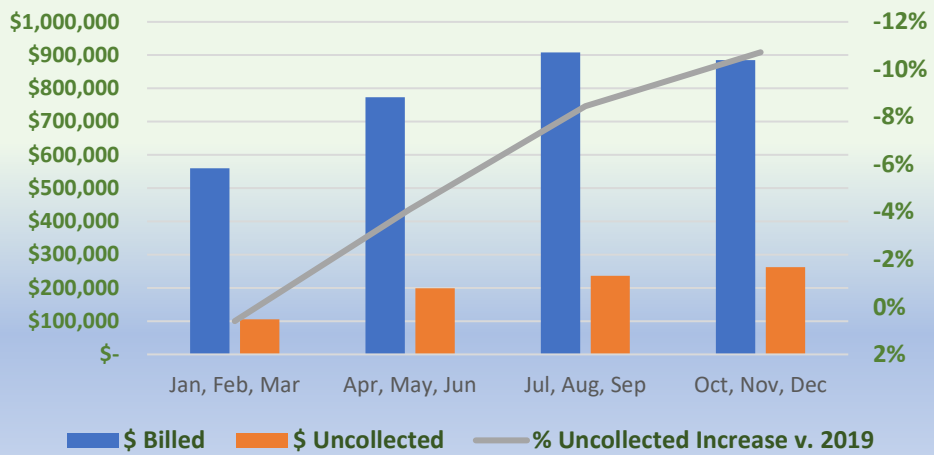
### Other Types of Utility Revenue Sources Utilized by the Municipality



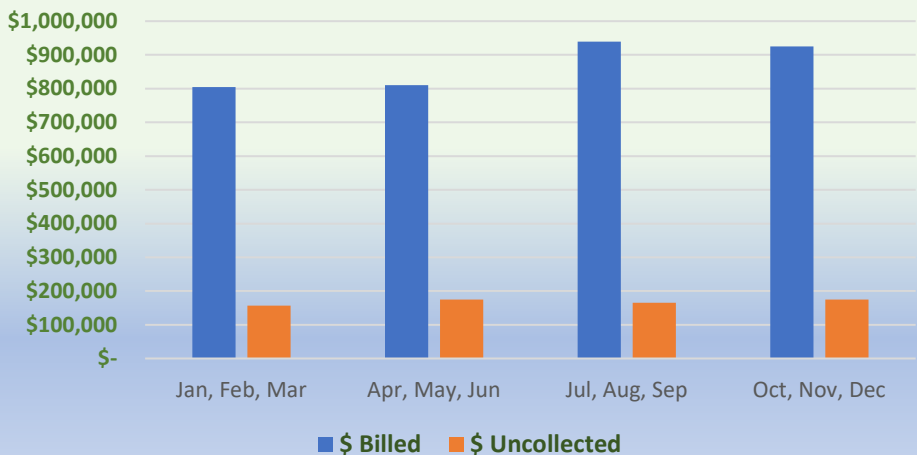
### Other Utility Revenue: 2020 v 2019



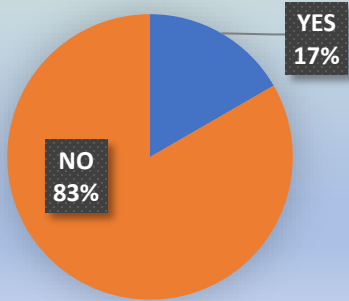
### 2020 Billed Amounts Uncollected



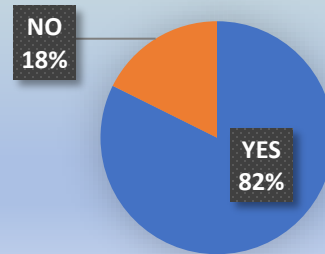
### 2019 Billed Amounts Uncollected



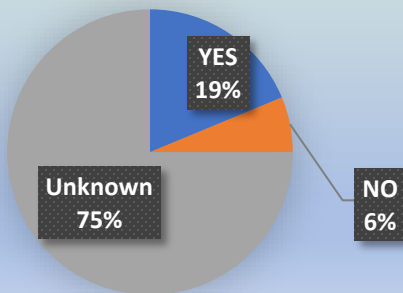
**Did revenue/consumption decrease result in decreased maintenance expenses?**



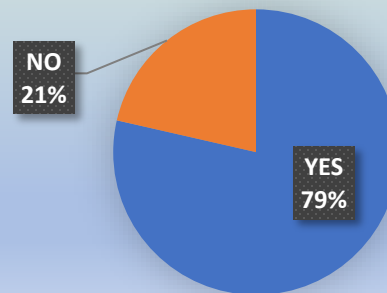
**Sufficient Reserves to Continue Operations for Next 12 Months without Impacting Rates/Service?**



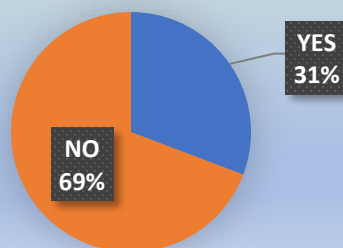
**Able to Borrow Short-Term Funds for Operating & Maintenance Expenses?**



**Do you have Replacement Reserves: Capital Reserve, Trust Funds?**

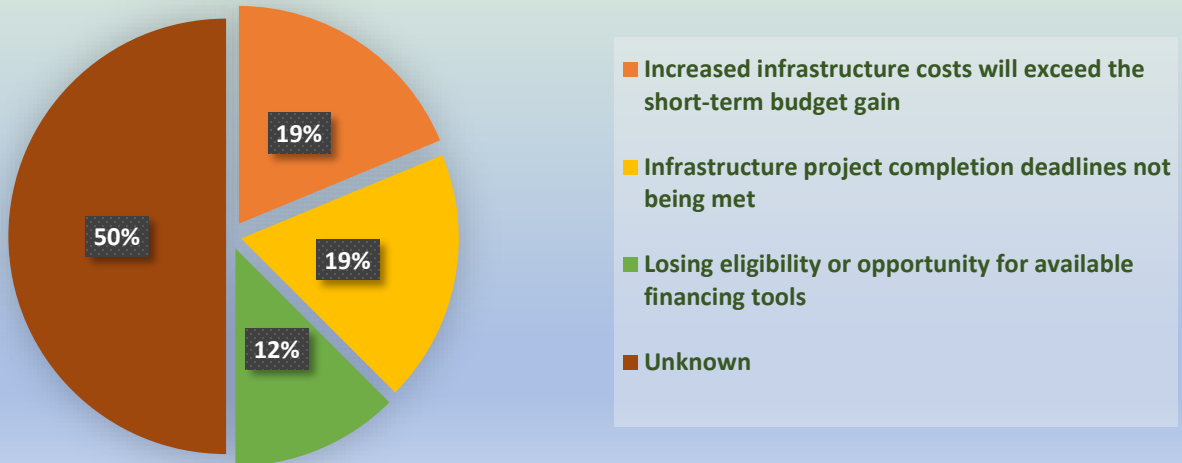


**Will it be Necessary to Postpone or Cancel Infrastructure Plans as a Result of Any Losses?**





## Will Project Delay Result in Adverse Long-Term Consequences?



## Will Decreased Revenue Impact the Rate Setting Structure or Methodology?

