

SELECT BOARD MEETING AGENDA

DATE: 6:00pm Monday, December 8, 2014

HELD: Public Safety Complex (2nd Floor Meeting Room) 20 George Bennett Rd, Lee

The Select Board reserves the right to make changes as deemed necessary during the meeting. Public Comment speaking time limited to 3 minutes.

1. **Call to Order - 6:00 pm**
2. **FY 2016 Budget Public Hearing**
Presentation of Advisory Budget Committee's FY 16 Recommendation
General Budget Discussion
Review and approve the Default Budget
3. **Public Comment**
4. **Art Guadano, Owner AG Architects, PC – Municipal Facility Needs Assessment & Site Alternatives Analysis**
Determine a scope of work and discuss cost proposal.
5. **Randy Stevens, Highway Supervisor – RFP Results for Hydraulic Study & Conceptual Plan for 2 Culvert Replacements**
Present the RFP Results from Farwell Engineering Services, CMA Engineers, Right Angle Engineering, and Hoyle, Tanner & Associates for a hydraulic study and conceptual plan for replacing a 5' culvert on Packers Falls Road and a 6' culvert on Tuttle Road.
6. **Annamarie Gasowski, Library Board of Trustees Chair – Library Community Center Bond Hearing Request**
Request that the Select Board set a Public Bond Hearing date for financing the new Lee Public Library Community Center.
7. **Julie Glover, Town Administrator Report**
 - *Storage Room at PSC*
 - *Approve the revised Personnel Policy*
 - *Kitchen at Public Safety Complex – proposed modifications*
 - *Miscellaneous*
8. **Consent Agenda Items - (Individual items may be removed by any Selectman for separate discussion and vote)**

SIGNATURES REQUIRED

Abatements (5)
Veteran Tax Credit

INFORMATION ONLY

9. **Acceptance of the BOS Public Meeting Minutes from November 17, 2014 and November 24, 2014.**
10. **Acceptance of Manifest #11 and Weeks Payroll Ending December 7, 2014**
11. **Miscellaneous/Unfinished Business**
12. **Non-Public**
 - a. **RSA 91-A:3 II (e) - VRC**
13. **Adjournment**

Posted: Town Hall, Public Safety Complex, Public Library and on leenh.org on December 5, 2014

Individuals needing assistance or auxiliary communication equipment due to sensory impairment or other disabilities should contact the Town Office at 659-5414. Please notify the town six days prior to any meeting so we are able to meet your needs.

TOWN OF LEE, NEW HAMPSHIRE

ABC BUDGET RECOMMENDATION FY 2015-2016

December 3, 2014

| Item | Category | 2014-2015 | 2015-2016 | \$ Increase / Decrease | % Increase / Decrease | % of Total Oper Budget |
|------|--|--------------|--------------|------------------------|-----------------------|------------------------|
| 1 | 4130 Executive Salaries | 129,940.51 | 129,940.51 | 0.00 | 0.00% | 3.62% |
| 2 | 4140 Election & Registration | 13,080.00 | 9,560.00 | -3,520.00 | -26.91% | 0.27% |
| 3 | 4150 Financial Administration | 180,639.34 | 178,389.34 | -2,250.00 | -1.25% | 4.97% |
| 4 | 4150IT Information Technology | 90,800.00 | 74,900.00 | -15,900.00 | -17.51% | 2.09% |
| 5 | 4152 Property Revaluation | 30,600.00 | 30,600.00 | 0.00 | 0.00% | 0.85% |
| 6 | 4153 Legal Expenses | 35,000.00 | 17,000.00 | -18,000.00 | -51.43% | 0.47% |
| 7 | 4155 Personnel Administration | 754,967.26 | 774,287.00 | 19,319.74 | 2.56% | 21.58% |
| 8 | 4191 Planning & Zoning | 113,509.78 | 107,408.03 | -6,101.75 | -5.38% | 2.99% |
| 9 | 4194 Government Buildings | 87,829.28 | 89,030.96 | 1,201.68 | 1.37% | 2.48% |
| 10 | 4195 Cemeteries | 11,114.00 | 13,114.00 | 2,000.00 | 18.00% | 0.37% |
| 11 | 4196 Other Insurance | 90,062.00 | 94,078.00 | 4,016.00 | 4.46% | 2.62% |
| 12 | 4199 Other General Government | 5,000.00 | 0.00 | -5,000.00 | -100.00% | 0.00% |
| 13 | 4210 Police Department | 562,063.68 | 604,271.45 | 42,207.77 | 7.51% | 16.84% |
| 14 | 4211 Dispatch Center | 17,065.00 | 16,711.70 | -353.30 | -2.07% | 0.47% |
| 15 | 4220 Fire Department | 312,074.42 | 339,227.20 | 27,152.78 | 8.70% | 9.45% |
| 16 | 4290 Civil Defense | 9,200.00 | 9,000.00 | -200.00 | -2.17% | 0.25% |
| 17 | 4311 Highway Department | 480,243.08 | 503,603.08 | 23,360.00 | 4.86% | 14.03% |
| 18 | 4321 Transfer Station / Solid Waste | 311,283.54 | 310,145.54 | -1,138.00 | -0.37% | 8.64% |
| 19 | 4414 Animal Control | 1,650.00 | 1,650.00 | 0.00 | 0.00% | 0.05% |
| 20 | 4442 General Assistance | 26,250.00 | 26,100.00 | -150.00 | -0.57% | 0.73% |
| 21 | 4550 Library | 203,618.64 | 216,555.30 | 12,936.66 | 6.35% | 6.03% |
| 22 | 4711 Principle on Long Term Bond | 90,000.00 | 90,000.00 | 0.00 | 0.00% | 2.51% |
| 23 | 4721 Interest on Long Term Bond - Public Safety & Transfer | 32,078.00 | 28,643.00 | -3,435.00 | -10.71% | 0.80% |
| 24 | Salary Step Pool | 0.00 | 0.00 | 0.00 | 0.00% | 0.00% |
| 25 | Patriotic Purposes | 550.00 | 550.00 | 0.00 | 0.00% | 0.02% |
| | Operating Budget | 3,588,618.53 | 3,664,765.11 | 76,146.58 | 2.12% | 100.00% |
| 26 | A Safe Place | 2,000.00 | 2,000.00 | \$0.00 | | |
| 27 | Accrued Benefits (Capital Reserve Fund) | 25,000.00 | 25,000.00 | \$0.00 | | |
| 28 | AIDS Response Seacoast | 700.00 | 700.00 | \$0.00 | | |
| 29 | American Red Cross | 0.00 | 500.00 | \$500.00 | | |
| 30 | Avis Goodwin Community Health Center | 3,852.00 | 5,020.00 | \$1,168.00 | | |
| 31 | Bridge Trust Fund | 70,000.00 | 80,000.00 | \$10,000.00 | | |
| 32 | Child and Family Services | 750.00 | 1,000.00 | \$250.00 | | |
| 33 | Conservation Commission | 3,500.00 | 4,050.00 | \$550.00 | | |
| 34 | Contingency | 34,292.00 | 34,292.00 * | \$0.00 | | |
| 34 | County Appointed Special Advocates | 500.00 | 500.00 | \$0.00 | | |
| 35 | Energy Committee | 0.00 | 200.00 | \$200.00 | | |
| 36 | Fire Department - Tanker | 0.00 | 501,000.00 # | \$501,000.00 | | |
| 37 | Fire Dept - Cisterns | 20,000.00 | 20,000.00 | \$0.00 | | |
| 38 | Fire Equipment (Capital Reserve Fund) | 55,000.00 | 110,000.00 | \$55,000.00 | | |
| 39 | Highway Equipment (Capital Reserve Fund) | 40,000.00 | 40,000.00 | \$0.00 | | |
| 40 | Homeless Shelter | 0.00 | 500.00 | \$500.00 | | |
| 41 | Homemakers | 1,022.26 | 124.80 | -\$897.46 | | |
| 42 | Kennard Property | 180,000.00 | 0.00 | -\$180,000.00 | | |
| 43 | Lamprey Health Center | 3,296.00 | 3,296.00 | \$0.00 | | |
| 44 | Land Acquisition (Capital Reserve Fund) | 0.00 | 0.00 | \$0.00 | | |
| 45 | Lee Agricultural Commission | 1,500.00 | 1,500.00 | \$0.00 | | |
| 45 | Lee Heritage Commission | 3,700.00 | 7,700.00 | \$4,000.00 | | |
| 46 | Library / Town Center Trust Fund | 100,000.00 | 100,000.00 | \$0.00 | | |
| 47 | Library Capital Improvements (Capital Reserve Fund) | 7,000.00 | 7,000.00 | \$0.00 | | |
| 48 | Library Semiquincentennial Committee | 3,000.00 | 10,000.00 | \$7,000.00 | | |
| 49 | LRP - Pavillion | 0.00 | 60,000.00 # | \$60,000.00 | | |
| 50 | McGregor Memorial EMS | 14,501.00 | 20,179.00 | \$5,678.00 | | |
| 51 | Oyster River Youth Association | 27,000.00 | 26,700.00 | -\$300.00 | | |
| 52 | Police Vehicle | 27,593.00 | 39,772.00 | \$12,179.00 | | |
| 53 | Recreation (Capital Reserve Fund) | 10,000.00 | 10,000.00 | \$0.00 | | |
| 54 | Recreation Commission | 4,600.00 | 3,500.00 | -\$1,100.00 | | |
| 55 | Revaluation Fund | 10,000.00 | 5,000.00 | -\$5,000.00 | | |
| 56 | Senior Group Transportation | 1,500.00 | 1,500.00 | \$0.00 | | |
| 57 | Sexual Assault Services Center | 1,775.00 | 1,775.00 | \$0.00 | | |
| 58 | Strafford County Community Action | 2,250.00 | 1,500.00 | -\$750.00 | | |
| 59 | Town Building (Capital Reserve Fund) | 35,000.00 | 35,000.00 | \$0.00 | | |
| 60 | Transfer Station Equipment | 20,000.00 | 10,000.00 | -\$10,000.00 | | |

Funded from the appropriate trust fund

| | | | | |
|---------------------------------------|---------------------|---------------------|-------------------|---------|
| * Funded from unreserved fund balance | | | | |
| Subtotal | <u>709,331.26</u> | <u>1,169,308.80</u> | <u>459,977.54</u> | 64.85% |
| Total Budget | <u>4,297,949.79</u> | <u>4,834,073.91</u> | <u>536,124.12</u> | 12.47% |
| Less: Town / State Revenue | 1,527,910.00 | 1,780,719.00 | 252,809.00 | 16.55% |
| Less: Fund Balance Used | 716,292.00 | 34,292.00 | -682,000.00 | -95.21% |
| Add: War Service Credits | <u>89,950.00</u> | <u>89,950.00</u> | <u>0.00</u> | 0.00% |
| Net Town Appropriation | 2,163,697.79 | 3,129,012.91 | 965,315.12 | 44.61% |
| Add: County Tax | 1,200,993.00 | 1,213,002.93 | 12,009.93 | 1.00% |
| Add: School Tax | 7,971,104.00 | 8,130,526.08 | 159,422.08 | 2.00% |
| Add: State Education Tax | <u>1,031,151.00</u> | <u>1,031,151.00</u> | <u>0.00</u> | 0.00% |
| Total Property Taxes Assessed | 12,366,945.79 | 13,503,692.92 | 1,136,747.13 | 9.19% |
| Add: Overlay | 20,000.00 | 20,000.00 | 0.00 | 0.00% |
| Add: War Service Credits | <u>89,950.00</u> | <u>89,950.00</u> | <u>0.00</u> | 0.00% |
| Total Property Tax Commitment | 12,476,895.79 | 13,613,642.92 | 1,136,747.13 | 9.11% |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. | |
|-------------------------|---------------------------------|-----------------------|------------------------------|--------------------|---------------------|-------------------------|--|--------------------------------------|-------------|
| Selectmen | | | | | | | | | |
| Salaries | | | | | | | | | |
| 4130-S1 | Selectmen Salary | \$6,000.00 | \$6,000.00 | \$1,500.00 | \$6,000.00 | \$6,000.00 | \$0.00 | 0.00 | 0.00 |
| 4130-S2 | Town Administrator Salary | \$68,261.41 | \$69,360.00 | \$27,743.97 | \$69,360.00 | \$69,360.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | | \$74,261.41 | \$75,360.00 | \$29,243.97 | \$75,360.00 | \$75,360.00 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | | |
| 4130-W1 | Town Secretary Wages | \$39,175.02 | \$42,580.51 | \$17,066.88 | \$42,580.51 | \$42,580.51 | \$0.00 | 0.00 | 0.00 |
| 4130-W2 | Selectmens Office Temporary Hel | \$0.00 | \$3,500.00 | \$0.00 | \$3,500.00 | \$3,500.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | | \$39,175.02 | \$46,080.51 | \$17,066.88 | \$46,080.51 | \$46,080.51 | \$0.00 | 0.00 | 0.00 |
| Overtime | | | | | | | | | |
| 4130-W7 | Overtime | \$3,028.71 | \$4,500.00 | \$1,281.74 | \$4,500.00 | \$4,500.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Overtime | | \$3,028.71 | \$4,500.00 | \$1,281.74 | \$4,500.00 | \$4,500.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | | |
| 4130-30 | Town Report Expense | \$3,546.35 | \$4,000.00 | \$0.00 | \$4,000.00 | \$4,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | | \$3,546.35 | \$4,000.00 | \$0.00 | \$4,000.00 | \$4,000.00 | \$0.00 | 0.00 | 0.00 |
| Total Selectmen | | \$120,011.49 | \$129,940.51 | \$47,592.59 | \$129,940.51 | \$129,940.51 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|-------------------------|-----------------------|------------------------------|-------------------|-------------------|-------------------------|--|--------------------------------------|
| Elections & Registrations | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4140-W1 Moderator Wages | \$123.00 | \$480.00 | \$360.00 | \$360.00 | \$360.00 | \$0.00 | -25.00 | 0.00 |
| 4140-W2 Supervisors of the Checklist | \$1,485.56 | \$3,600.00 | \$1,954.20 | \$2,400.00 | \$2,400.00 | \$0.00 | -33.33 | 0.00 |
| 4140-W3 Election Wages | \$864.39 | \$3,000.00 | \$1,510.11 | \$2,000.00 | \$2,000.00 | \$0.00 | -33.33 | 0.00 |
| Subtotal Wages - Hourly | \$2,472.95 | \$7,080.00 | \$3,824.31 | \$4,760.00 | \$4,760.00 | \$0.00 | -32.77 | 0.00 |
| <u>General</u> | | | | | | | | |
| 4140-01 Legal Notices | \$0.00 | \$200.00 | \$0.00 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| 4140-04 Printing (Ballots) | \$2,028.50 | \$4,000.00 | \$1,120.00 | \$3,000.00 | \$3,000.00 | \$0.00 | -25.00 | 0.00 |
| 4140-05 Postage | \$0.00 | \$200.00 | \$0.00 | \$100.00 | \$100.00 | \$0.00 | -50.00 | 0.00 |
| 4140-11 Mileage | \$43.45 | \$50.00 | \$59.56 | \$50.00 | \$50.00 | \$0.00 | 0.00 | 0.00 |
| 4140-13 Election Day Meals | \$112.72 | \$800.00 | \$504.37 | \$700.00 | \$700.00 | \$0.00 | -12.50 | 0.00 |
| 4140-40 Town Meeting Expenses | \$1,381.24 | \$750.00 | \$0.00 | \$750.00 | \$750.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$3,565.91 | \$6,000.00 | \$1,683.93 | \$4,800.00 | \$4,800.00 | \$0.00 | -20.00 | 0.00 |
| Total Elections & Registrations | \$6,038.86 | \$13,080.00 | \$5,508.24 | \$9,560.00 | \$9,560.00 | \$0.00 | -26.91 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Town Clerk / Tax Collector | | | | | | | | |
| Salaries | | | | | | | | |
| 4141-S1 TC/TC Salary | \$47,376.72 | \$48,153.18 | \$19,255.58 | \$48,153.18 | \$48,153.18 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$47,376.72 | \$48,153.18 | \$19,255.58 | \$48,153.18 | \$48,153.18 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4141-W1 TC/TC Deputy Wages | \$490.60 | \$5,843.00 | \$124.88 | \$17,297.16 | \$17,297.16 | \$0.00 | 196.03 | 0.00 |
| 4141-W2 TC/TC Assistant Wages | \$17,714.62 | \$17,297.16 | \$8,577.72 | \$5,843.00 | \$5,843.00 | \$0.00 | -66.22 | 0.00 |
| Subtotal Wages - Hourly | \$18,205.22 | \$23,140.16 | \$8,702.60 | \$23,140.16 | \$23,140.16 | \$0.00 | 0.00 | 0.00 |
| Overtime | | | | | | | | |
| 4141-W7 TC/TC OT | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Overtime | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4141-01 Advertisements | \$193.20 | \$0.00 | \$0.00 | \$250.00 | \$250.00 | \$0.00 | 0.00 | 0.00 |
| 4141-02 Legal Notices | \$0.00 | \$250.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4141-05 Postage | \$4,531.10 | \$6,300.00 | \$0.00 | \$6,300.00 | \$6,300.00 | \$0.00 | 0.00 | 0.00 |
| 4141-06 Association Dues | \$105.00 | \$80.00 | \$40.00 | \$80.00 | \$80.00 | \$0.00 | 0.00 | 0.00 |
| 4141-08 Registry Redemptions | \$395.90 | \$500.00 | \$96.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4141-09 Office Supplies | \$1,716.39 | \$2,000.00 | \$371.79 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4141-11 Mileage | \$1,508.01 | \$1,350.00 | \$470.87 | \$1,350.00 | \$1,350.00 | \$0.00 | 0.00 | 0.00 |
| 4141-12 Conference/Travel | \$64.97 | \$300.00 | \$82.55 | \$250.00 | \$250.00 | \$0.00 | -16.67 | 0.00 |
| 4141-14 Training | \$450.00 | \$1,000.00 | \$328.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| 4141-30 Telephone | \$0.00 | \$400.00 | \$108.51 | \$400.00 | \$400.00 | \$0.00 | 0.00 | 0.00 |
| 4141-40 Binding Vital Records | \$0.00 | \$300.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4141-41 Lien Searches | \$440.00 | \$1,500.00 | \$905.00 | \$1,500.00 | \$1,500.00 | \$0.00 | 0.00 | 0.00 |
| 4141-42 Dog Licensing | \$253.13 | \$350.00 | \$0.00 | \$350.00 | \$350.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$9,657.70 | \$14,330.00 | \$2,402.72 | \$13,980.00 | \$13,980.00 | \$0.00 | -2.44 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Total Town Clerk / Tax Collector | \$75,239.64 | \$85,623.34 | \$30,360.90 | \$85,273.34 | \$85,273.34 | \$0.00 | -0.41 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. | |
|---------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|-------------|
| Financial Administration | | | | | | | | | |
| Salaries | | | | | | | | | |
| 4150-S1 | Treasurer's Salary | \$5,112.89 | \$5,116.00 | \$2,065.98 | \$5,116.00 | \$5,116.00 | \$0.00 | 0.00 | 0.00 |
| 4150-S2 | Finance Officer Salary | \$0.00 | \$48,000.00 | \$19,199.99 | \$48,000.00 | \$48,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | | \$5,112.89 | \$53,116.00 | \$21,265.97 | \$53,116.00 | \$53,116.00 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | | |
| 4150-W1 | Bookkeeper Wages | \$44,085.71 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-W2 | Fin. Temporary Help | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | | \$44,085.71 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Overtime | | | | | | | | | |
| 4150-W3 | Finance Overtime | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-W7 | Finance Overtime | \$3,340.76 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Overtime | | \$3,340.76 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | | |
| 4150-01 | Advertising | \$546.15 | \$1,000.00 | \$0.00 | \$800.00 | \$800.00 | \$0.00 | -20.00 | 0.00 |
| 4150-02 | Legal Notices | \$305.90 | \$1,000.00 | \$152.95 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| 4150-03 | Equipment Agreements | \$0.00 | \$2,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-04 | Printing | \$0.00 | \$2,000.00 | \$0.00 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4150-05 | Postage | \$2,731.15 | \$3,000.00 | \$2,141.98 | \$3,000.00 | \$3,000.00 | \$0.00 | 0.00 | 0.00 |
| 4150-06 | Dues/Subscriptions | \$4,579.80 | \$4,200.00 | \$4,109.88 | \$4,800.00 | \$4,800.00 | \$0.00 | 14.29 | 0.00 |
| 4150-07 | Reference Materials | \$0.00 | \$200.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-08 | Registry/Redemptions | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-09 | Office Supplies | \$3,503.60 | \$4,500.00 | \$685.95 | \$4,000.00 | \$4,000.00 | \$0.00 | -11.11 | 0.00 |
| 4150-10 | Kitchen Supplies | \$70.80 | \$200.00 | \$0.00 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| 4150-11 | Mileage | \$1,431.26 | \$900.00 | \$263.52 | \$1,500.00 | \$1,500.00 | \$0.00 | 66.67 | 0.00 |
| 4150-12 | Conference/Travel | \$568.05 | \$1,200.00 | \$190.00 | \$1,200.00 | \$1,200.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| 4150-14 Training | \$810.00 | \$2,000.00 | \$45.00 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4150-16 Equipment M & R | \$378.50 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4150-17 New Equipment | \$567.00 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4150-24 Gas/Oil Town Car | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-29 Other Expenses | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-40 Professional Audit | \$12,750.00 | \$14,000.00 | \$5,777.00 | \$14,000.00 | \$14,000.00 | \$0.00 | 0.00 | 0.00 |
| 4150-41 Electronic Storage | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-42 Safety Committee | \$2,921.05 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4150-43 Payroll Expenses | \$3,668.48 | \$4,000.00 | \$1,521.00 | \$4,000.00 | \$4,000.00 | \$0.00 | 0.00 | 0.00 |
| 4150-44 Interest | \$5.11 | \$200.00 | \$3.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4150-45 Temp Agencies | \$5,226.66 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$40,063.51 | \$41,900.00 | \$14,890.28 | \$40,000.00 | \$40,000.00 | \$0.00 | -4.53 | 0.00 |
| Total Financial Administration | \$92,602.87 | \$95,016.00 | \$36,156.25 | \$93,116.00 | \$93,116.00 | \$0.00 | -2.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-------------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Information Technology | | | | | | | | |
| Salaries | | | | | | | | |
| 4151-S1 IT Director Salary | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4151-03 Printers/Copiers/Faxes | \$9,590.88 | \$5,500.00 | \$2,720.00 | \$8,200.00 | \$8,200.00 | \$0.00 | 49.09 | 0.00 |
| 4151-05 Postage | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4151-11 Mileage | \$20.91 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4151-14 Training | \$0.00 | \$1,000.00 | \$0.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| 4151-16 Maintenance and Repair | \$0.00 | \$2,000.00 | \$904.80 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4151-22 Alarms | \$1,472.26 | \$1,500.00 | \$0.00 | \$1,500.00 | \$1,500.00 | \$0.00 | 0.00 | 0.00 |
| 4151-30 Telephone | \$0.00 | \$1,800.00 | \$476.21 | \$1,200.00 | \$1,200.00 | \$0.00 | -33.33 | 0.00 |
| 4151-40 Computer Hardware | \$3,385.00 | \$18,000.00 | \$6,502.56 | \$18,000.00 | \$0.00 | \$-18,000.00 | 0.00 | 0.00 |
| 4151-41 Computer Software | \$18,805.00 | \$1,500.00 | \$0.00 | \$1,000.00 | \$1,000.00 | \$0.00 | -33.33 | 0.00 |
| 4151-42 Computer Services | \$33,527.33 | \$38,500.00 | \$12,236.77 | \$38,500.00 | \$38,500.00 | \$0.00 | 0.00 | 0.00 |
| 4151-43 PEG Access | \$0.00 | \$1,000.00 | \$0.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| 4151-44 Telephone | \$6,764.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4151-45 Cellular Phone Service | \$6,539.05 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4151-46 Software Support Service | \$17,459.00 | \$20,000.00 | \$11,784.13 | \$20,500.00 | \$20,500.00 | \$0.00 | 2.50 | 0.00 |
| Subtotal General | \$97,563.43 | \$90,800.00 | \$34,624.47 | \$92,900.00 | \$74,900.00 | \$-18,000.00 | -17.51 | -19.38 |
| Total Information Technology | \$97,563.43 | \$90,800.00 | \$34,624.47 | \$92,900.00 | \$74,900.00 | \$-18,000.00 | -17.51 | -19.38 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Property Valuation | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4152-W2 Assessing Tech | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| <u>General</u> | | | | | | | | |
| 4152-11 Mileage | \$0.00 | \$600.00 | \$119.26 | \$600.00 | \$600.00 | \$0.00 | 0.00 | 0.00 |
| 4152-40 Assessing Firms | \$28,000.00 | \$30,000.00 | \$11,630.00 | \$30,000.00 | \$30,000.00 | \$0.00 | 0.00 | 0.00 |
| 4152-41 Tax Map Updates | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$28,000.00 | \$30,600.00 | \$11,749.26 | \$30,600.00 | \$30,600.00 | \$0.00 | 0.00 | 0.00 |
| Total Property Valuation | \$28,000.00 | \$30,600.00 | \$11,749.26 | \$30,600.00 | \$30,600.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------------|------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Legal Expenses | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4153 | Legal Expenses | \$51,521.55 | \$35,000.00 | \$3,100.87 | \$17,000.00 | \$17,000.00 | \$0.00 | -51.43 | 0.00 |
| | Subtotal General | \$51,521.55 | \$35,000.00 | \$3,100.87 | \$17,000.00 | \$17,000.00 | \$0.00 | -51.43 | 0.00 |
| Total Legal Expenses | | \$51,521.55 | \$35,000.00 | \$3,100.87 | \$17,000.00 | \$17,000.00 | \$0.00 | -51.43 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| Personnel Administration | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4155-W1 Bonus | \$1,000.00 | \$1,000.00 | \$0.00 | \$1,000.00 | \$0.00 | \$-1,000.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$1,000.00 | \$1,000.00 | \$0.00 | \$1,000.00 | \$0.00 | \$-1,000.00 | 0.00 | 0.00 |
| <u>Benefits</u> | | | | | | | | |
| 4155-40 Group I Retirement | \$68,716.60 | \$62,108.07 | \$20,969.90 | \$67,810.00 | \$65,000.00 | \$-2,810.00 | 4.66 | -4.14 |
| 4155-41 Group II Retirement | \$117,049.85 | \$135,831.45 | \$43,671.40 | \$147,000.00 | \$147,000.00 | \$0.00 | 8.22 | 0.00 |
| 4155-42 Health Insurance | \$337,905.70 | \$451,000.00 | \$106,838.95 | \$490,880.00 | \$466,880.00 | \$-24,000.00 | 3.52 | -4.89 |
| 4155-43 Health Insurance Buyout | \$4,729.74 | \$4,400.00 | \$961.35 | \$4,000.00 | \$4,000.00 | \$0.00 | -9.09 | 0.00 |
| 4155-44 Social Security Tax | \$56,764.41 | \$58,712.00 | \$23,221.45 | \$61,790.00 | \$59,130.00 | \$-2,660.00 | 0.71 | -4.30 |
| 4155-45 Medicare Tax | \$19,177.31 | \$20,665.74 | \$8,136.62 | \$22,910.00 | \$22,270.00 | \$-640.00 | 7.76 | -2.79 |
| 4155-46 NH Unemployment Tax | \$4,770.00 | \$5,000.00 | \$0.00 | \$4,007.00 | \$4,007.00 | \$0.00 | -19.86 | 0.00 |
| Subtotal Benefits | \$609,113.61 | \$737,717.26 | \$203,799.67 | \$798,397.00 | \$768,287.00 | \$-30,110.00 | 4.14 | -3.77 |
| <u>General</u> | | | | | | | | |
| 4155-13 Food/Meetings | \$48.25 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4155-47 Special Awards/Flowers | \$537.56 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4155-48 Fire Department Acc. & Ind. Policy | \$5,461.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4155-49 Pay in Lieu of Vacation | \$3,428.98 | \$15,250.00 | \$0.00 | \$13,000.00 | \$5,000.00 | \$-8,000.00 | -67.21 | -61.54 |
| Subtotal General | \$9,475.79 | \$16,250.00 | \$0.00 | \$14,000.00 | \$6,000.00 | \$-8,000.00 | -63.08 | -57.14 |
| Total Personnel Administration | \$619,589.40 | \$754,967.26 | \$203,799.67 | \$813,397.00 | \$774,287.00 | \$-39,110.00 | 2.56 | -4.81 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Planning & Zoning | | | | | | | | |
| Salaries | | | | | | | | |
| 4191-S1 CEO Building Inspector | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4191-W1 P & Z Administrator | \$50,817.83 | \$50,188.00 | \$20,305.41 | \$50,188.00 | \$50,188.00 | \$0.00 | 0.00 | 0.00 |
| 4191-W2 Building Inspector | \$0.00 | \$31,200.00 | \$10,425.00 | \$31,200.00 | \$25,000.00 | \$-6,200.00 | -19.87 | -19.87 |
| Subtotal Wages - Hourly | \$50,817.83 | \$81,388.00 | \$30,730.41 | \$81,388.00 | \$75,188.00 | \$-6,200.00 | -7.62 | -7.62 |
| Overtime | | | | | | | | |
| 4191-W7 Overtime | \$4,126.27 | \$3,500.00 | \$1,049.52 | \$3,500.00 | \$3,500.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Overtime | \$4,126.27 | \$3,500.00 | \$1,049.52 | \$3,500.00 | \$3,500.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4191-02 Legal Notices | \$2,934.49 | \$5,500.00 | \$7,152.08 | \$5,400.00 | \$5,400.00 | \$0.00 | -1.82 | 0.00 |
| 4191-03 Equipment Lease | \$0.00 | \$2,500.00 | \$794.23 | \$2,500.00 | \$2,500.00 | \$0.00 | 0.00 | 0.00 |
| 4191-05 Postage | \$1,858.04 | \$1,150.00 | \$0.00 | \$1,900.00 | \$1,900.00 | \$0.00 | 65.22 | 0.00 |
| 4191-06 Dues and Subscriptions | \$0.00 | \$1,205.00 | \$0.00 | \$400.00 | \$400.00 | \$0.00 | -66.80 | 0.00 |
| 4191-07 Resource Materials | \$98.25 | \$250.00 | \$0.00 | \$250.00 | \$250.00 | \$0.00 | 0.00 | 0.00 |
| 4191-09 Office Supplies | \$688.12 | \$1,100.00 | \$239.50 | \$1,100.00 | \$1,100.00 | \$0.00 | 0.00 | 0.00 |
| 4191-11 Mileage | \$0.00 | \$100.00 | \$0.00 | \$100.00 | \$100.00 | \$0.00 | 0.00 | 0.00 |
| 4191-14 Training | \$180.00 | \$1,000.00 | \$20.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| 4191-17 Equipment Replacement | \$0.00 | \$300.00 | \$0.00 | \$300.00 | \$300.00 | \$0.00 | 0.00 | 0.00 |
| 4191-18 Electricity | \$0.00 | \$1,250.00 | \$370.95 | \$1,250.00 | \$1,250.00 | \$0.00 | 0.00 | 0.00 |
| 4191-24 Gas Oil Vehicle | \$0.00 | \$1,200.00 | \$174.58 | \$950.00 | \$950.00 | \$0.00 | -20.83 | 0.00 |
| 4191-26 Vehicle Maintenance Repair | \$0.00 | \$850.00 | \$0.00 | \$850.00 | \$850.00 | \$0.00 | 0.00 | 0.00 |
| 4191-30 Telephone | \$0.00 | \$1,200.00 | \$255.14 | \$1,600.00 | \$1,600.00 | \$0.00 | 33.33 | 0.00 |
| 4191-40 Outside Consulting | \$0.00 | \$1,050.00 | \$0.00 | \$1,050.00 | \$1,050.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|-------------------------|-----------------------|------------------------------|---------------------|---------------------|------------------------|--|--------------------------------------|
| 4191-41 Recording Fees | \$0.00 | \$50.00 | \$0.00 | \$50.00 | \$50.00 | \$0.00 | 0.00 | 0.00 |
| 4191-42 Legal fees | \$0.00 | \$5,000.00 | \$14,840.16 | \$5,000.00 | \$5,000.00 | \$0.00 | 0.00 | 0.00 |
| 4191-43 Strafford County Regional Plannin | \$0.00 | \$4,916.78 | \$4,916.78 | \$5,020.03 | \$5,020.03 | \$0.00 | 2.10 | 0.00 |
| Subtotal General | \$5,758.90 | \$28,621.78 | \$28,763.42 | \$28,720.03 | \$28,720.03 | \$0.00 | 0.34 | 0.00 |
| Total Planning & Zoning | \$60,703.00 | \$113,509.78 | \$60,543.35 | \$113,608.03 | \$107,408.03 | \$-6,200.00 | -5.38 | -5.46 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Government Buildings | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4194-W1 Janitor Wages | \$38,118.60 | \$38,400.96 | \$15,395.64 | \$38,400.96 | \$38,400.96 | \$0.00 | 0.00 | 0.00 |
| 4194-W2 Janitor Assistant | \$7,191.68 | \$11,848.32 | \$0.00 | \$12,500.00 | \$14,000.00 | \$1,500.00 | 18.16 | 12.00 |
| 4194-W3 Janitor Temporary Wages | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$45,310.28 | \$50,249.28 | \$15,395.64 | \$50,900.96 | \$52,400.96 | \$1,500.00 | 4.28 | 2.95 |
| <u>Overtime</u> | | | | | | | | |
| 4194-W7 Overtime | \$733.05 | \$500.00 | \$220.44 | \$800.00 | \$800.00 | \$0.00 | 60.00 | 0.00 |
| Subtotal Overtime | \$733.05 | \$500.00 | \$220.44 | \$800.00 | \$800.00 | \$0.00 | 60.00 | 0.00 |
| <u>General</u> | | | | | | | | |
| 4194-11 Mileage | \$359.55 | \$500.00 | \$123.64 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4194-15 Uniforms | \$275.35 | \$300.00 | \$96.18 | \$300.00 | \$300.00 | \$0.00 | 0.00 | 0.00 |
| 4194-16 Maintenance & Repair | \$24,438.72 | \$15,000.00 | \$5,020.00 | \$15,000.00 | \$15,000.00 | \$0.00 | 0.00 | 0.00 |
| 4194-18 Electricity | \$4,605.62 | \$5,250.00 | \$1,878.10 | \$6,000.00 | \$6,000.00 | \$0.00 | 14.29 | 0.00 |
| 4194-19 Heating Fuel | \$9,152.65 | \$6,000.00 | \$0.00 | \$6,000.00 | \$6,000.00 | \$0.00 | 0.00 | 0.00 |
| 4194-21 Water/Paper Supplies | \$479.54 | \$800.00 | \$240.94 | \$800.00 | \$800.00 | \$0.00 | 0.00 | 0.00 |
| 4194-23 Landscape | \$350.68 | \$500.00 | \$53.97 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4194-30 Telephone | \$0.00 | \$360.00 | \$60.00 | \$360.00 | \$360.00 | \$0.00 | 0.00 | 0.00 |
| 4194-40 Janitor Supplies | \$5,952.20 | \$6,370.00 | \$1,130.78 | \$6,370.00 | \$6,370.00 | \$0.00 | 0.00 | 0.00 |
| 4194-41 Energy Comm. | \$0.00 | \$2,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$45,614.31 | \$37,080.00 | \$8,603.61 | \$35,830.00 | \$35,830.00 | \$0.00 | -3.37 | 0.00 |
| Total Government Buildings | \$91,657.64 | \$87,829.28 | \$24,219.69 | \$87,530.96 | \$89,030.96 | \$1,500.00 | 1.37 | 1.71 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Cemetery | | | | | | | | |
| Salaries | | | | | | | | |
| 4195-S1 Superintendent Salary | \$600.00 | \$600.00 | \$150.00 | \$600.00 | \$600.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$600.00 | \$600.00 | \$150.00 | \$600.00 | \$600.00 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4195-W1 Labor | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4195-05 Postage | \$0.46 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4195-09 Office Supplies | \$0.00 | \$100.00 | \$0.00 | \$100.00 | \$100.00 | \$0.00 | 0.00 | 0.00 |
| 4195-17 New Equipment | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4195-25 Gas/Oil/Fuel | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4195-28 Miscellaneous | \$115.42 | \$0.00 | \$0.00 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4195-40 Capital Improvements | \$0.00 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4195-41 Flags | \$444.60 | \$414.00 | \$0.00 | \$414.00 | \$414.00 | \$0.00 | 0.00 | 0.00 |
| 4195-42 Maintenance | \$3,975.00 | \$4,500.00 | \$2,763.00 | \$4,500.00 | \$4,500.00 | \$0.00 | 0.00 | 0.00 |
| 4195-43 Memorial Replacement | \$5,915.00 | \$5,000.00 | \$0.00 | \$5,000.00 | \$5,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$10,450.48 | \$10,514.00 | \$2,763.00 | \$12,514.00 | \$12,514.00 | \$0.00 | 19.02 | 0.00 |
| Total Cemetery | \$11,050.48 | \$11,114.00 | \$2,913.00 | \$13,114.00 | \$13,114.00 | \$0.00 | 18.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------|---------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Insurance | | | | | | | | | |
| <u>Benefits</u> | | | | | | | | | |
| 4196-41 | Worker's Compensation | \$26,190.52 | \$42,329.00 | \$10,696.00 | \$43,343.00 | \$43,343.00 | \$0.00 | 2.40 | 0.00 |
| Subtotal Benefits | | \$26,190.52 | \$42,329.00 | \$10,696.00 | \$43,343.00 | \$43,343.00 | \$0.00 | 2.40 | 0.00 |
| <u>General</u> | | | | | | | | | |
| 4196-40 | Property Liability | \$23,970.57 | \$40,272.00 | \$42,059.00 | \$43,710.00 | \$43,274.00 | \$-436.00 | 7.45 | -1.00 |
| 4196-42 | Insurance Deductible | \$0.00 | \$2,000.00 | \$0.00 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4196-43 | Fire Department Accident Health | \$0.00 | \$5,461.00 | \$5,461.00 | \$5,461.00 | \$5,461.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | | \$23,970.57 | \$47,733.00 | \$47,520.00 | \$51,171.00 | \$50,735.00 | \$-436.00 | 6.29 | -0.85 |
| Total Insurance | | \$50,161.09 | \$90,062.00 | \$58,216.00 | \$94,514.00 | \$94,078.00 | \$-436.00 | 4.46 | -0.46 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|-------------------------|--|--------------------------------------|
| Other General Government | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4199-02 Salary Increase Pool | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| <u>General</u> | | | | | | | | |
| 4199 Other General Government | \$3,502.40 | \$5,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$3,502.40 | \$5,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Other General Government | \$3,502.40 | \$5,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| Police Department | | | | | | | | |
| Salaries | | | | | | | | |
| 4210-S1 Police Chief Salary | \$78,114.44 | \$80,280.12 | \$30,400.08 | \$80,280.12 | \$80,280.12 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$78,114.44 | \$80,280.12 | \$30,400.08 | \$80,280.12 | \$80,280.12 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4210-W1 Sergeant Wages | \$107,695.63 | \$111,639.00 | \$15,808.00 | \$56,376.00 | \$56,376.00 | \$0.00 | -49.50 | 0.00 |
| 4210-W2 Senior Patrolman Wages | \$73,902.24 | \$95,132.34 | \$23,684.20 | \$98,136.00 | \$98,136.00 | \$0.00 | 3.16 | 0.00 |
| 4210-W3 Patrolman Wages | \$95,036.46 | \$92,056.02 | \$74,797.48 | \$187,972.30 | \$187,972.30 | \$0.00 | 104.19 | 0.00 |
| 4210-W4 Police Secretary Wages | \$39,244.80 | \$40,730.64 | \$16,774.92 | \$42,073.20 | \$42,073.20 | \$0.00 | 3.30 | 0.00 |
| 4210-W8 Holiday Wages | \$11,852.16 | \$14,425.00 | \$3,301.92 | \$14,425.15 | \$14,425.15 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$327,731.29 | \$353,983.00 | \$134,366.52 | \$398,982.65 | \$398,982.65 | \$0.00 | 12.71 | 0.00 |
| Overtime | | | | | | | | |
| 4210-W7 Overtime | \$26,080.71 | \$27,075.00 | \$9,295.91 | \$17,075.35 | \$17,075.35 | \$0.00 | -36.93 | 0.00 |
| Subtotal Overtime | \$26,080.71 | \$27,075.00 | \$9,295.91 | \$17,075.35 | \$17,075.35 | \$0.00 | -36.93 | 0.00 |
| General | | | | | | | | |
| 4210-03 Contracts | \$7,929.31 | \$12,800.00 | \$6,116.59 | \$12,800.00 | \$12,800.00 | \$0.00 | 0.00 | 0.00 |
| 4210-04 Printing | \$947.87 | \$1,500.00 | \$289.77 | \$1,500.00 | \$1,500.00 | \$0.00 | 0.00 | 0.00 |
| 4210-06 Dues | \$480.00 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4210-09 Supplies | \$4,937.30 | \$2,500.00 | \$1,643.55 | \$2,500.00 | \$2,500.00 | \$0.00 | 0.00 | 0.00 |
| 4210-14 Training | \$3,219.39 | \$4,500.00 | \$2,155.71 | \$4,500.00 | \$4,500.00 | \$0.00 | 0.00 | 0.00 |
| 4210-15 Uniforms | \$8,279.27 | \$3,600.00 | \$1,532.24 | \$3,600.00 | \$3,600.00 | \$0.00 | 0.00 | 0.00 |
| 4210-17 Equipment Replacement | \$38,851.75 | \$7,000.00 | \$5,828.79 | \$7,000.00 | \$7,000.00 | \$0.00 | 0.00 | 0.00 |
| 4210-18 Electricity | \$8,126.35 | \$10,250.00 | \$4,343.67 | \$10,250.00 | \$10,250.00 | \$0.00 | 0.00 | 0.00 |
| 4210-19 Heat | \$8,540.60 | \$8,000.00 | \$1,065.69 | \$8,000.00 | \$8,000.00 | \$0.00 | 0.00 | 0.00 |
| 4210-24 Gas/Oil Vehicles | \$25,792.91 | \$20,000.00 | \$8,880.17 | \$27,000.00 | \$27,000.00 | \$0.00 | 35.00 | 0.00 |
| 4210-26 Vehicle Repair | \$6,313.53 | \$13,500.00 | \$1,468.96 | \$13,500.00 | \$13,500.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| 4210-27 Radio Repair | \$387.40 | \$1,100.00 | \$79.33 | \$1,100.00 | \$1,100.00 | \$0.00 | 0.00 | 0.00 |
| 4210-30 Telephone | \$0.00 | \$4,250.00 | \$1,777.54 | \$4,250.00 | \$4,250.00 | \$0.00 | 0.00 | 0.00 |
| 4210-40 Attorney | \$6,723.84 | \$6,925.56 | \$2,308.52 | \$7,133.33 | \$7,133.33 | \$0.00 | 3.00 | 0.00 |
| 4210-41 Evidence | \$89.50 | \$300.00 | \$138.52 | \$300.00 | \$300.00 | \$0.00 | 0.00 | 0.00 |
| 4210-42 CALEA | \$2,985.00 | \$4,000.00 | \$0.00 | \$4,000.00 | \$4,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$123,604.02 | \$100,725.56 | \$37,629.05 | \$107,933.33 | \$107,933.33 | \$0.00 | 7.16 | 0.00 |
| Total Police Department | \$555,530.46 | \$562,063.68 | \$211,691.56 | \$604,271.45 | \$604,271.45 | \$0.00 | 7.51 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Dispatch Center | | | | | | | | |
| General | | | | | | | | |
| 4211-40 UNH Police Department | \$10,000.00 | \$10,000.00 | \$0.00 | \$10,000.00 | \$10,000.00 | \$0.00 | 0.00 | 0.00 |
| 4211-41 Strafford County Dispatch | \$6,711.70 | \$7,065.00 | \$0.00 | \$6,711.70 | \$6,711.70 | \$0.00 | -5.00 | 0.00 |
| Subtotal General | \$16,711.70 | \$17,065.00 | \$0.00 | \$16,711.70 | \$16,711.70 | \$0.00 | -2.07 | 0.00 |
| Total Dispatch Center | \$16,711.70 | \$17,065.00 | \$0.00 | \$16,711.70 | \$16,711.70 | \$0.00 | -2.07 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|----------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|-------------------------|--|--------------------------------------|
| Police Special Duty | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4212 Police Special Duty - Other | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4212-W1 Lee Police Officers | \$0.00 | \$0.00 | \$16,812.50 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4212-W2 Other Government Units | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$0.00 | \$0.00 | \$16,812.50 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Police Special Duty | \$0.00 | \$0.00 | \$16,812.50 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|-------------------------|--|--------------------------------------|
| Fire Special Duty | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4214 Fire Special Duty - Other | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4214-W1 Lee Full Time Employees | \$0.00 | \$0.00 | \$1,628.01 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4214-W2 Other | \$0.00 | \$0.00 | \$10,050.75 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$0.00 | \$0.00 | \$11,678.76 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Fire Special Duty | \$0.00 | \$0.00 | \$11,678.76 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------|------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Ambulance | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4215 | WA #25 Ambulance | \$13,086.10 | \$14,501.00 | \$14,501.00 | \$20,179.00 | \$20,179.00 | \$0.00 | 39.16 | 0.00 |
| | Subtotal General | \$13,086.10 | \$14,501.00 | \$14,501.00 | \$20,179.00 | \$20,179.00 | \$0.00 | 39.16 | 0.00 |
| Total Ambulance | | \$13,086.10 | \$14,501.00 | \$14,501.00 | \$20,179.00 | \$20,179.00 | \$0.00 | 39.16 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| Fire Department | | | | | | | | |
| Salaries | | | | | | | | |
| 4220-S1 Fire Chief Salary | \$35,550.41 | \$57,000.00 | \$22,800.02 | \$57,000.00 | \$57,000.00 | \$0.00 | 0.00 | 0.00 |
| 4220-S2 Deputy Salary | \$7,681.52 | \$7,682.00 | \$1,920.38 | \$7,682.00 | \$7,682.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$43,231.93 | \$64,682.00 | \$24,720.40 | \$64,682.00 | \$64,682.00 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4220-W1 Captain Wages | \$21,927.11 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4220-W2 Lieutenant Wages | \$31,588.86 | \$36,853.62 | \$11,284.53 | \$35,006.40 | \$35,006.40 | \$0.00 | -5.01 | 0.00 |
| 4220-W3 Paid Call Wages | \$28,309.13 | \$47,000.00 | \$10,392.00 | \$47,000.00 | \$47,000.00 | \$0.00 | 0.00 | 0.00 |
| 4220-W4 Firefighter Wages | \$15,354.00 | \$38,188.80 | \$15,514.20 | \$38,188.80 | \$38,188.80 | \$0.00 | 0.00 | 0.00 |
| 4220-W8 Holiday | \$2,063.32 | \$3,000.00 | \$201.96 | \$3,000.00 | \$3,000.00 | \$0.00 | 0.00 | 0.00 |
| 4220-W9 Incentive Pay | \$11,450.00 | \$18,000.00 | \$8,250.00 | \$26,000.00 | \$26,000.00 | \$0.00 | 44.44 | 0.00 |
| Subtotal Wages - Hourly | \$110,692.42 | \$143,042.42 | \$45,642.69 | \$149,195.20 | \$149,195.20 | \$0.00 | 4.30 | 0.00 |
| Overtime | | | | | | | | |
| 4220-W7 Overtime | \$2,993.85 | \$3,000.00 | \$1,707.48 | \$5,000.00 | \$5,000.00 | \$0.00 | 66.67 | 0.00 |
| Subtotal Overtime | \$2,993.85 | \$3,000.00 | \$1,707.48 | \$5,000.00 | \$5,000.00 | \$0.00 | 66.67 | 0.00 |
| Travel | | | | | | | | |
| 4220-12 Conference / Travel | \$0.00 | \$0.00 | \$544.32 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Travel | \$0.00 | \$0.00 | \$544.32 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4220-03 Equipment Maint Agreements | \$6,923.15 | \$9,000.00 | \$5,502.60 | \$8,500.00 | \$8,500.00 | \$0.00 | -5.56 | 0.00 |
| 4220-04 Printing | \$0.00 | \$100.00 | \$0.00 | \$100.00 | \$100.00 | \$0.00 | 0.00 | 0.00 |
| 4220-05 Postage | \$49.12 | \$50.00 | \$0.00 | \$50.00 | \$50.00 | \$0.00 | 0.00 | 0.00 |
| 4220-06 Dues/Subscriptions | \$4,496.10 | \$5,000.00 | \$2,489.50 | \$6,000.00 | \$6,000.00 | \$0.00 | 20.00 | 0.00 |
| 4220-09 Office Supplies | \$1,225.65 | \$2,000.00 | \$148.05 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4220-10 Supplies - Other | \$793.38 | \$2,000.00 | \$539.28 | \$1,000.00 | \$1,000.00 | \$0.00 | -50.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| 4220-13 Special Events | \$404.94 | \$500.00 | \$113.99 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4220-14 Training | \$7,134.93 | \$5,000.00 | \$1,160.00 | \$10,000.00 | \$10,000.00 | \$0.00 | 100.00 | 0.00 |
| 4220-15 Uniforms Protective Gear | \$4,435.75 | \$1,500.00 | \$739.54 | \$1,800.00 | \$1,800.00 | \$0.00 | 20.00 | 0.00 |
| 4220-16 Equipment Repairs/Parts | \$4,620.28 | \$8,500.00 | \$1,752.60 | \$8,500.00 | \$8,500.00 | \$0.00 | 0.00 | 0.00 |
| 4220-17 New Equipment | \$26,010.63 | \$15,000.00 | \$1,603.70 | \$15,000.00 | \$15,000.00 | \$0.00 | 0.00 | 0.00 |
| 4220-18 Electricity | \$8,126.36 | \$10,250.00 | \$4,343.66 | \$10,250.00 | \$10,250.00 | \$0.00 | 0.00 | 0.00 |
| 4220-19 Heat | \$8,540.62 | \$8,500.00 | \$1,330.64 | \$8,000.00 | \$8,000.00 | \$0.00 | -5.88 | 0.00 |
| 4220-21 Bottled Water | \$214.60 | \$650.00 | \$225.41 | \$450.00 | \$450.00 | \$0.00 | -30.77 | 0.00 |
| 4220-22 Alarms | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4220-24 Gas/Oil/Fuel | \$0.00 | \$200.00 | \$80.50 | \$2,500.00 | \$2,500.00 | \$0.00 | 1,150.00 | 0.00 |
| 4220-25 Diesel Fuel | \$7,225.81 | \$7,500.00 | \$3,274.96 | \$8,000.00 | \$8,000.00 | \$0.00 | 6.67 | 0.00 |
| 4220-26 Vehicle Maintenance & Repair | \$7,922.34 | \$8,000.00 | \$2,060.19 | \$8,000.00 | \$8,000.00 | \$0.00 | 0.00 | 0.00 |
| 4220-27 Radio Repair | \$2,890.00 | \$2,500.00 | \$558.00 | \$3,000.00 | \$3,000.00 | \$0.00 | 20.00 | 0.00 |
| 4220-28 Miscellaneous/Other | \$276.37 | \$0.00 | \$799.50 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4220-29 Uniforms | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4220-30 Telephone | \$0.00 | \$2,100.00 | \$521.33 | \$3,200.00 | \$3,200.00 | \$0.00 | 52.38 | 0.00 |
| 4220-40 Medical Supplies | \$3,893.40 | \$2,000.00 | \$302.73 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4220-41 Fire Prevention Safety | \$133.60 | \$1,000.00 | \$278.06 | \$500.00 | \$500.00 | \$0.00 | -50.00 | 0.00 |
| 4220-42 Personal Protective Equipment | \$10,026.97 | \$10,000.00 | \$7,817.96 | \$20,000.00 | \$20,000.00 | \$0.00 | 100.00 | 0.00 |
| 4220-99 Budget Reduction | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$105,344.00 | \$101,350.00 | \$35,642.20 | \$119,350.00 | \$119,350.00 | \$0.00 | 17.76 | 0.00 |
| Total Fire Department | \$262,262.20 | \$312,074.42 | \$108,257.09 | \$339,227.20 | \$339,227.20 | \$0.00 | 8.70 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|-------------------------|--|--------------------------------------|
| Code Enforcement | | | | | | | | |
| Salaries | | | | | | | | |
| 4240-S1 CEO Salary | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4240-W1 Building Inspector | \$22,755.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$22,755.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4240-02 Legal Notices | \$1,434.61 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4240-06 BOCA/NEFPA/Other Dues | \$70.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4240-09 Office/Field Supplies | \$537.49 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4240-14 Training/Conferences/Seminars | \$804.21 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4240-17 Equipment Replacment | \$460.39 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4240-18 Electricity | \$965.28 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4240-24 Gas/Oil Vehicle | \$658.19 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4240-26 Vehicle Maintenance/Repair | \$834.08 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$5,764.25 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Code Enforcement | \$28,519.25 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-------------------------------------|-------------------------|-----------------------|------------------------------|-------------------|-------------------|-------------------------|--|--------------------------------------|
| Emergency Management | | | | | | | | |
| Salaries | | | | | | | | |
| 4290-S1 Emergency Management Salary | \$736.28 | \$2,000.00 | \$0.00 | \$0.00 | \$2,000.00 | \$2,000.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$736.28 | \$2,000.00 | \$0.00 | \$0.00 | \$2,000.00 | \$2,000.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4290-W1 Emergency Man. Wages | \$0.00 | \$1,000.00 | \$0.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$0.00 | \$1,000.00 | \$0.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| Overtime | | | | | | | | |
| 4290-W7 Emergency Man. OT | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Overtime | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4290-09 Supplies/Expenses | \$6,056.00 | \$6,200.00 | \$3,576.00 | \$6,000.00 | \$6,000.00 | \$0.00 | -3.23 | 0.00 |
| Subtotal General | \$6,056.00 | \$6,200.00 | \$3,576.00 | \$6,000.00 | \$6,000.00 | \$0.00 | -3.23 | 0.00 |
| Total Emergency Management | \$6,792.28 | \$9,200.00 | \$3,576.00 | \$7,000.00 | \$9,000.00 | \$2,000.00 | -2.17 | 28.57 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Highway Department | | | | | | | | |
| Salaries | | | | | | | | |
| 4311-S1 Road Agent Salary | \$61,533.36 | \$62,511.72 | \$25,004.88 | \$62,511.72 | \$62,511.72 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$61,533.36 | \$62,511.72 | \$25,004.88 | \$62,511.72 | \$62,511.72 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4311-W1 Road Agent Assist. Wages | \$41,330.88 | \$43,152.12 | \$16,786.76 | \$43,152.12 | \$43,152.12 | \$0.00 | 0.00 | 0.00 |
| 4311-W2 Full Time Wages | \$38,378.34 | \$40,659.24 | \$15,796.40 | \$40,659.24 | \$40,659.24 | \$0.00 | 0.00 | 0.00 |
| 4311-W3 Part Time Wages | \$5,988.00 | \$6,500.00 | \$525.00 | \$6,500.00 | \$6,500.00 | \$0.00 | 0.00 | 0.00 |
| 4311-W8 Holiday Wages | \$3,931.25 | \$3,500.00 | \$967.20 | \$4,000.00 | \$4,000.00 | \$0.00 | 14.29 | 0.00 |
| Subtotal Wages - Hourly | \$89,628.47 | \$93,811.36 | \$34,075.36 | \$94,311.36 | \$94,311.36 | \$0.00 | 0.53 | 0.00 |
| Overtime | | | | | | | | |
| 4311-W7 Overtime | \$7,816.73 | \$9,000.00 | \$298.60 | \$9,000.00 | \$9,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Overtime | \$7,816.73 | \$9,000.00 | \$298.60 | \$9,000.00 | \$9,000.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4311-09 Office Supplies | \$167.52 | \$250.00 | \$232.50 | \$250.00 | \$250.00 | \$0.00 | 0.00 | 0.00 |
| 4311-10 Supplies | \$3,233.38 | \$3,000.00 | \$1,047.65 | \$3,500.00 | \$3,500.00 | \$0.00 | 16.67 | 0.00 |
| 4311-15 Uniform | \$1,340.04 | \$1,700.00 | \$488.51 | \$1,700.00 | \$1,700.00 | \$0.00 | 0.00 | 0.00 |
| 4311-18 Electricity | \$1,586.51 | \$1,750.00 | \$600.78 | \$1,750.00 | \$1,750.00 | \$0.00 | 0.00 | 0.00 |
| 4311-19 Heating Fuel | \$6,459.36 | \$6,500.00 | \$140.91 | \$6,500.00 | \$6,500.00 | \$0.00 | 0.00 | 0.00 |
| 4311-21 Hand Tools & New Equipment | \$2,319.47 | \$1,000.00 | \$82.79 | \$1,500.00 | \$1,500.00 | \$0.00 | 50.00 | 0.00 |
| 4311-24 Gasoline | \$3,850.91 | \$3,200.00 | \$1,753.30 | \$5,935.00 | \$5,935.00 | \$0.00 | 85.47 | 0.00 |
| 4311-25 Diesel Fuel | \$17,136.15 | \$18,500.00 | \$2,382.37 | \$17,625.00 | \$17,625.00 | \$0.00 | -4.73 | 0.00 |
| 4311-26 Parts/In House Repairs | \$14,410.26 | \$14,500.00 | \$1,385.63 | \$14,500.00 | \$14,500.00 | \$0.00 | 0.00 | 0.00 |
| 4311-28 Miscellaneous/Other | \$4,433.60 | \$6,000.00 | \$1,232.74 | \$6,000.00 | \$6,000.00 | \$0.00 | 0.00 | 0.00 |
| 4311-30 Telephone | \$0.00 | \$1,520.00 | \$239.59 | \$1,520.00 | \$1,520.00 | \$0.00 | 0.00 | 0.00 |
| 4311-40 Tires | \$2,649.80 | \$2,500.00 | \$0.00 | \$2,500.00 | \$2,500.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| 4311-41 Wear Edges (Plow & Equipment) | \$3,356.00 | \$3,500.00 | \$0.00 | \$3,500.00 | \$3,500.00 | \$0.00 | 0.00 | 0.00 |
| 4311-42 Hired & Rental Equipment | \$7,186.93 | \$16,000.00 | \$7,550.72 | \$16,000.00 | \$16,000.00 | \$0.00 | 0.00 | 0.00 |
| 4311-43 Sub Contracted Repairs | \$2,152.37 | \$8,000.00 | \$572.00 | \$6,000.00 | \$6,000.00 | \$0.00 | -25.00 | 0.00 |
| 4311-44 Paving & Asphalt Products | \$159,946.37 | \$170,000.00 | \$152,381.43 | \$190,000.00 | \$190,000.00 | \$0.00 | 11.76 | 0.00 |
| 4311-45 Sand/Stone/Gravel | \$6,944.00 | \$9,500.00 | \$268.94 | \$9,500.00 | \$9,500.00 | \$0.00 | 0.00 | 0.00 |
| 4311-46 Culvert/Guard Rails Etc. | \$4,500.00 | \$5,000.00 | \$672.50 | \$6,000.00 | \$6,000.00 | \$0.00 | 20.00 | 0.00 |
| 4311-47 Salt/Calcium/Magnesium | \$25,591.18 | \$25,000.00 | \$0.00 | \$26,500.00 | \$26,500.00 | \$0.00 | 6.00 | 0.00 |
| 4311-48 Drug & Alcohol Testing | \$453.00 | \$750.00 | \$194.00 | \$750.00 | \$750.00 | \$0.00 | 0.00 | 0.00 |
| 4311-49 Signs/Warning Devices | \$2,119.83 | \$3,000.00 | \$201.12 | \$2,500.00 | \$2,500.00 | \$0.00 | -16.67 | 0.00 |
| 4311-50 Building Repair Maintenance | \$1,275.00 | \$2,500.00 | \$243.00 | \$2,500.00 | \$2,500.00 | \$0.00 | 0.00 | 0.00 |
| 4311-51 Park Maintenance | \$0.00 | \$11,250.00 | \$7,275.00 | \$11,250.00 | \$11,250.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$271,111.68 | \$314,920.00 | \$178,945.48 | \$337,780.00 | \$337,780.00 | \$0.00 | 7.26 | 0.00 |
| Total Highway Department | \$430,090.24 | \$480,243.08 | \$238,324.32 | \$503,603.08 | \$503,603.08 | \$0.00 | 4.86 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|-------------------------|--|--------------------------------------|
| Transfer Station | | | | | | | | |
| Salaries | | | | | | | | |
| 4321-S1 TS Manager Salary | \$47,147.04 | \$47,909.40 | \$19,162.29 | \$47,909.40 | \$47,909.40 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$47,147.04 | \$47,909.40 | \$19,162.29 | \$47,909.40 | \$47,909.40 | \$0.00 | 0.00 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4321-W1 Full Time Wages | \$33,171.42 | \$33,436.62 | \$13,382.58 | \$33,436.62 | \$33,436.62 | \$0.00 | 0.00 | 0.00 |
| 4321-W2 Part Time Wages | \$30,324.59 | \$36,164.52 | \$12,943.95 | \$36,164.52 | \$37,664.52 | \$1,500.00 | 4.15 | 4.15 |
| 4321-W8 Clerical | \$2,696.61 | \$0.00 | \$0.00 | \$100.00 | \$100.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$66,192.62 | \$69,601.14 | \$26,326.53 | \$69,701.14 | \$71,201.14 | \$1,500.00 | 2.30 | 2.15 |
| Overtime | | | | | | | | |
| 4321-W7 Overtime | \$1,589.79 | \$1,538.00 | \$155.95 | \$1,600.00 | \$1,600.00 | \$0.00 | 4.03 | 0.00 |
| Subtotal Overtime | \$1,589.79 | \$1,538.00 | \$155.95 | \$1,600.00 | \$1,600.00 | \$0.00 | 4.03 | 0.00 |
| General | | | | | | | | |
| 4321-04 Printing/Stickers/Permits | \$1,432.20 | \$450.00 | \$0.00 | \$1,450.00 | \$1,450.00 | \$0.00 | 222.22 | 0.00 |
| 4321-05 Postage | \$28.79 | \$50.00 | \$0.00 | \$50.00 | \$50.00 | \$0.00 | 0.00 | 0.00 |
| 4321-06 Dues/Subscriptions | \$290.50 | \$400.00 | \$0.00 | \$400.00 | \$400.00 | \$0.00 | 0.00 | 0.00 |
| 4321-09 Office Expense | \$2,293.36 | \$1,200.00 | \$626.89 | \$1,800.00 | \$1,800.00 | \$0.00 | 50.00 | 0.00 |
| 4321-14 Training/Education | \$1,672.13 | \$1,000.00 | \$150.00 | \$1,600.00 | \$1,600.00 | \$0.00 | 60.00 | 0.00 |
| 4321-15 Uniforms | \$1,348.65 | \$2,000.00 | \$785.30 | \$1,500.00 | \$1,500.00 | \$0.00 | -25.00 | 0.00 |
| 4321-16 Equipment M & R | \$15,281.70 | \$7,000.00 | \$2,424.27 | \$7,000.00 | \$7,000.00 | \$0.00 | 0.00 | 0.00 |
| 4321-17 New Equipment | \$2,939.28 | \$3,000.00 | \$210.97 | \$4,000.00 | \$4,000.00 | \$0.00 | 33.33 | 0.00 |
| 4321-18 Electricity | \$8,809.73 | \$9,000.00 | \$2,972.75 | \$9,000.00 | \$9,000.00 | \$0.00 | 0.00 | 0.00 |
| 4321-19 Heating Fuel | \$1,397.72 | \$1,900.00 | \$0.00 | \$1,900.00 | \$1,900.00 | \$0.00 | 0.00 | 0.00 |
| 4321-23 Grounds Maintenance | \$2,121.10 | \$2,500.00 | \$822.73 | \$2,500.00 | \$2,500.00 | \$0.00 | 0.00 | 0.00 |
| 4321-25 Fuel/Vehicles | \$2,307.74 | \$4,200.00 | \$15.35 | \$4,000.00 | \$4,000.00 | \$0.00 | -4.76 | 0.00 |
| 4321-28 Miscellaneous | \$486.52 | \$500.00 | \$111.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| 4321-29 Other | \$195.36 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4321-30 Telephone | \$0.00 | \$735.00 | \$243.04 | \$735.00 | \$735.00 | \$0.00 | 0.00 | 0.00 |
| 4321-40 Safety Equipment | \$1,287.59 | \$2,100.00 | \$153.57 | \$2,000.00 | \$2,000.00 | \$0.00 | -4.76 | 0.00 |
| 4321-41 Engineering | \$0.00 | \$100.00 | \$0.00 | \$100.00 | \$100.00 | \$0.00 | 0.00 | 0.00 |
| 4321-42 Recycling Expense | \$1,100.20 | \$3,000.00 | \$11.50 | \$2,000.00 | \$2,000.00 | \$0.00 | -33.33 | 0.00 |
| 4321-43 Compliance | \$0.00 | \$200.00 | \$0.00 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| 4321-44 CFC Removal | \$0.00 | \$200.00 | \$0.00 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| 4321-45 Porta Potty | \$620.77 | \$700.00 | \$250.00 | \$700.00 | \$700.00 | \$0.00 | 0.00 | 0.00 |
| 4321-46 Compost Bins & Pails | \$881.80 | \$1,000.00 | \$35.10 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 | 0.00 |
| 4321-47 Volunteer ID T-Shirts | \$210.00 | \$200.00 | \$0.00 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$44,705.14 | \$41,435.00 | \$8,812.47 | \$42,835.00 | \$42,835.00 | \$0.00 | 3.38 | 0.00 |
| Total Transfer Station | \$159,634.59 | \$160,483.54 | \$54,457.24 | \$162,045.54 | \$163,545.54 | \$1,500.00 | 1.91 | 0.93 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| Solid Waste Disposal | | | | | | | | |
| General | | | | | | | | |
| 4324-29 Other | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4324-40 MSW & Bulky | \$75,623.36 | \$92,000.00 | \$30,393.46 | \$90,000.00 | \$90,000.00 | \$0.00 | -2.17 | 0.00 |
| 4324-41 Hauling Cost | \$16,187.57 | \$22,000.00 | \$8,267.14 | \$22,000.00 | \$22,000.00 | \$0.00 | 0.00 | 0.00 |
| 4324-42 Tire Disposal | \$2,450.00 | \$1,900.00 | \$0.00 | \$1,800.00 | \$1,800.00 | \$0.00 | -5.26 | 0.00 |
| 4324-43 Electronics Disposal | \$5,926.77 | \$6,000.00 | \$1,732.88 | \$6,000.00 | \$6,000.00 | \$0.00 | 0.00 | 0.00 |
| 4324-44 Hazardous Waste | \$2,846.98 | \$3,500.00 | \$360.00 | \$3,500.00 | \$3,500.00 | \$0.00 | 0.00 | 0.00 |
| 4324-45 Contaminated Waste Oil | \$365.00 | \$3,200.00 | \$0.00 | \$3,000.00 | \$3,000.00 | \$0.00 | -6.25 | 0.00 |
| 4324-46 Lamprey Closure Cost | \$927.29 | \$1,000.00 | \$0.00 | \$1,100.00 | \$1,100.00 | \$0.00 | 10.00 | 0.00 |
| 4324-47 Solid Waste Other | \$0.00 | \$800.00 | \$329.00 | \$500.00 | \$500.00 | \$0.00 | -37.50 | 0.00 |
| 4324-48 Construction & Demolition | \$7,453.09 | \$9,500.00 | \$3,479.97 | \$9,000.00 | \$9,000.00 | \$0.00 | -5.26 | 0.00 |
| 4324-49 Glass Disposal | \$2,540.35 | \$3,200.00 | \$913.79 | \$3,000.00 | \$3,000.00 | \$0.00 | -6.25 | 0.00 |
| 4324-50 Fluorocarbons CFC Disposal | \$0.00 | \$500.00 | \$110.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4324-51 Antifreeze | \$70.00 | \$200.00 | \$110.00 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| 4324-52 Brush | \$3,200.00 | \$7,000.00 | \$2,225.00 | \$6,000.00 | \$6,000.00 | \$0.00 | -14.29 | 0.00 |
| Subtotal General | \$117,590.41 | \$150,800.00 | \$47,921.24 | \$146,600.00 | \$146,600.00 | \$0.00 | -2.79 | 0.00 |
| Total Solid Waste Disposal | \$117,590.41 | \$150,800.00 | \$47,921.24 | \$146,600.00 | \$146,600.00 | \$0.00 | -2.79 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------|-----------------------------|-------------------------|-----------------------|------------------------------|-------------------|-------------------|------------------------|--|--------------------------------------|
| Animal Control | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4414 | Animal Control | \$1,483.87 | \$1,650.00 | \$0.00 | \$1,650.00 | \$1,650.00 | \$0.00 | 0.00 | 0.00 |
| | Subtotal General | \$1,483.87 | \$1,650.00 | \$0.00 | \$1,650.00 | \$1,650.00 | \$0.00 | 0.00 | 0.00 |
| | Total Animal Control | \$1,483.87 | \$1,650.00 | \$0.00 | \$1,650.00 | \$1,650.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------------|-------------------------------|-----------------------|------------------------------|-------------------|--------------------|-------------------------|--|--------------------------------------|
| Social Agencies | | | | | | | | |
| Warrant Articles | | | | | | | | |
| 4415-10 | AIDS Response Seacoast | \$700.00 | \$700.00 | \$700.00 | \$700.00 | \$0.00 | 0.00 | 0.00 |
| 4415-11 | Avis Goodwin Community Health | \$2,330.00 | \$3,852.00 | \$3,852.00 | \$5,020.00 | \$0.00 | 30.32 | 0.00 |
| 4415-13 | Lamprey Health Care | \$3,296.00 | \$3,296.00 | \$3,296.00 | \$3,296.00 | \$0.00 | 0.00 | 0.00 |
| 4415-14 | Sexual Assault Support | \$1,775.00 | \$1,775.00 | \$1,775.00 | \$1,775.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Warrant Articles | | \$8,101.00 | \$9,623.00 | \$9,623.00 | \$10,791.00 | \$0.00 | 12.14 | 0.00 |
| Total Social Agencies | | \$8,101.00 | \$9,623.00 | \$9,623.00 | \$10,791.00 | \$0.00 | 12.14 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------------|-------------------------|-----------------------|------------------------------|-------------------|-------------------|-------------------------|--|--------------------------------------|
| General Assistance | | | | | | | | |
| Salaries | | | | | | | | |
| 4441-W1 Welfare Officer Salary | \$2,689.96 | \$8,000.00 | \$1,158.24 | \$8,000.00 | \$8,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Salaries | \$2,689.96 | \$8,000.00 | \$1,158.24 | \$8,000.00 | \$8,000.00 | \$0.00 | 0.00 | 0.00 |
| General | | | | | | | | |
| 4441-06 Dues & Subscriptions | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4441-11 Mileage | \$0.00 | \$250.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4441-30 Telephone | \$0.00 | \$500.00 | \$145.52 | \$600.00 | \$600.00 | \$0.00 | 20.00 | 0.00 |
| Subtotal General | \$0.00 | \$750.00 | \$145.52 | \$600.00 | \$600.00 | \$0.00 | -20.00 | 0.00 |
| Total General Assistance | \$2,689.96 | \$8,750.00 | \$1,303.76 | \$8,600.00 | \$8,600.00 | \$0.00 | -1.71 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|-----------------------------------|-----------------------|------------------------------|-------------------|--------------------|-------------------------|--|--------------------------------------|
| Direct Welfare Assistance | | | | | | | | |
| <u>General</u> | | | | | | | | |
| 4442 | Direct Welfare Assistance - Other | \$750.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4442-40 | Rental Assistance | \$12,735.50 | \$14,200.00 | \$2,903.00 | \$14,200.00 | \$14,200.00 | \$0.00 | 0.00 |
| 4442-41 | Food Assistance | \$0.00 | \$600.00 | \$0.00 | \$600.00 | \$600.00 | \$0.00 | 0.00 |
| 4442-42 | Utilities Assistance | \$416.71 | \$1,200.00 | \$53.27 | \$1,200.00 | \$1,200.00 | \$0.00 | 0.00 |
| 4442-43 | Fuel Assistance | \$280.00 | \$1,000.00 | \$0.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 0.00 |
| 4442-44 | Medical Supplies | \$0.00 | \$500.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 |
| Subtotal General | | \$14,182.21 | \$17,500.00 | \$2,956.27 | \$17,500.00 | \$17,500.00 | \$0.00 | 0.00 |
| Total Direct Welfare Assistance | | \$14,182.21 | \$17,500.00 | \$2,956.27 | \$17,500.00 | \$17,500.00 | \$0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|-------------------------|-----------------------|------------------------------|-------------------|-------------------|-------------------------|--|--------------------------------------|
| Intergovernmental Agencies | | | | | | | | |
| Warrant Articles | | | | | | | | |
| 4444-10 Homeless Center for Strafford Coi | \$500.00 | \$0.00 | \$0.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4444-11 Strafford County Community Actio | \$2,250.00 | \$2,250.00 | \$2,250.00 | \$1,500.00 | \$1,500.00 | \$0.00 | -33.33 | 0.00 |
| 4444-12 Strafford County Homemakers | \$2,140.86 | \$1,022.26 | \$1,022.26 | \$124.80 | \$124.80 | \$0.00 | -87.79 | 0.00 |
| 4444-13 Strafford Regional Planning | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4444-14 Senior Group | \$0.00 | \$1,500.00 | \$1,500.00 | \$1,500.00 | \$1,500.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Warrant Articles | \$4,890.86 | \$4,772.26 | \$4,772.26 | \$3,624.80 | \$3,624.80 | \$0.00 | -24.04 | 0.00 |
| Total Intergovernmental Agencies | \$4,890.86 | \$4,772.26 | \$4,772.26 | \$3,624.80 | \$3,624.80 | \$0.00 | -24.04 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|-------------------------|-----------------------|------------------------------|-------------------|-------------------|------------------------|--|--------------------------------------|
| Private Public Assistance Facilities | | | | | | | | |
| Warrant Articles | | | | | | | | |
| 4445-11 CASA | \$0.00 | \$500.00 | \$500.00 | \$500.00 | \$500.00 | \$0.00 | 0.00 | 0.00 |
| 4445-12 My Friends Place | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4445-13 A Safe Place | \$2,000.00 | \$2,000.00 | \$2,000.00 | \$2,000.00 | \$2,000.00 | \$0.00 | 0.00 | 0.00 |
| 4445-14 Child and Family Services of NH | \$0.00 | \$750.00 | \$750.00 | \$1,000.00 | \$1,000.00 | \$0.00 | 33.33 | 0.00 |
| Subtotal Warrant Articles | \$2,000.00 | \$3,250.00 | \$3,250.00 | \$3,500.00 | \$3,500.00 | \$0.00 | 7.69 | 0.00 |
| Total Private Public Assistance Facilit | \$2,000.00 | \$3,250.00 | \$3,250.00 | \$3,500.00 | \$3,500.00 | \$0.00 | 7.69 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-------------------------------|-------------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Parks & Recreation | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4520 | Parks & Recreation | \$30,397.26 | \$31,600.00 | \$27,967.38 | \$30,200.00 | \$30,200.00 | \$0.00 | -4.43 | 0.00 |
| | Subtotal General | \$30,397.26 | \$31,600.00 | \$27,967.38 | \$30,200.00 | \$30,200.00 | \$0.00 | -4.43 | 0.00 |
| | Total Parks & Recreation | \$30,397.26 | \$31,600.00 | \$27,967.38 | \$30,200.00 | \$30,200.00 | \$0.00 | -4.43 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| Library | | | | | | | | |
| Salaries | | | | | | | | |
| 4550-S1 Library Director Salary | \$49,631.76 | \$50,430.84 | \$4,849.88 | \$55,057.60 | \$55,057.60 | \$0.00 | 9.17 | 0.00 |
| Subtotal Salaries | \$49,631.76 | \$50,430.84 | \$4,849.88 | \$55,057.60 | \$55,057.60 | \$0.00 | 9.17 | 0.00 |
| Wages - Hourly | | | | | | | | |
| 4550-W1 Circulation/Library Ast. Wages | \$31,361.19 | \$31,612.86 | \$15,385.85 | \$33,524.40 | \$33,524.40 | \$0.00 | 6.05 | 0.00 |
| 4550-W2 Children's Librarian | \$20,674.86 | \$21,327.18 | \$8,700.20 | \$21,333.00 | \$21,333.00 | \$0.00 | 0.03 | 0.00 |
| 4550-W3 Assistant | \$12,309.21 | \$21,783.12 | \$5,101.62 | \$12,616.72 | \$12,616.72 | \$0.00 | -42.08 | 0.00 |
| 4550-W4 Page | \$8,186.70 | \$0.00 | \$3,193.90 | \$9,166.40 | \$9,166.40 | \$0.00 | 0.00 | 0.00 |
| 4550-W5 Substitute/Temporary Wages | \$1,109.10 | \$1,000.00 | \$840.18 | \$1,500.00 | \$1,500.00 | \$0.00 | 50.00 | 0.00 |
| Subtotal Wages - Hourly | \$73,641.06 | \$75,723.16 | \$33,221.75 | \$78,140.52 | \$78,140.52 | \$0.00 | 3.19 | 0.00 |
| General | | | | | | | | |
| 4550-18 Electricity | \$2,350.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4550-19 Heat | \$0.00 | \$2,670.00 | \$0.00 | \$2,670.00 | \$2,670.00 | \$0.00 | 0.00 | 0.00 |
| 4550-21 Water | \$0.00 | \$200.00 | \$7.17 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| 4550-40 Trustees Quarterly Payment | \$37,230.00 | \$39,580.00 | \$19,790.00 | \$40,355.00 | \$40,355.00 | \$0.00 | 1.96 | 0.00 |
| 4550-41 Misc. to be offset by Rev. | \$0.00 | \$6,065.00 | \$0.00 | \$6,065.00 | \$6,065.00 | \$0.00 | 0.00 | 0.00 |
| 4550-42 Health Insurance | \$0.00 | \$11,155.00 | \$0.00 | \$11,750.00 | \$11,750.00 | \$0.00 | 5.33 | 0.00 |
| 4550-43 Property Liability Insurance | \$0.00 | \$1,800.00 | \$0.00 | \$1,800.00 | \$1,800.00 | \$0.00 | 0.00 | 0.00 |
| 4550-44 Social Security | \$0.00 | \$8,151.67 | \$0.00 | \$8,258.28 | \$8,258.28 | \$0.00 | 1.31 | 0.00 |
| 4550-45 Medicare | \$0.00 | \$1,910.47 | \$0.00 | \$1,931.37 | \$1,931.37 | \$0.00 | 1.09 | 0.00 |
| 4550-46 Workers Compensation | \$0.00 | \$500.00 | \$0.00 | \$432.92 | \$432.92 | \$0.00 | -13.42 | 0.00 |
| 4550-47 Retirement | \$0.00 | \$5,432.50 | \$0.00 | \$9,894.61 | \$9,894.61 | \$0.00 | 82.14 | 0.00 |
| Subtotal General | \$39,580.00 | \$77,464.64 | \$19,797.17 | \$83,357.18 | \$83,357.18 | \$0.00 | 7.61 | 0.00 |
| Total Library | \$162,852.82 | \$203,618.64 | \$57,868.80 | \$216,555.30 | \$216,555.30 | \$0.00 | 6.35 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---------------------------|---------------------------------|-------------------------|-----------------------|------------------------------|-------------------|-----------------|------------------------|--|--------------------------------------|
| Patriotic Purposes | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4583 | Patriotic Purposes | \$0.00 | \$550.00 | \$340.40 | \$550.00 | \$550.00 | \$0.00 | 0.00 | 0.00 |
| | Subtotal General | \$0.00 | \$550.00 | \$340.40 | \$550.00 | \$550.00 | \$0.00 | 0.00 | 0.00 |
| | Total Patriotic Purposes | \$0.00 | \$550.00 | \$340.40 | \$550.00 | \$550.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-------------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|-------------------------|--|--------------------------------------|
| Land Protection Agent | | | | | | | | |
| <u>Wages - Hourly</u> | | | | | | | | |
| 4618-W1 Land Prot. Agent Wages | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Wages - Hourly | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| <u>General</u> | | | | | | | | |
| 4618-09 Expenses | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4618-11 Mileage | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4618-30 Strafford Regional Planning | \$4,916.78 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$4,916.78 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Land Protection Agent | \$4,916.78 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--------------------------------------|-------------------------|-----------------------|------------------------------|-------------------|-------------------|------------------------|--|--------------------------------------|
| Conservation Commission | | | | | | | | |
| Warrant Articles | | | | | | | | |
| 4619 Conservation Commission | \$2,500.00 | \$3,500.00 | \$0.00 | \$4,050.00 | \$4,050.00 | \$0.00 | 15.71 | 0.00 |
| Subtotal Warrant Articles | \$2,500.00 | \$3,500.00 | \$0.00 | \$4,050.00 | \$4,050.00 | \$0.00 | 15.71 | 0.00 |
| Total Conservation Commission | \$2,500.00 | \$3,500.00 | \$0.00 | \$4,050.00 | \$4,050.00 | \$0.00 | 15.71 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|--------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Principal/Bonds Long Term Note | | | | | | | | | |
| General | | | | | | | | | |
| 4711 | Principal/Bonds Long Term Note | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$0.00 | 0.00 | 0.00 |
| Total Principal/Bonds Long Term Note | | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$90,000.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. | |
|--------------------------------------|--|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|-------------|
| Interest/Bonds Long Term Note | | | | | | | | | |
| General | | | | | | | | | |
| 4721 | Interest/Bonds - Long Term Note | \$36,498.00 | \$32,078.00 | \$22,238.00 | \$28,643.00 | \$28,643.00 | \$0.00 | -10.71 | 0.00 |
| | Subtotal General | \$36,498.00 | \$32,078.00 | \$22,238.00 | \$28,643.00 | \$28,643.00 | \$0.00 | -10.71 | 0.00 |
| | Total Interest/Bonds Long Term Note | \$36,498.00 | \$32,078.00 | \$22,238.00 | \$28,643.00 | \$28,643.00 | \$0.00 | -10.71 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. | |
|--|---------------------------------|-----------------------|------------------------------|-------------------|--------------------|-------------------------|--|--------------------------------------|---------------|
| Transfer to Special Revenue | | | | | | | | | |
| <u>Warrant Articles</u> | | | | | | | | | |
| 4912-11 | Heritage Commission | \$6,700.00 | \$3,700.00 | \$0.00 | \$7,700.00 | \$7,700.00 | \$0.00 | 108.11 | 0.00 |
| 4912-12 | Recreation Commission | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4912-13 | Agriculture Commission | \$1,500.00 | \$1,500.00 | \$0.00 | \$1,500.00 | \$1,500.00 | \$0.00 | 0.00 | 0.00 |
| 4912-14 | Energy Committee | \$0.00 | \$0.00 | \$0.00 | \$200.00 | \$200.00 | \$0.00 | 0.00 | 0.00 |
| 4912-15 | Lee Semiquincentennial Committe | \$0.00 | \$3,000.00 | \$0.00 | \$20,000.00 | \$10,000.00 | \$-10,000.00 | 233.33 | -50.00 |
| Subtotal Warrant Articles | | \$8,200.00 | \$8,200.00 | \$0.00 | \$29,400.00 | \$19,400.00 | \$-10,000.00 | 136.59 | -34.01 |
| Total Transfer to Special Revenue | | \$8,200.00 | \$8,200.00 | \$0.00 | \$29,400.00 | \$19,400.00 | \$-10,000.00 | 136.59 | -34.01 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------|-------------------------|-----------------------|------------------------------|-----------------------|-----------------------|------------------------|--|--------------------------------------|
| Fund Subtotal: | \$3,266,571.84 | \$3,664,064.79 | \$1,446,323.87 | \$3,825,255.91 | \$3,756,509.91 | \$-68,746.00 | 2.52 | -1.80 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|-------------------------|--|--------------------------------------|
| Social Agencies | | | | | | | | |
| General | | | | | | | | |
| 4415 Social Service Agencies | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Warrant Articles | | | | | | | | |
| 4415-12 Girls on the Run | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 4415-17 A Safe Place | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Warrant Articles | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Social Agencies | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|----------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|------------------------|--|--------------------------------------|
| Intergovernmental Agencies | | | | | | | | | |
| Warrant Articles | | | | | | | | | |
| 4444 | Intergovernmental Agencies | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Warrant Articles | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Intergovernmental Agencies | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. | |
|--|---------------------------------|-----------------------|------------------------------|-------------------|-------------------|-------------------------|--|--------------------------------------|---------------|
| Private Public Assistance Facilities | | | | | | | | | |
| Warrant Articles | | | | | | | | | |
| 4445 | Private Public Assis Facilities | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 | |
| 4445-10 | American Red Cross | \$0.00 | \$0.00 | \$0.00 | \$1,962.00 | \$500.00 | \$-1,462.00 | 0.00 | -74.52 |
| Subtotal Warrant Articles | | \$0.00 | \$0.00 | \$0.00 | \$1,962.00 | \$500.00 | \$-1,462.00 | 0.00 | -74.52 |
| Total Private Public Assistance Facilit | | \$0.00 | \$0.00 | \$0.00 | \$1,962.00 | \$500.00 | \$-1,462.00 | 0.00 | -74.52 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|------------------------|--|--------------------------------------|
| Capital Exp Land Acquisition | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4901 | Capital Exp Land Acquisition | \$0.00 | \$180,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| | Subtotal General | \$0.00 | \$180,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Capital Exp Land Acquisition | | \$0.00 | \$180,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|-------------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Capital Exp Machines/Vehicles | | | | | | | | | |
| General | | | | | | | | | |
| 4902 | Capital Exp Machines/Vehicles | \$27,583.12 | \$27,593.00 | \$27,593.00 | \$39,772.00 | \$39,772.00 | \$0.00 | 44.14 | 0.00 |
| Subtotal General | | \$27,583.12 | \$27,593.00 | \$27,593.00 | \$39,772.00 | \$39,772.00 | \$0.00 | 44.14 | 0.00 |
| Total Capital Exp Machines/Vehicles | | \$27,583.12 | \$27,593.00 | \$27,593.00 | \$39,772.00 | \$39,772.00 | \$0.00 | 44.14 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|------------------------|--|--------------------------------------|
| Capital Exp Building Improvements | | | | | | | | | |
| General | | | | | | | | | |
| 4903 | Capital Exp Building Improve | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Capital Exp Building Improveme | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|----------------------------|-------------------------|-----------------------|------------------------------|--------------------|--------------------|------------------------|--|--------------------------------------|
| Other Capital Improvements | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4909 | Other Capital Improvements | \$65,990.52 | \$34,292.00 | \$734.10 | \$34,292.00 | \$34,292.00 | \$0.00 | 0.00 | 0.00 |
| | Subtotal General | \$65,990.52 | \$34,292.00 | \$734.10 | \$34,292.00 | \$34,292.00 | \$0.00 | 0.00 | 0.00 |
| Total Other Capital Improvements | | \$65,990.52 | \$34,292.00 | \$734.10 | \$34,292.00 | \$34,292.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|-----------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|------------------------|--|--------------------------------------|
| Transfer to Special Revenue | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 4912 | Transfer to Special Revenue | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Transfer to Special Revenue | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. | |
|--------------------------------|--------------------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|--------------|
| Transfer to Trust Funds | | | | | | | | | |
| Warrant Articles | | | | | | | | | |
| 4916 | Transfer to Trust Funds | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-10 | Town New Building Trust Fund | \$35,000.00 | \$35,000.00 | \$35,000.00 | \$35,000.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-11 | Bridge Capital Reserve Trust Fund | \$70,000.00 | \$70,000.00 | \$70,000.00 | \$80,000.00 | \$80,000.00 | 14.29 | 0.00 | |
| 4916-12 | Highway Equipment Trust Fund | \$40,000.00 | \$40,000.00 | \$40,000.00 | \$40,000.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-13 | Fire Pond Cisterns Trust Fund | \$15,000.00 | \$20,000.00 | \$20,000.00 | \$20,000.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-14 | Fire Equipment Trust Fund | \$55,000.00 | \$55,000.00 | \$55,000.00 | \$110,000.00 | \$110,000.00 | 100.00 | 0.00 | |
| 4916-15 | Transfer Station Equipment Trust | \$20,000.00 | \$20,000.00 | \$20,000.00 | \$10,000.00 | \$10,000.00 | -50.00 | 0.00 | |
| 4916-16 | Accrued Benefits Trust Fund | \$25,000.00 | \$25,000.00 | \$25,000.00 | \$25,000.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-17 | Library Capital Trust Fund | \$7,000.00 | \$7,000.00 | \$7,000.00 | \$7,000.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-18 | Recreation Trust Fund | \$0.00 | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-19 | Fire Building Maintenance Trust F | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-20 | Land Acquisition Trust Fund | \$10,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 | |
| 4916-21 | Revaluation Trust Fund | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$-5,000.00 | -50.00 | -50.00 | |
| 4916-22 | Library / Community Center CRF | \$100,000.00 | \$100,000.00 | \$100,000.00 | \$100,000.00 | \$0.00 | 0.00 | 0.00 | |
| | Subtotal Warrant Articles | \$387,000.00 | \$392,000.00 | \$392,000.00 | \$447,000.00 | \$442,000.00 | \$-5,000.00 | 12.76 | -1.12 |
| | Total Transfer to Trust Funds | \$387,000.00 | \$392,000.00 | \$392,000.00 | \$447,000.00 | \$442,000.00 | \$-5,000.00 | 12.76 | -1.12 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-------------------------------------|--------------------------------|-------------------------|-----------------------|------------------------------|---------------------|---------------------|-------------------------|--|--------------------------------------|
| Warrant Article Expenditures | | | | | | | | | |
| <u>General</u> | | | | | | | | | |
| 5000 | Off Budget Expense - Other | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal General | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| <u>Warrant Articles</u> | | | | | | | | | |
| 5000-10 | Little River Artifical Turf | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-12 | Statistical Update | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-13 | Firebuilding - Second Floor | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-14 | Little River Park - Courts | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-15 | Little River Park - Playground | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-16 | Library Town Center Trust Fund | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-17 | Police Cruiser | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-18 | Fire Department Benefits | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-19 | Police Dept - Tasers | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-20 | Code Enforcement Vehicle | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-21 | Library - Atrium Auto System | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-22 | Highway - Fisher Brook Culvert | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-23 | Transfer - Loader Tires | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-24 | Highway - Truck - Body - Plow | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-25 | Transfer Station - Container | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-26 | LRP - Landscaping | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| 5000-27 | Little River Park Pavillion | \$0.00 | \$0.00 | \$0.00 | \$60,000.00 | \$60,000.00 | \$0.00 | 0.00 | 0.00 |
| 5000-28 | Fire Department - Tanker | \$0.00 | \$0.00 | \$0.00 | \$501,000.00 | \$501,000.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Warrant Articles | | \$0.00 | \$0.00 | \$0.00 | \$561,000.00 | \$561,000.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|-------------------------|-----------------------|------------------------------|---------------------|---------------------|------------------------|--|--------------------------------------|
| Total Warrant Article Expenditures | \$0.00 | \$0.00 | \$0.00 | \$561,000.00 | \$561,000.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdg to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|--|------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|------------------------|--|--------------------------------------|
| Other Trust Reimburse Expense | | | | | | | | | |
| General | | | | | | | | | |
| 5100 | Trust Reimburse Expenditures | \$0.00 | \$0.00 | \$7,184.48 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| | Subtotal General | \$0.00 | \$0.00 | \$7,184.48 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Other Trust Reimburse Expense | | \$0.00 | \$0.00 | \$7,184.48 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|---|-----------------------------------|-------------------------|-----------------------|------------------------------|-------------------|---------------|-------------------------|--|--------------------------------------|
| Energy Study - Police and Fire Association | | | | | | | | | |
| Warrant Articles | | | | | | | | | |
| 5101 | Energy Stdy - Police and Fire Ass | \$0.00 | \$0.00 | \$2,900.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Subtotal Warrant Articles | | \$0.00 | \$0.00 | \$2,900.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |
| Total Energy Study - Police and Fire A | | \$0.00 | \$0.00 | \$2,900.00 | \$0.00 | \$0.00 | \$0.00 | 0.00 | 0.00 |

**Town Of Lee, New Hampshire
Budget Preparation Worksheet**

| | Previous FY Activity | YTD Revised Budget | YTD Activity (11/30/2014) | Budget Request | ABC Budget | ABC Bdgt to Request. | % Inc/Dcr ABC Rec To Rev. Budget | % Inc/Dcr Bdgt Req To ABC Rec. |
|-----------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|--|--------------------------------------|
| Fund Subtotal: | <u>\$480,573.64</u> | <u>\$633,885.00</u> | <u>\$430,411.58</u> | <u>\$1,084,026.00</u> | <u>\$1,077,564.00</u> | <u>\$-6,462.00</u> | 69.99 | -0.60 |
| Grand Total: | <u><u>\$3,747,145.48</u></u> | <u><u>\$4,297,949.79</u></u> | <u><u>\$1,876,735.45</u></u> | <u><u>\$4,909,281.91</u></u> | <u><u>\$4,834,073.91</u></u> | <u><u>(\$75,208.00)</u></u> | 12.47 | -1.53 |

**Town of Lee
FY 2016 Budget**

Worksheet

| | FY 2014 | | FY 2015 | FY 2016 |
|---|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| 4130 · Selectmen | | | | |
| 4130-S1 · Selectmen Salary | 6,000.00 | 6,000.00 | 6,000.00 | 6,000.00 |
| 4130-S2 · Town Administrator Salary | 68,000.00 | 68,261.41 | 69,360.00 | 69,360.00 |
| 4130-W1 · Town Secretary Wages | 39,932.00 | 39,175.02 | 42,580.51 | 42,580.51 |
| 4130-W2 · Temp. Selectmen Office | 0.00 | 0.00 | 3,500.00 | 3,500.00 |
| 4130-W7 · Overtime | 3,075.00 | 3,028.71 | 4,500.00 | 4,500.00 |
| 4130-04 · Town Report Expense | 4,000.00 | 3,546.35 | 4,000.00 | 4,000.00 |
| 4130-12 · Conference | | | | 200.00 |
| Total 4130 · Selectmen | 121,007.00 | 120,011.49 | 129,940.51 | 130,140.51 |
| 4140 · Elections & Registrations | | | | |
| 4140-W1 · Moderator Wages | 369.00 | 123.00 | 480.00 | 360.00 |
| 4140-W2 · Supervisors of the Checklis | 3,383.00 | 1,485.56 | 3,600.00 | 2,400.00 |
| 4140-W3 · Election Wages | 2,800.00 | 864.39 | 3,000.00 | 2,000.00 |
| 4140-01 · Legal Notices | 200.00 | 0.00 | 200.00 | 200.00 |
| 4140-04 · Printing (Ballots) | 4,500.00 | 2,028.50 | 4,000.00 | 3,000.00 |
| 4140-05 · Postage | 200.00 | 0.00 | 200.00 | 100.00 |
| 4140-11 · Mileage | 50.00 | 43.45 | 50.00 | 50.00 |
| 4140-13 · Election Day Meals | 500.00 | 112.72 | 800.00 | 700.00 |
| 4140-40 · Town Meeting Expenses | 750.00 | 1,381.24 | 750.00 | 750.00 |
| Total 4140 · Elections & Registrations | 12,752.00 | 6,038.86 | 13,080.00 | 9,560.00 |
| 4141 · Town Clerk/Tax Collector | | | | |
| 4141-S1 · TC/TC Salary | 47,209.00 | 47,376.72 | 48,153.18 | 48,153.18 |
| 4141-W1 · TC/TC Deputy Wages | 5,843.00 | 490.60 | 5,843.00 | 17,297.16 |
| 4141-W2 · TC/TC Assistant Wages | 16,958.00 | 17,714.62 | 17,297.16 | 5,843.00 |
| 4141-W3 · TC/TC Temporary Wages | 0.00 | 0.00 | 0.00 | 0.00 |
| 4141-W7 · TC/TC OT | 0.00 | 0.00 | 0.00 | 0.00 |
| 4141-01 · Advertisements | 200.00 | 193.20 | 0.00 | 250.00 |
| 4141-02 · Legal Notices | 0.00 | 0.00 | 250.00 | 0.00 |
| 4141-05 · Postage | 6,300.00 | 4,531.10 | 6,300.00 | 6,300.00 |
| 4141-06 · Association Dues | 80.00 | 105.00 | 80.00 | 80.00 |
| 4141-08 · Registry Redemptions | 500.00 | 395.90 | 500.00 | 500.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|--|------------------|------------------|------------------|------------------|
| | Budget | Actual | Budget | Request |
| 4141-09 · Office Supplies | 3,000.00 | 1,716.39 | 2,000.00 | 2,000.00 |
| 4141-11 · Mileage | 1,350.00 | 1,508.01 | 1,350.00 | 1,350.00 |
| 4141-12 · Conference/Travel | 300.00 | 64.97 | 300.00 | 250.00 |
| 4141-14 · Training | 1,000.00 | 450.00 | 1,000.00 | 1,000.00 |
| 4141-30 · Telephone | 400.00 | 349.84 | 400.00 | 400.00 |
| 4141-40 · Binding Vital Records | 300.00 | 0.00 | 300.00 | 0.00 |
| 4141-41 · Lien Searchs | 1,500.00 | 440.00 | 1,500.00 | 1,500.00 |
| 4141-42 · Dog Tags | 350.00 | 253.13 | 350.00 | 350.00 |
| Total 4141 · Town Clerk/Tax Collector | 85,290.00 | 75,589.48 | 85,623.34 | 85,273.34 |
| 4150 · Financial Administration | | | | |
| 4150-S1 · Treasurer's Salary | 5,116.00 | 5,112.89 | 5,116.00 | 5,116.00 |
| 4150-S2 · Finance Officer Salary | 4,000.00 | 21,415.31 | 48,000.00 | 48,000.00 |
| 4150-W1 · Bookkeeper Wages | 39,932.00 | 22,670.40 | 0.00 | 0.00 |
| 4150-W2 · Fin. Temporary Help | 0.00 | 0.00 | 0.00 | 0.00 |
| 4150-W7 · Finance OT | 3,075.00 | 3,340.76 | 0.00 | 0.00 |
| 4150-01 · Advertising | 1,400.00 | 546.15 | 1,000.00 | 800.00 |
| 4150-02 · Legal Notices | 1,000.00 | 305.90 | 1,000.00 | 1,000.00 |
| 4150-03 · Equipment Agreements | 2,000.00 | 0.00 | 2,000.00 | 0.00 |
| 4150-04 · Printing | 3,000.00 | 0.00 | 2,000.00 | 2,000.00 |
| 4150-05 · Postage | 3,000.00 | 2,731.15 | 3,000.00 | 3,000.00 |
| 4150-06 · Dues/Subscriptions | 4,000.00 | 4,579.80 | 4,200.00 | 4,800.00 |
| 4150-07 · Reference Materials | 200.00 | 0.00 | 200.00 | 0.00 |
| 4150-08 · Registry/Redemptions | 0.00 | 0.00 | 0.00 | 0.00 |
| 4150-09 · Office Supplies | 4,000.00 | 3,503.60 | 4,500.00 | 4,000.00 |
| 4150-10 · Kitchen Supplies | 200.00 | 70.80 | 200.00 | 200.00 |
| 4150-11 · Mileage | 1,500.00 | 1,431.26 | 900.00 | 1,500.00 |
| 4150-12 · Conference/Travel | 1,200.00 | 568.05 | 1,200.00 | 1,200.00 |
| 4150-14 · Training | 2,000.00 | 810.00 | 2,000.00 | 2,000.00 |
| 4150-16 · Equipment M & R | 200.00 | 378.50 | 500.00 | 500.00 |
| 4150-17 · New Equipment | 1,000.00 | 567.00 | 500.00 | 500.00 |
| 4150-24 · Gas/Oil Town Car | 0.00 | 0.00 | 0.00 | 0.00 |
| 4150-29 · Other Expenses | 0.00 | 0.00 | 0.00 | 0.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|--|-------------------|------------------|------------------|------------------|
| | Budget | Actual | Budget | Request |
| 4150-40 · Professional Audit | 14,000.00 | 12,750.00 | 14,000.00 | 14,000.00 |
| 4150-41 · Electronic Storage | 0.00 | 0.00 | 0.00 | 0.00 |
| 4150-42 · Safety Committee | 2,950.00 | 2,921.05 | 500.00 | 500.00 |
| 4150-43 · Payroll Expenses | 4,000.00 | 3,668.48 | 4,000.00 | 4,000.00 |
| 4150-44 · Interest | 200.00 | 5.11 | 200.00 | 0.00 |
| 4150-45 · Temp. Agencies | 0.00 | 5,226.66 | 0.00 | 0.00 |
| Total 4150 · Financial Administration | 97,973.00 | 92,602.87 | 95,016.00 | 93,116.00 |
| 4151 · Information Technology | | | | |
| 4151-S1 . IT director Salary | 0.00 | 0.00 | 0.00 | 0.00 |
| 4151-03 · Printers/Copiers/Faxes | 8,500.00 | 9,590.88 | 5,500.00 | 8,200.00 |
| 4151-05 . Postage | 0.00 | 0.00 | 0.00 | 0.00 |
| 4151-11 . Mileage | 0.00 | 20.91 | 0.00 | 0.00 |
| 4151-14 · Training | 1,000.00 | 0.00 | 1,000.00 | 1,000.00 |
| 4151-16 · Maintenance & Repair | 2,000.00 | 0.00 | 2,000.00 | 2,000.00 |
| 4151-22 · Alarms | 1,500.00 | 1,472.26 | 1,500.00 | 1,500.00 |
| 4151-30 . Telephone | 1,200.00 | 994.78 | 1,800.00 | 1,200.00 |
| 4151-40 · Computer Hardware | 8,000.00 | 3,385.00 | 18,000.00 | 18,000.00 |
| 4151-41 · Computer Software | 30,000.00 | 18,805.00 | 1,500.00 | 1,000.00 |
| 4151-42 · Computer Services | 37,000.00 | 33,494.60 | 38,500.00 | 38,500.00 |
| 4151-43 · PEG Access | 1,000.00 | 0.00 | 1,000.00 | 1,000.00 |
| 4151-44 . Telephone | 0.00 | 0.00 | 0.00 | 0.00 |
| 4151-45 . Cell Phone Service | 0.00 | 0.00 | 0.00 | 0.00 |
| 4151-46 · Software Support Service | 18,000.00 | 17,459.00 | 20,000.00 | 20,500.00 |
| Total 4151 · Information Technology | 108,200.00 | 85,222.43 | 90,800.00 | 92,900.00 |
| 4152 · Property Valuation | | | | |
| 4152-W2 · Assessing Tech | 0.00 | 0.00 | 0.00 | 0.00 |
| 4152-11 Mileage | 0.00 | 0.00 | 600.00 | 600.00 |
| 4152-40 · Assessing Firms | 28,000.00 | 28,000.00 | 30,000.00 | 30,000.00 |
| 4152-41 · Tax Map Updates | 0.00 | 0.00 | 0.00 | 0.00 |
| Total 4152 · Property Valuation | 28,000.00 | 28,000.00 | 30,600.00 | 30,600.00 |
| 4153 · Legal Expenses | | | | |
| Fairpoint | 0.00 | 6,462.52 | 0.00 | 7,000.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|--------------------|--------------------|------------------|
| | Budget | Actual | Budget | Request | | | | | |
| P & Z | 0.00 | 37,292.23 | 0.00 | 0.00 | | | | | |
| Other | 50,000.00 | 7,766.80 | 35,000.00 | 10,000.00 | | | | | |
| Total 4153 · Legal Expenses | 50,000.00 | 51,521.55 | 35,000.00 | 17,000.00 | FY 2016 | FY 2016 | FY 2016 | FY 2016 | Proposed |
| 4155 · Personnel Administration | | | | | TS/GB | Lib. Asst. | New | Firefighter | Total |
| 4155-W1 · Bonus | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | Split | to FT | Police Off. | to FT | Addn'l. |
| 4155-13 · Food/Meetings | 500.00 | 48.25 | 500.00 | 500.00 | | | | | |
| 4155-40 · Group I Retirement | 69,674.45 | 63,391.05 | 62,108.07 | 65,000.00 | 2,810.00 | | | | 2,810.00 |
| 4155-41 · Group II Retirement | 121,300.00 | 117,049.85 | 135,831.45 | 124,000.00 | | | 13,000.00 | 10,000.00 | 23,000.00 |
| 4155-42 · Health Insurance | | | | | | see | | | |
| Health Ins Contribution H | -11,500.00 | -15,403.05 | -20,000.00 | -35,620.00 | | Library | | | |
| Other | 362,147.64 | 342,856.39 | 471,000.00 | 467,000.00 | | | | | |
| Total 4155-42 · Health Insurance | 350,647.64 | 327,453.34 | 451,000.00 | 431,380.00 | 24,000.00 | | 24,000.00 | 11,500.00 | 59,500.00 |
| 4155-43 · Health Insurance Buyout | 4,800.00 | 4,729.74 | 4,400.00 | 4,000.00 | | | | | |
| 4155-44 · Social Security Tax | 52,389.17 | 49,118.58 | 58,712.00 | 61,000.00 | | | | -1,870.00 | -1,870.00 |
| 4155-45 · Medicare Tax | 19,211.86 | 17,389.17 | 20,665.74 | 21,500.00 | | | 700.00 | 70.00 | 770.00 |
| 4155-46 · NH Unemployment | 5,000.00 | 4,770.00 | 5,000.00 | 4,007.00 | | | | | |
| 4155-47 · Special Awards/Flowers | 1,250.00 | 537.56 | 500.00 | 500.00 | | | | | |
| 4155-49 · Pay in Lieu of Vacation | 7,000.00 | 3,428.98 | 15,250.00 | 5,000.00 | | | | | |
| Total 4155 · Personnel Administration | 632,773.12 | 588,916.52 | 754,967.26 | 717,887.00 | 26,810.00 | 0.00 | 37,700.00 | 19,700.00 | 84,210.00 |
| 4191 · Planning & Zoning | | | | | | | | | |
| 4191-S1 · P & Z Administrator | 50,188.00 | 50,817.83 | 50,188.00 | 50,188.00 | | | | | |
| 4191-S2 · CEO/Building Inspector | 0.00 | 0.00 | 0.00 | 0.00 | | | | | |
| 4191-W1 · P & Z Secretary | 0.00 | 0.00 | 0.00 | 0.00 | | | | | |
| 4191-W2 · Building Inspector | 44,031.00 | 22,755.00 | 31,200.00 | 31,200.00 | | | | | |
| 4191-W7 · Overtime | 5,615.00 | 4,126.27 | 3,500.00 | 3,500.00 | | | | | |
| 4191-02 · Legal Notices | 1,400.00 | 4,369.10 | 5,500.00 | 5,400.00 | | | | | |
| 4191-03 · Equipment Lease | 0.00 | 0.00 | 2,500.00 | 2,500.00 | | | | | |
| 4191-05 · Postage | 1,450.00 | 1,858.04 | 1,150.00 | 1,900.00 | | | | | |
| 4191-06 · Dues & Subscriptions | 1,205.00 | 70.00 | 1,205.00 | 400.00 | | | | | |
| 4191-07 · Resource Materials | 250.00 | 98.25 | 250.00 | 250.00 | | | | | |
| 4191-09 · Office Supplies | 1,100.00 | 1,225.61 | 1,100.00 | 1,100.00 | | | | | |
| 4191-11 · Mileage | 250.00 | 0.00 | 100.00 | 100.00 | | | | | |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|---|-------------------|------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| 4191-14 · Training | 700.00 | 984.21 | 1,000.00 | 1,000.00 |
| 4191-17 · Equipment Replacement | 300.00 | 460.39 | 300.00 | 300.00 |
| 4191-18 · Electricity | 1,000.00 | 965.28 | 1,250.00 | 1,250.00 |
| 4191-24 · Gas/Oil Vehicle | 1,700.00 | 658.19 | 1,200.00 | 950.00 |
| 4191-26 · Vehicle M & R | 350.00 | 834.08 | 850.00 | 850.00 |
| 4191-30 · Telephone | 1,720.00 | 1,587.36 | 1,200.00 | 1,600.00 |
| 4191-40 · Outside Consulting | 250.00 | 0.00 | 1,050.00 | 1,050.00 |
| 4191-41 · Recording Fees | 250.00 | 0.00 | 50.00 | 50.00 |
| 4191-42 · Legal Fees | 0.00 | 0.00 | 5,000.00 | 5,000.00 |
| 4191-43 · Strafford County Reg. Plan. | 4,916.78 | 4,916.78 | 4,916.78 | 5,020.03 |
| Total 4191 · Planning & Zoning | 116,675.78 | 95,726.39 | 113,509.78 | 113,608.03 |
| 4194 · Government Buildings | | | | |
| 4194-W1 · Janitor Wages | 37,648.00 | 38,118.60 | 38,400.96 | 38,400.96 |
| 4194-W2 · Janitor Assistant | 11,616.00 | 7,191.68 | 11,848.32 | 12,500.00 |
| 4194-W3 · Janitor Temporary Wages | 0.00 | 0.00 | 0.00 | |
| 4194-W7 · Overtime | 513.00 | 733.05 | 500.00 | 800.00 |
| 4194-11 · Mileage | 400.00 | 359.55 | 500.00 | 500.00 |
| 4194-15 · Uniforms | 300.00 | 275.35 | 300.00 | 300.00 |
| 4194-16 · Maintenance & Repair | 21,000.00 | 24,438.72 | 15,000.00 | 15,000.00 |
| 4194-18 · Electricity | 6,425.00 | 4,082.89 | 5,250.00 | 6,000.00 |
| 4194-19 · Heat Town Hall Complex | 5,330.00 | 6,098.42 | 6,000.00 | 6,000.00 |
| 4194-21 · Bottled Water | 850.00 | 479.54 | 800.00 | 800.00 |
| 4194-23 · Landscape | 1,000.00 | 350.68 | 500.00 | 500.00 |
| 4194-30 · Telephone | 360.00 | 390.00 | 360.00 | 360.00 |
| 4194-40 · Janitor Supplies | 6,370.00 | 5,952.20 | 6,370.00 | 6,370.00 |
| 4194-41 · Energy Comm. | 2,000.00 | 0.00 | 2,000.00 | 2,000.00 |
| Total 4194 · Government Buildings | 93,812.00 | 88,470.68 | 87,829.28 | 89,530.96 |
| 4195 · Cemetery | | | | |
| 4195-S1 · Superintendent Salary | 600.00 | 600.00 | 600.00 | 600.00 |
| 4195-W1 · Labor | 800.00 | 0.00 | 0.00 | 800.00 |
| 4195-05 · Postage | 0.00 | 0.46 | 0.00 | 0.00 |
| 4195-09 · Office Supplies | 100.00 | 0.00 | 100.00 | 800.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|---|-------------------|------------------|------------------|------------------|
| | Budget | Actual | Budget | Request |
| 4195-17 · New Equipment | 0.00 | 0.00 | 0.00 | 0.00 |
| 4195-25 · Gas/Oil/Fuel | 0.00 | 0.00 | 0.00 | 0.00 |
| 4195-28 · Miscellaneous | 0.00 | 115.42 | 0.00 | 0.00 |
| 4195-40 · Capital Improvements | 1,000.00 | 0.00 | 500.00 | 1,000.00 |
| 4195-41 · Flags | 414.00 | 444.60 | 414.00 | 414.00 |
| 4195-42 · Maintenance | 4,500.00 | 3,975.00 | 4,500.00 | 4,500.00 |
| 4195-43 · Memorial Replacement | 5,000.00 | 5,915.00 | 5,000.00 | 5,000.00 |
| Total 4195 · Cemetery | 12,414.00 | 11,050.48 | 11,114.00 | 13,114.00 |
| 4196 · Insurance | | | | |
| 4196-40 · Property Liability | | | | |
| Property Liability Holiday | -6,680.53 | -12,640.45 | 0.00 | 0.00 |
| Property Liability - Other | 40,213.00 | 34,824.02 | 40,272.00 | 43,274.00 |
| Total 4196-40 · Property Liability | 33,532.47 | 22,183.57 | 40,272.00 | 43,274.00 |
| 4196-41 · Worker's Compensation | 59,568.38 | 25,758.90 | 42,329.00 | 43,343.00 |
| 4196-42 · Fire Dept. Accident & Health | 5,670.00 | 5,461.00 | 5,461.00 | 5,461.00 |
| 419642b · Insurance Deductible | 2,000.00 | 0.00 | 2,000.00 | 2,000.00 |
| Total 4196 · Insurance | 100,770.85 | 53,403.47 | 90,062.00 | 94,078.00 |
| 4199 · Other General Government | 15,000.00 | 3,502.40 | 5,000.00 | 0.00 |
| 4210 · Police Department | | | | |
| 4210-S1 · Police Chief Salary | 78,706.00 | 78,114.44 | 80,280.12 | 80,280.12 |
| 4210-W1 · Sergeant Wages | 109,455.00 | 107,695.63 | 111,639.00 | 56,376.00 |
| 4210-W2 · Senior Patrolman Wages | 98,710.00 | 73,902.24 | 95,132.34 | 98,136.00 |
| 4210-W3 · Patrolman Wages | 83,662.00 | 95,036.46 | 92,056.02 | 187,972.30 |
| 4210-W4 · Police Secretary Wages | 39,932.00 | 39,244.80 | 40,730.64 | 42,073.20 |
| 4210-W7 · Overtime | 27,075.35 | 26,080.71 | 27,075.00 | 17,075.35 |
| 4210-W8 · Holiday Wages | 14,425.15 | 11,852.16 | 14,425.00 | 14,425.15 |
| 4210-03 · Contracts | 9,800.00 | 7,929.31 | 12,800.00 | 12,800.00 |
| 4210-04 · Printing | 1,500.00 | 947.87 | 1,500.00 | 0.00 |
| 4210-06 · Dues | 500.00 | 480.00 | 500.00 | 500.00 |
| 4210-09 · Supplies | 3,500.00 | 4,937.30 | 2,500.00 | 4,000.00 |
| 4210-14 · Training | 4,500.00 | 3,219.39 | 4,500.00 | 4,500.00 |
| 4210-15 · Uniforms | 3,600.00 | 8,279.27 | 3,600.00 | 3,600.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| 4210-17 · Equipment Replacement | 8,500.00 | 38,851.75 | 7,000.00 | 7,000.00 |
| 4210-18 · Electricity | 10,500.00 | 8,126.35 | 10,250.00 | 10,250.00 |
| 4210-19 · Heat | 8,000.00 | 8,540.60 | 8,000.00 | 8,000.00 |
| 4210-24 · Gas/Oil Vehicles | 27,000.00 | 25,792.91 | 20,000.00 | 27,000.00 |
| 4210-26 · Vehicle Repair | 13,500.00 | 6,313.53 | 13,500.00 | 13,500.00 |
| 4210-27 · Radio Repair | 1,100.00 | 387.40 | 1,100.00 | 1,100.00 |
| 4210-30 · Telephone | 5,650.00 | 5,218.62 | 4,250.00 | 4,250.00 |
| 4210-40 · Attorney | 6,723.84 | 6,723.84 | 6,925.56 | 7,133.33 |
| 4210-41 · Evidence | 300.00 | 89.50 | 300.00 | 300.00 |
| 4210-42 · CALEA | 4,000.00 | 2,985.00 | 4,000.00 | 4,000.00 |
| Total 4210 · Police Department | 560,639.34 | 560,749.08 | 562,063.68 | 604,271.45 |
| 4211 · Dispatch Center | | | | |
| 4211-40 · UNH Police Department | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 |
| 4211-41 · Strafford County Dispatch | 7,065.00 | 6,711.70 | 7,065.00 | 7,065.00 |
| Total 4211 · Dispatch Center | 17,065.00 | 16,711.70 | 17,065.00 | 17,065.00 |
| 4215 · Ambulance | 13,086.00 | 13,086.10 | 14,501.00 | 20,179.00 |
| 4220 · Fire Department | | | | |
| 4220-S1 · Fire Chief Salary | 14,297.00 | 35,550.41 | 57,000.00 | 57,000.00 |
| 4220-S2 · Deputy Salary | 7,682.00 | 7,681.52 | 7,682.00 | 7,682.00 |
| 4220-W1 · Captain Wages | 45,163.00 | 21,927.11 | 0.00 | 0.00 |
| 4220-W2 · Lieutenant Wages | 36,131.00 | 31,588.86 | 36,853.62 | 35,006.40 |
| 4220-W3 · Paid Call Wages | 37,000.00 | 28,309.13 | 47,000.00 | 47,000.00 |
| 4220-W4 · Full Time Lieutenant | 17,000.00 | 15,354.00 | 38,188.80 | 38,188.80 |
| 4220-W7 · Overtime | 2,050.00 | 2,993.85 | 3,000.00 | 5,000.00 |
| 4220-W8 · Holiday | 3,000.00 | 2,063.32 | 3,000.00 | 3,000.00 |
| 4220-W9 · Incentive Pay | 13,000.00 | 11,450.00 | 18,000.00 | 26,000.00 |
| 4220-03 · Equip. Maint. Agreements | 5,000.00 | 6,923.15 | 9,000.00 | 8,500.00 |
| 4220-04 · Printing | 100.00 | 0.00 | 100.00 | 100.00 |
| 4220-05 · Postage | 50.00 | 49.12 | 50.00 | 50.00 |
| 4220-06 · Dues/Subscriptions | 5,000.00 | 4,496.10 | 5,000.00 | 6,000.00 |
| 4220-09 · Office Supplies | 1,000.00 | 1,225.65 | 2,000.00 | 2,000.00 |
| 4220-10 · Supplies - Other | 3,000.00 | 793.38 | 2,000.00 | 1,000.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|--|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| 4220-12 · Conference/Travel | 0.00 | 0.00 | 0.00 | 1,000.00 |
| 4220-13 · Special Events | 300.00 | 404.94 | 500.00 | 500.00 |
| 4220-14 · Training | 5,000.00 | 7,134.93 | 5,000.00 | 10,000.00 |
| 4220-15 · Uniforms | 1,000.00 | 4,435.75 | 1,500.00 | 1,800.00 |
| 4220-16 · Equipment Repairs/Parts | 6,000.00 | 4,620.28 | 8,500.00 | 8,500.00 |
| 4220-17 · New Equipment | 15,000.00 | 26,010.63 | 15,000.00 | 15,000.00 |
| 4220-18 · Electricity | 10,500.00 | 8,126.36 | 10,250.00 | 10,250.00 |
| 4220-19 · Heat | 8,000.00 | 8,540.62 | 8,500.00 | 8,000.00 |
| 4220-21 · Bottled Water | 650.00 | 214.60 | 650.00 | 450.00 |
| 4220-22 · Alarms | 0.00 | 0.00 | 0.00 | 0.00 |
| 4220-24 · Gas/Oil/Fuel | 500.00 | 0.00 | 200.00 | 2,500.00 |
| 4220-25 · Diesel Fuel | 7,000.00 | 7,225.81 | 7,500.00 | 8,000.00 |
| 4220-26 · Vehicle M & R | 5,000.00 | 7,922.34 | 8,000.00 | 8,000.00 |
| 4220-27 · Radio Repair | 2,500.00 | 2,890.00 | 2,500.00 | 3,000.00 |
| 4220-28 · Miscellaneous/Other | 0.00 | 276.37 | 0.00 | 0.00 |
| 4220-30 · Telephone | 5,250.00 | 2,454.97 | 2,100.00 | 3,200.00 |
| 4220-40 · Medical Supplies | 3,000.00 | 3,893.40 | 2,000.00 | 2,000.00 |
| 4220-41 · Fire Prevention Safety | 1,000.00 | 133.60 | 1,000.00 | 500.00 |
| 4220-42 · Personal Protective Equip. | 10,000.00 | 10,026.97 | 10,000.00 | 20,000.00 |
| Total 4220 · Fire Department | 270,173.00 | 264,717.17 | 312,074.42 | 339,227.20 |
| 4290 · Emergency Management | | | | |
| 4290-S1 · Emergency Man. Salary | 3,000.00 | 736.28 | 2,000.00 | 0.00 |
| 4290-W1 · Emergency Man. Wages | 2,000.00 | 0.00 | 1,000.00 | 1,000.00 |
| 4290-W7 · Emergency Man. OT | 0.00 | 0.00 | 0.00 | 0.00 |
| 4290-09 · Supplies/Expenses | 5,000.00 | 6,056.00 | 6,200.00 | 6,000.00 |
| Total 4290 · Emergency Management | 10,000.00 | 6,792.28 | 9,200.00 | 7,000.00 |
| 4311 · Highway Department | | | | |
| 4311-S1 · Road Agent Salary | 61,286.00 | 61,533.36 | 62,511.72 | 62,511.72 |
| 4311-W1 · Road Agent Assist. Wages | 42,306.00 | 41,330.88 | 43,152.12 | 43,152.12 |
| 4311-W2 · Full Time Wages | 39,862.00 | 38,378.34 | 40,659.24 | 40,659.24 |
| 4311-W3 · Part Time Wages | 6,000.00 | 5,988.00 | 6,500.00 | 6,500.00 |
| 4311-W4 · Temporary Help Wages | 0.00 | 0.00 | 0.00 | 0.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|--|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| 4311-W7 · Overtime | 9,225.00 | 7,816.73 | 9,000.00 | 9,000.00 |
| 4311-W8 · Holiday Wages | 3,500.00 | 3,931.25 | 3,500.00 | 4,000.00 |
| 4311-09 · Office Supplies | 250.00 | 167.52 | 250.00 | 250.00 |
| 4311-10 · Supplies | 4,500.00 | 3,233.38 | 3,000.00 | 3,500.00 |
| 4311-15 · Uniform | 1,700.00 | 1,340.04 | 1,700.00 | 1,700.00 |
| 4311-18 · Electricity | 1,750.00 | 1,586.51 | 1,750.00 | 1,750.00 |
| 4311-19 · Heating Fuel | 6,500.00 | 6,459.36 | 6,500.00 | 6,500.00 |
| 4311-21 · Hand Tools & New Equipment | 1,000.00 | 2,319.47 | 1,000.00 | 1,500.00 |
| 4311-24 · Gasoline | 2,625.00 | 3,850.91 | 3,200.00 | 5,935.00 |
| 4311-25 · Diesel Fuel | 16,500.00 | 17,136.15 | 18,500.00 | 17,625.00 |
| 4311-26 · Parts/In House Repairs | 13,000.00 | 14,410.26 | 14,500.00 | 14,500.00 |
| 4311-28 · Miscellaneous/Engineering | 5,000.00 | 4,433.60 | 6,000.00 | 6,000.00 |
| 4311-30 · Telephone | 1,160.00 | 908.76 | 1,520.00 | 1,520.00 |
| 4311-40 · Tires | 2,500.00 | 2,649.80 | 2,500.00 | 2,500.00 |
| 4311-41 · Wear Edges (Plow & Equip.) | 3,500.00 | 3,356.00 | 3,500.00 | 3,500.00 |
| 4311-42 · Hired & Rental Equipment | 16,000.00 | 7,186.93 | 16,000.00 | 16,000.00 |
| 4311-43 · Sub Contracted Repairs | 9,000.00 | 2,152.37 | 8,000.00 | 6,000.00 |
| 4311-44 · Paving & Asphalt Products | 170,000.00 | 159,946.37 | 170,000.00 | 190,000.00 |
| 4311-45 · Sand/Stone/Gravel | 10,000.00 | 6,944.00 | 9,500.00 | 9,500.00 |
| 4311-46 · Culvert/Guard Rails, Etc. | 5,000.00 | 4,500.00 | 5,000.00 | 6,000.00 |
| 4311-47 · Salt/Calcium/Magnesium | 28,000.00 | 25,591.18 | 25,000.00 | 26,500.00 |
| 4311-48 · Drug & Alcohol Testing | 1,000.00 | 453.00 | 750.00 | 750.00 |
| 4311-49 · Signs/Warning Devices | 4,000.00 | 2,119.83 | 3,000.00 | 2,500.00 |
| 4311-50 · Building M & R | 2,500.00 | 1,275.00 | 2,500.00 | 2,500.00 |
| 4311-51 Little River Park Maintenance | 0.00 | 0.00 | 11,250.00 | 11,250.00 |
| Total 4311 · Highway Department | 467,664.00 | 430,999.00 | 480,243.08 | 503,603.08 |
| 4321 · Transfer Station | | | | |
| 4321-S1 · TS Manager Salary | 46,970.00 | 47,147.04 | 47,909.40 | 47,909.40 |
| 4321-W1 · Full Time Wages | 60,388.00 | 33,171.42 | 33,436.62 | 33,436.62 |
| 4321-W2 · Part Time Wages | 13,325.00 | 30,324.59 | 36,164.52 | 36,164.52 |
| 4321-W7 · Overtime | 1,538.00 | 1,589.79 | 1,538.00 | 1,600.00 |
| 4321-W8 · Clerical | 0.00 | 2,696.61 | 0.00 | 100.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| 4321-04 · Printing/Stickers/Permits | 1,000.00 | 1,432.20 | 450.00 | 1,450.00 |
| 4321-05 · Postage | 100.00 | 28.79 | 50.00 | 50.00 |
| 4321-06 · Dues/Subscriptions | 325.00 | 290.50 | 400.00 | 400.00 |
| 4321-09 · Office Expense | 1,200.00 | 2,293.36 | 1,200.00 | 1,800.00 |
| 4321-11 · Travel | 0.00 | 0.00 | 0.00 | 400.00 |
| 4321-14 · Training/Education | 1,000.00 | 1,672.13 | 1,000.00 | 1,600.00 |
| 4321-15 · Uniforms | 2,000.00 | 1,348.65 | 2,000.00 | 1,500.00 |
| 4321-16 · Equipment M & R | 15,500.00 | 15,281.70 | 7,000.00 | 7,000.00 |
| 4321-17 · New Equipment | 3,000.00 | 2,939.28 | 3,000.00 | 4,000.00 |
| 4321-18 · Electricity | 9,000.00 | 8,809.73 | 9,000.00 | 9,000.00 |
| 4321-19 · Heating Fuel | 1,800.00 | 1,397.72 | 1,900.00 | 1,900.00 |
| 4321-23 · Grounds Maintenance | 2,700.00 | 2,121.10 | 2,500.00 | 2,500.00 |
| 4321-25 · Fuel/Vehicles | 4,200.00 | 2,307.74 | 4,200.00 | 4,000.00 |
| 4321-28 · Miscellaneous | 500.00 | 486.52 | 500.00 | 500.00 |
| 4321-29 · Other | 0.00 | 195.36 | 0.00 | 0.00 |
| 4321-30 · Telephone | 760.00 | 867.21 | 735.00 | 735.00 |
| 4321-40 · Safety Equipment | 2,100.00 | 1,287.59 | 2,100.00 | 2,000.00 |
| 4321-41 · Engineering | 100.00 | 0.00 | 100.00 | 100.00 |
| 4321-42 · Recycling Expense | 3,000.00 | 1,100.20 | 3,000.00 | 2,000.00 |
| 4321-43 · Compliance | 250.00 | 0.00 | 200.00 | 200.00 |
| 4321-44 · CFC Removal | 200.00 | 0.00 | 200.00 | 200.00 |
| 4321-45 · Porta Potty | 700.00 | 620.77 | 700.00 | 700.00 |
| 4321-46 · Compost Bins & Pails | 1,000.00 | 881.80 | 1,000.00 | 1,000.00 |
| 4321-47 · Volunteer ID T-Shirts | 200.00 | 210.00 | 200.00 | 200.00 |
| Total 4321 · Transfer Station | 172,856.00 | 160,501.80 | 160,483.54 | 162,445.54 |
| 4324 · Solid Waste Disposal | | | | |
| 4324-40 · MSW & Bulky | 92,000.00 | 75,623.36 | 92,000.00 | 90,000.00 |
| 4324-41 · Hauling Cost | 19,000.00 | 16,187.57 | 22,000.00 | 22,000.00 |
| 4324-42 · Tire Disposal | 2,200.00 | 2,450.00 | 1,900.00 | 1,800.00 |
| 4324-43 · Electronics Disposal | 6,000.00 | 5,926.77 | 6,000.00 | 6,000.00 |
| 4324-44 · Hazardous Waste | 3,000.00 | 2,846.98 | 3,500.00 | 3,500.00 |
| 4324-45 · Contaminated Waste Oil | 3,200.00 | 365.00 | 3,200.00 | 3,000.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|--|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| 4324-46 · Lamprey Closure Cost | 1,000.00 | 927.29 | 1,000.00 | 1,100.00 |
| 4324-47 · Solid Waste Other | 800.00 | 0.00 | 800.00 | 500.00 |
| 4324-48 · Construction & Demolition | 9,500.00 | 7,453.09 | 9,500.00 | 9,000.00 |
| 4324-49 · Glass Disposal | 3,200.00 | 2,540.35 | 3,200.00 | 3,000.00 |
| 4324-50 · Fluorocarbons CFC Disposal | 500.00 | 0.00 | 500.00 | 500.00 |
| 4324-51 · Antifreeze | 200.00 | 70.00 | 200.00 | 200.00 |
| 4324-52 · Brush Grinding | 5,000.00 | 3,200.00 | 7,000.00 | 6,000.00 |
| Total 4324 · Solid Waste Disposal | 145,600.00 | 117,590.41 | 150,800.00 | 146,600.00 |
| 4414 · Animal Control | 1,650.00 | 1,483.87 | 1,650.00 | 1,650.00 |
| 4415 · Public Health Agcy & Hospitals | | | | |
| AIDS Response Seacoast | 700.00 | 700.00 | 700.00 | 700.00 |
| Avis Goodwin Community Health | 2,330.00 | 2,330.00 | 3,852.00 | 5,020.00 |
| Lamprey Health Care | 3,296.00 | 3,296.00 | 3,296.00 | 3,296.00 |
| Sexual Assault Support Services | 1,775.00 | 1,775.00 | 1,775.00 | 1,775.00 |
| Total 4415 · Public Health Agcy & Hospita | 8,101.00 | 8,101.00 | 9,623.00 | 10,791.00 |
| 4441 · General Assistance | | | | |
| 4441-W1 · Welfare Officer Salary | 8,000.00 | 2,689.96 | 8,000.00 | 8,000.00 |
| 4441-W2 · Welfare Assist. Wages | 0.00 | 0.00 | 0.00 | 0.00 |
| 4441-06 · Dues & Subscriptions | 250.00 | 0.00 | 0.00 | 0.00 |
| 4441-11 · Mileage | 250.00 | 0.00 | 250.00 | 0.00 |
| 4441-30 · Telephone | 700.00 | 564.24 | 500.00 | 600.00 |
| Total 4441 · General Assistance | 9,200.00 | 3,254.20 | 8,750.00 | 8,600.00 |
| 4442 · Direct Welfare Assistance | | | | |
| 4442-40 · Rental Assistance | 14,200.00 | 12,735.50 | 14,200.00 | 14,200.00 |
| 4442-41 · Food Assistance | 600.00 | 0.00 | 600.00 | 600.00 |
| 4442-42 · Utilities Assistance | 1,200.00 | 416.71 | 1,200.00 | 1,200.00 |
| 4442-43 · Fuel Assistance | 1,000.00 | 280.00 | 1,000.00 | 1,000.00 |
| 4442-44 · Medical Supplies | 1,000.00 | 0.00 | 500.00 | 500.00 |
| 4442 - Other | 0.00 | 750.00 | 0.00 | 0.00 |
| Total 4442 · Direct Welfare Assistance | 18,000.00 | 14,182.21 | 17,500.00 | 17,500.00 |
| 4444 · Intergovernmental Agencies | | | | |
| Community Action Partnership | 2,250.00 | 2,250.00 | 2,250.00 | 1,500.00 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 |
|--|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual | Budget | Request |
| Homeless Shelter Strafford Cty | 500.00 | 500.00 | 0.00 | 500.00 |
| Elder Services Transportation | 0.00 | 0.00 | 1,500.00 | 1,500.00 |
| The Homemakers Health Services | 2,140.86 | 2,140.86 | 1,022.26 | 124.80 |
| Total 4444 · Intergovernmental Agencies | 4,890.86 | 4,890.86 | 4,772.26 | 3,624.80 |
| 4445 · Private Public Assis Facilities | | | | |
| A Safe Place | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 |
| American Red Cross | 0.00 | 0.00 | 0.00 | 1,962.00 |
| CASA | 0.00 | 0.00 | 500.00 | 500.00 |
| Girls on the Run | 0.00 | 0.00 | 0.00 | 0.00 |
| My Friend's Place | 0.00 | 0.00 | 0.00 | 0.00 |
| Child and Family Services | 0.00 | 0.00 | 750.00 | 1,000.00 |
| Total 4445 · Private Public Assis Facilities | 2,000.00 | 2,000.00 | 3,250.00 | 5,462.00 |
| 4520 · Parks & Recreation | | | | |
| 4520-W1 · Recreation Wages | 0.00 | 0.00 | 0.00 | 0.00 |
| Oyster River Youth Association | 25,000.00 | 25,000.00 | 26,000.00 | 26,700.00 |
| Recreation Expenses | 12,245.00 | 5,397.26 | 3,400.00 | 3,400.00 |
| LRP Electricity | 525.00 | 522.73 | 1,200.00 | 600.00 |
| Town Sponsored Activities (Fair) | 1,000.00 | 0.00 | 1,000.00 | 0.00 |
| Total 4520 · Parks & Recreation | 38,770.00 | 30,919.99 | 31,600.00 | 30,700.00 |
| 4550 · Library | | | | |
| 4550-S1 · Library Director Salary | 49,448.00 | 49,631.76 | 50,430.84 | 55,057.60 |
| 4550-W1 · Circulation/Lib. Ast. Wages | 30,993.00 | 31,361.19 | 31,612.86 | 33,524.40 |
| 4550-W2 · Children's Librarian | 20,909.00 | 20,674.86 | 21,327.18 | 21,333.00 |
| 4550-W3 · Assistant I | 12,365.00 | 12,309.21 | 21,783.12 | 12,616.72 |
| 4550-W4 · Assistant II (aka page) | 8,604.88 | 8,186.70 | 0.00 | 9,166.40 |
| 4550-W5 · Substitute/Temp. Wages | 1,000.00 | 1,109.10 | 1,000.00 | 1,500.00 |
| *4550-18 · Electricity | 4,700.00 | 2,350.00 | 0.00 | 4,200.00 |
| *4550-40 · Trustees Quarterly Payment | 34,880.00 | 37,230.00 | 39,580.00 | 40,355.00 |
| 4550-41 · Misc. to be offset by Rev. | 5,220.00 | 0.00 | 6,065.00 | 6,065.00 |
| * Electricity expense to be added to quarterly payment | | | | |
| Library Subtotal | 168,119.88 | 162,852.82 | 171,799.00 | 183,818.12 |

**Town of Lee
FY 2016 Budget**

| | FY 2014 | | FY 2015 | FY 2016 | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|------------------|-----------------|--------------------|------------------|------------------|
| | Budget | Actual | Budget | Request | | | | | |
| Expenses Paid by Town Administrator: | | | | | | | | | |
| 4550-19 . Heat | 2,670.00 | 3,054.23 | 2,670.00 | 2,670.00 | FY 2016 | FY 2016 | FY 2016 | FY 2016 | Proposed |
| 13' Bottled H2O (to be reimbursed by Lib. | 200.00 | 0.00 | 200.00 | 200.00 | TS/GB | Lib. Asst. | New | Firefighter | Total |
| 41! Property Liability Insurance | 1,787.00 | 1,787.00 | 1,800.00 | 1,787.00 | Split | to FT | Police Off. | to FT | Addn'l. |
| 41! Worker's Compensation | 431.62 | 431.62 | 500.00 | 500.00 | | | | | |
| 41! Ancillary Payroll Expenses | 25,211.88 | 25,211.88 | 26,649.64 | 42,100.00 | | 4,800.00 | | | 4,800.00 |
| Total 4550 . Town Administrator/Library | 198,420.38 | 193,337.55 | 203,618.64 | 231,075.12 | | 4,800.00 | | | 4,800.00 |
| 4583 · Patriotic Purposes | 750.00 | 0.00 | 550.00 | 550.00 | | | | | |
| 4618 · Community Planning Coordinator | | | | | | | | | |
| 4618-W1 · Community Planning Wage | 0.00 | 0.00 | 0.00 | 0.00 | | | | | |
| 4618-09 · Expenses | 5,000.00 | 0.00 | 0.00 | 0.00 | | | | | |
| 4618-11 · Mileage | 0.00 | 0.00 | 0.00 | 0.00 | | | | | |
| 4618-30 · Strafford County Reg. Plan. | 0.00 | 0.00 | 0.00 | 0.00 | | | | | |
| Total 4618 · Community Plan. Coordinato | 5,000.00 | 0.00 | 0.00 | 0.00 | | | | | |
| 4619 · Conservation Commission | 2,500.00 | 2,500.00 | 3,500.00 | 4,050.00 | | | | | |
| 4711 · Principal/Bonds Long Term Note | 90,000.00 | 90,000.00 | 90,000.00 | 90,000.00 | | | | | |
| 4721 · Interest/Bonds - Long Term Note | 36,498.00 | 36,498.00 | 32,078.00 | 28,643.00 | | | | | |
| 4912 · Transfer to Special Revenue | | | | | | | | | |
| Agriculture Commission | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | FY 2016 | FY 2016 | FY 2016 | FY 2016 | Proposed |
| Heritage Commission | 6,700.00 | 6,700.00 | 6,700.00 | 27,700.00 | TS/GB | Lib. Asst. | New | Firefighter | Total |
| Total 4912 · Transfer to Special Revenue | 8,200.00 | 8,200.00 | 8,200.00 | 29,200.00 | Split | to FT | Police Off. | to FT | Addn'l. |
| | 3,555,731.33 | 3,266,571.84 | 3,664,064.79 | 3,749,045.03 | 26,810.00 | 4,800.00 | 37,700.00 | 19,700.00 | 89,010.00 |

Heritage - 7,700.00

Semiquincentennial - 20,000.00

DEFAULT BUDGET OF THE TOWN

OF: The Town of Lee, NH

For the Ensuing Year January 1, _____ to December 31, _____

or Fiscal Year From July 1, 2015 to June 30, 2016

RSA 40:13, IX (b) "Default budget" as used in this subdivision means the amount of the same appropriations as contained in the operating budget authorized for the previous year, reduced and increased, as the case may be, by debt service, contracts, and other obligations previously incurred or mandated by law, and reduced by one-time expenditures contained in the operating budget. For the purposes of this paragraph, one-time expenditures shall be appropriations not likely to recur in the succeeding budget, as determined by the governing body, unless the provisions of RSA 40:14-b are adopted, of the local political subdivision.

1. Use this form to list the default budget calculation in the appropriate columns.
2. Post this form or any amended version with proposed operating budget (MS-6 or MS-7) and the warrant.
3. Per RSA 40:13, XI, (a), the default budget shall be disclosed at the first budget hearing.

GOVERNING BODY (SELECTMEN)

or

Budget Committee if RSA 40:14-b is adopted

Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

| | |
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NH DEPARTMENT OF REVENUE ADMINISTRATION
MUNICIPAL SERVICES DIVISION
P.O. BOX 487, CONCORD, NH 03302-0487
(603)230-5090

Default Budget - Town of Lee, NH FY 2016

| 1 | 2 | 3 | 4 | 5 | 6 |
|--------------------------------|---|---|---------------------------|-----------------------------------|----------------|
| Acct. # | PURPOSE OF APPROPRIATIONS (RSA 32:3,V) | Prior Year Adopted Operating Budget | Reductions & Increases | Minus 1-Time Appropriations | DEFAULT BUDGET |
| GENERAL GOVERNMENT | | | | | |
| 4130-4139 | Executive | 129,940.51 | | | 129,940.51 |
| 4140-4149 | Election,Reg.& Vital Statistics | 98,703.34 | | | 98,703.34 |
| 4150-4151 | Financial Administration | 185,816.00 | | | 185,816.00 |
| 4152 | Revaluation of Property | 30,600.00 | | | 30,600.00 |
| 4153 | Legal Expense | 35,000.00 | | | 35,000.00 |
| 4155-4159 | Personnel Administration | 754,967.26 | | | 754,967.26 |
| 4191-4193 | Planning & Zoning | 113,509.78 | | | 113,509.78 |
| 4194 | General Government Buildings | 87,829.28 | | | 87,829.28 |
| 4195 | Cemeteries | 11,114.00 | | | 11,114.00 |
| 4196 | Insurance | 90,062.00 | 4,452.00 | | 94,514.00 |
| 4197 | Advertising & Regional Assoc. | 0.00 | | | 0.00 |
| 4199 | Other General Government | 39,292.00 | | 34,292.00 | 5,000.00 |
| PUBLIC SAFETY | | | | | |
| 4210-4214 | Police | 562,063.68 | | | 562,063.68 |
| 4215-4219 | Ambulance | 14,501.00 | 5,678.00 | | 20,179.00 |
| 4220-4229 | Fire | 312,074.42 | | | 312,074.42 |
| 4240-4249 | Building Inspection | 0.00 | | | 0.00 |
| 4290-4298 | Emergency Management | 9,200.00 | | | 9,200.00 |
| 4299 | Other (Incl. Communications) | 17,065.00 | | | 17,065.00 |
| AIRPORT/AVIATION CENTER | | | | | |
| 4301-4309 | Airport Operations | 0.00 | | | 0.00 |
| HIGHWAYS & STREETS | | | | | |
| 4311 | Administration | 480,243.08 | | | 480,243.08 |
| 4312 | Highways & Streets | 0.00 | | | 0.00 |
| 4313 | Bridges | 0.00 | | | 0.00 |
| 4316 | Street Lighting | 0.00 | | | 0.00 |
| 4319 | Other | 0.00 | | | 0.00 |
| SANITATION | | | | | |
| 4321 | Administration | 160,483.54 | | | 160,483.54 |
| 4323 | Solid Waste Collection | 150,800.00 | | | 150,800.00 |
| 4324 | Solid Waste Disposal | 0.00 | | | 0.00 |
| 4325 | Solid Waste Clean-up | 0.00 | | | 0.00 |
| 4326-4329 | Sewage Coll. & Disposal & Other | 0.00 | | | 0.00 |
| | | 3,283,264.89 | 10,130.00 | 34,292.00 | |

3,283,264.89

10,130.00

34,292.00

MS-DT
Rev. 10/10

Default Budget - Town of Lee, NH FY 2016

| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---------------------------|-----------------------------------|----------------|
| Acct. # | PURPOSE OF APPROPRIATIONS (RSA 32:3,V) | Prior Year Adopted Operating Budget | Reductions & Increases | Minus 1-Time Appropriations | DEFAULT BUDGET |
| WATER DISTRIBUTION & TREATMENT | | | | | |
| 4331 | Administration | 0.00 | | | 0.00 |
| 4332 | Water Services | 0.00 | | | 0.00 |
| 4335-4339 | Water Treatment, Conserv. & Other | 0.00 | | | 0.00 |
| ELECTRIC | | | | | |
| 4351-4352 | Admin. and Generation | 0.00 | | | 0.00 |
| 4353 | Purchase Costs | 0.00 | | | 0.00 |
| 4354 | Electric Equipment Maintenance | 0.00 | | | 0.00 |
| 4359 | Other Electric Costs | 0.00 | | | 0.00 |
| HEALTH | | | | | |
| 4411 | Administration | 0.00 | | | 0.00 |
| 4414 | Pest Control | 1,650.00 | | | 1,650.00 |
| 4415-4419 | Health Agencies & Hosp. & Other | 9,623.00 | | | 9,623.00 |
| WELFARE | | | | | |
| 4441-4442 | Administration & Direct Assist. | 26,250.00 | | | 26,250.00 |
| 4444 | Intergovernmental Welfare Pymnts | 4,772.26 | | | 4,772.26 |
| 4445-4449 | Vendor Payments & Other | 3,250.00 | | | 3,250.00 |
| CULTURE & RECREATION | | | | | |
| 4520-4529 | Parks & Recreation | 31,600.00 | | | 31,600.00 |
| 4550-4559 | Library | 203,618.64 | | | 203,618.64 |
| 4583 | Patriotic Purposes | 550.00 | | | 550.00 |
| 4589 | Other Culture & Recreation | 0.00 | | | 0.00 |
| CONSERVATION | | | | | |
| 4611-4612 | Admin. & Purch. of Nat. Resources | 0.00 | | | 0.00 |
| 4619 | Other Conservation | 3,500.00 | | | 3,500.00 |
| 4631-4632 | REDEVELOPMENT & HOUSING | 0.00 | | | 0.00 |
| 4651-4659 | ECONOMIC DEVELOPMENT | 0.00 | | | 0.00 |
| DEBT SERVICE | | | | | |
| 4711 | Princ.- Long Term Bonds & Notes | 90,000.00 | | | 90,000.00 |
| 4721 | Interest-Long Term Bonds & Notes | 32,078.00 | -3,435.00 | | 28,643.00 |
| 4723 | Int. on Tax Anticipation Notes | 0.00 | | | 0.00 |
| 4790-4799 | Other Debt Service | 0.00 | | | 0.00 |
| | | 406,891.90 | -3,435.00 | 0.00 | |

Default Budget - Town of Lee, NH FY 2016

| 1 | 2 | 3 | 4 | 5 | 6 |
|--------------------------------|---|---|---------------------------|-----------------------------------|----------------|
| Acct. # | PURPOSE OF APPROPRIATIONS (RSA 32:3,V) | Prior Year Adopted Operating Budget | Reductions & Increases | Minus 1-Time Appropriations | DEFAULT BUDGET |
| CAPITAL OUTLAY | | | | | |
| 4901 | Land | 180,000.00 | | 180,000.00 | 0.00 |
| 4902 | Machinery, Vehicles & Equipment | 27,593.00 | | 27,593.00 | 0.00 |
| 4903 | Buildings | 0.00 | | | 0.00 |
| 4909 | Improvements Other Than Bldgs. | 0.00 | | | 0.00 |
| OPERATING TRANSFERS OUT | | | | | |
| 4912 | To Special Revenue Fund | 8,200.00 | | | 8,200.00 |
| 4913 | To Capital Projects Fund | 392,000.00 | | 392,000.00 | 0.00 |
| 4914 | To Enterprise Fund | 0.00 | | | 0.00 |
| | Sewer- | 0.00 | | | 0.00 |
| | Water- | 0.00 | | | 0.00 |
| | Electric- | 0.00 | | | 0.00 |
| | Airport- | 0.00 | | | 0.00 |
| 4917 | To Health Maint. Trust Funds | 0.00 | | | 0.00 |
| 4918 | To Nonexpendable Trust Funds | 0.00 | | | 0.00 |
| 4919 | To Fiduciary Funds | 0.00 | | | 0.00 |
| TOTAL | | 4,297,949.79 | 6,695.00 | 633,885.00 | 3,670,759.79 |

Please use the box below to explain increases or reductions in columns 4 & 5.

| Acct # | Explanation for Increases | Acct # | Explanation for Reductions |
|--------|---|--------|--|
| 4196 | Increase in Property Liability and WC Insurance | 4901 | WA 7 - Purchase of Kennard Property one time appropriation |
| 4215 | Increase in Ambulance Services | 4902 | WA 16 - Purchase of Police Cruiser one time appropriation |
| | | 4199 | WA 12 - Contingency Fund one time appropriation |
| | | 4721 | Reduction in scheduled bond interest payment. |
| | | | |
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Fee Proposal

Town of Lee, Municipal Facility Needs and Site Alternatives Analysis



AG Architects has prepared a lump sum fee for the requested facility needs and site alternatives analysis, based on the proposed scope of services. We have estimated the time required for the proposed scope of work and established the fee as outlined below. The scope and related costs can be adjusted depending on the needs of the Town. Hourly and reimbursable rates are included in the following Rate Schedule.

| | | | |
|---|---|--|----------------------------|
| Programming | (Data Collection, Staff Interviews, Questionnaires, Agency Requirements, Flow Analysis, Projections, Program Summary) | | |
| | Architectural | | \$12,600.00 |
| | Civil | | \$ 575.00 |
| Existing Facilities and Site Reviews | Architectural | | \$ 3,500.00 |
| | Civil | | \$ 1,150.00 |
| | Structural | | \$ 575.00 |
| | Mechanical/Electrical | | \$ 1,725.00 |
| Conceptual Designs | (Plans, Site Concepts, Recommendations, Report) | | |
| | Architectural | | \$13,500.00 |
| | Civil | | \$ 2,300.00 |
| Estimates of Project Cost | Architectural | | \$ 1,800.00 |
| | Civil | | \$ 575.00 |
| Meetings | (Meetings, Select Board, Public Hearings) | | |
| | Architectural | | \$ 3,200.00 |
| | Civil | | \$ 920.00 |
| | Total | | \$42,420.00 |
| Existing Facilities CAD Plans (Option: Town Hall, Annex, Library) | | | \$ 4,500.00 |
| Reimbursable Expenses | | | \$ 1,500.00-\$2000.00 Est. |

Rate Schedule

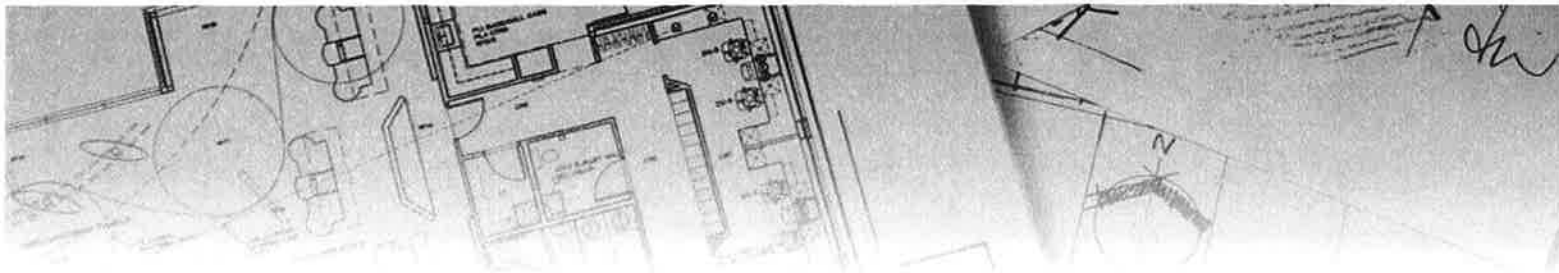


Billable Hourly Rates: Labor rates for team members are noted below. These rates apply to additional hourly services conducted beyond the scope of a lump sum fee.

| | | |
|----------------------|--|---------------|
| AG Architects: | Principal (Art Guadano) | \$145/hour |
| | Technical Staff (Kerry King, James Gibbons) | \$95/hour |
| | Clerical Staff (Barb Gerber) | \$50/hour |
| Tighe & Bond: | Principal (Gregg Mikolaities) | \$175/hour |
| | Principal Engineer | \$150/hour |
| | Project Engineer (Joseph Persechino) | \$115/hour |
| | Technical Staff | \$60-113/hour |
| | Clerical Staff | \$70/hour |
| JSN Associates: | Principal Engineer (Jeff Nawrocki) | \$116/hour |
| | Senior Structural Engineer | \$104/hour |
| | Structural Engineer | \$96/hour |
| | Staff Engineer | \$86/hour |
| Bennett Engineering: | Senior Engineer (Will Bennett, Stephen Doel) | \$125/hour |
| | Engineer | \$120/hour |

Reimbursable Rates: Rates for reimbursable expenses are identified below. An administrative multiplier of 1.15 is applied to all reimbursable expenses.

| | | | |
|--|-----------------|----------------|---------------|
| Mileage | | \$.56 / Mile | |
| Postage and Misc. Expenses | | At Cost | |
| Photocopies | (B&W) | 8.5" x 11" | \$.25 / Each |
| | | 11" x 17" | \$.35 / Each |
| | (Color) | 8.5" x 11" | \$.35 / Each |
| | | 11" x 17" | \$.80 / Each |
| Large Copies (in house) | 24" x 36" | \$2.25 / Each | |
| | 30" x 42" | \$3.85 / Each | |
| CAD Plots (in house) | 11" x 17" Bond | \$2.00 / Each | |
| | 24" x 36" Bond | \$3.75 / Each | |
| | 30" x 42" Bond | \$6.25 / Each | |
| | 11" x 17" Color | \$8.00 / Each | |
| | 24" x 36" Color | \$10.00 / Each | |
| | 30" x 42" Color | \$12.00 / Each | |
| CD Charges | | \$5.00 / Each | |
| Offsite Printing (Copies, Blueprints, Presentation Boards, Etc.) | | At Cost | |



**Town of Lee, NH
Request for Proposals
For Municipal Facility Needs and
Site Alternatives Analysis**

Cost Proposal

Name: THA Architects, LLC
Contact Person: Thomas A. House, AIA
Address: 105 Willow Brook Avenue,
 Stratham, NH 03885
Phone: 603.770.2491
Email: thouse@tharc.com

Total Project Cost: \$8,500.00 (Refer to proposal for specific scop of work services including a Needs Assessment Report.

Hourly Fee Rates:

As of January 2014, our hourly fee rates currently in effect for any hourly services are as follows:

| | |
|-----------------|-------|
| Principal | \$125 |
| Project Manager | \$110 |
| Job Captain | \$95 |
| Draftsperson | \$80 |

Reimbursables:

| | |
|---|-------------------------|
| Travel | \$ 0.565/mile |
| Hearing attendance/building permit attendance | \$800/meeting |
| Drawings – B & W (Excluding copies for ARCHITECT’s own use) | \$ 3.00/sheet (24 x 36) |
| Drawings – Color (Excluding copies for ARCHITECT’s own use) | \$ 6.00/sheet (24 x 36) |
| Postage and handling | At Cost |

Town of Lee, NH



REQUEST FOR PROPOSALS
FOR MUNICIPAL FACILITY NEEDS AND
SITE ALTERNATIVES ANALYSIS

August 2014

Town of Lee, New Hampshire

REQUEST FOR PROPOSALS FOR MUNICIPAL FACILITY NEEDS AND SITE ALTERNATIVES ANALYSIS

I. INTRODUCTION

The Town of Lee, New Hampshire is soliciting proposals from architectural, planning, and/ or engineering firms to provide professional services to the Town. Lee is a municipal corporation serving a residential population of 4,330 located in Strafford County, New Hampshire. The community has a total land area of 20.2 square miles, of which approximately 22% is under some form of conservation and/or restrictive easement, thus, Lee remains a largely rural community. The Town provides a wide range of municipal services to its residents, businesses and visitors through a number of municipally-owned facilities.

This solicitation involves the facilities housing the existing administrative, town clerk/tax collector, and planning/code enforcement services of the community, presently accommodated in Town Hall and the nearby Annex. It has been determined by the Town's Select Board, Town staff, and previous site assessments that these facilities are structurally and/or functionally inadequate for the existing and future delivery of municipal services.

At this time the Town seeks the services of a qualified and experienced consultant to:

- Review the existing services provided by the Administrative, Town Clerk/Tax Collector and Planning/Code Enforcement Departments
- Determine programmatic space needs for each department to provide the intended services for the foreseeable future.
- Examine the facilities in which these departments are housed to determine adequacy to provide efficient services.
- Examine whether the existing or alternative locations or configurations for each of these municipal functions would allow for better provision and efficiency of service to the community with minimum impact to environmental and historic resources while giving consideration to alternative energy, Smart Growth and Low Impact Development (LID) design practices.
- Provide an estimate of cost for each alternative scenario.
- Recommend the best course of action for the Town to pursue based on a ranking of alternatives.

All such work shall be done under the direction of the Select Board, with staff and public input. The scope of services does not include design of any municipal structures; however, the Town may elect to continue from the planning services stage to design development and eventual construction. Therefore, the Town reserves the right to continue to contract with the selected firm to provide all services necessary to complete design and construction of the facilities.

Town Hall

Town Hall, located at 7 Mast Road (Rte. 155), is a structure built in 1846 and once served as a

school in what has historically been called Lee Town Center. It is home to the administrative offices and functions of the Town, and presently accommodates 8 employees and/or contract employees, with 4 serving on a full-time basis, as well as providing office and meeting space for three Commissions, Cemetery Trustees, Treasurer, and the Supervisor of the Checklist. Offices operating out of Town Hall include Administration, Selectmen, Tax Collections/Town Clerk, Finance, Welfare, IT, and Assessing. The Town's Select Board meetings, annual Deliberative Session and elections are held at other locations due to the lack of sufficient space and accommodations at Town Hall.

The building is handicap accessible for the most part on the first floor (but not the second) and has on-site parking that is shared with the Public Library, Annex, and Historical Society.

Annex

The Annex, 13 Mast Rd., was built in 1950 and first served as the Town's firehouse, then Police Station, and now houses the Planning/Code Enforcement/Building Inspection offices, a small meeting space and storage.

Town Hall has no private offices, neither building has adequate storage space, and there are numerous structural, electrical, insulation, etc. deficiencies.

Library

The Library, although built in 1897 as a school, was moved to its current site in 1962 and expanded by additions in 1972, 1984, and 1996. The building is handicap accessible and does have a handicapped accessible toilet and is in generally good condition, but without room to expand collections or provide a large, accessible meeting space.

II. PROCEDURES

A. PRE-PROPOSAL CONFERENCE

There will be a mandatory pre-submission meeting, to which attendance is required of all potential respondents that will start at the Lee Town Hall, 7 Mast Road, on Wednesday, September 3, 2014 at 10:00 A.M. This meeting will constitute a walk-through of the Town Hall, followed by similar tours of the other subject Town facilities.

B. SUBMISSION PERIOD

Respondents must submit their Proposals on or before 4:00 p.m. Thursday, September 18, 2014. The Town's governing body, the Select Board, expects to select the Awardee from among the respondents within 60 days of the submission deadline.

C. PREPARATION OF PROPOSAL

Each Proposal must be prepared concisely, avoiding the use of elaborate promotional materials. For ease of review, the Proposal must follow the outline in Section III of this RFP, entitled **Requirements**. Each Proposal must fulfill the stipulations outlined in Section III, be clearly numbered, and completely answer all questions listed.

D. NUMBER OF COPIES OF PROPOSAL

A minimum of ten (10) copies of the **Technical** Proposal must be submitted to the Town. **One copy of the cost proposal should be submitted in a separate sealed envelope.**

E. INQUIRIES AND SUBMISSION OF PROPOSALS

Questions about the RFP and the submission of Proposals shall be directed to:

Julie E. Glover
Town Administrator
7 Mast Rd., Lee, NH 03861
603-659-5414
townadministrator@leenh.org

All Proposals must be received at the above address before the end of the submission period, either by hand delivery, courier or by mail in a sealed envelope. The Town is under no obligation to return Proposals. It is requested that any and all contact with the authorized contact person be made by e-mail. No contact with any other Town personnel other than the authorized contact person is allowed until such time as an award has, or awards have, been made. Violation of this provision may be grounds for immediate disqualification. Questions about the RFP, and the submission and content of the Proposal must be directed to the authorized contact person.

Selected Proposers may be contacted by the Town's authorized contact person with questions aimed at clarifying their submission.

F. LONGEVITY OF PROPOSALS

A Proposal may be withdrawn at any time prior to the date specified as the closing date for acceptance. However, no Proposer may withdraw or cancel a Proposal for a period of forty-five (45) days following the closing date for acceptance, nor shall the successful Proposer withdraw or cancel or modify the Proposal, after having been notified that the Proposal has been accepted by the Town, except at the request of the Town, or with the Town's written consent.

G. METHOD OF SELECTION OF AWARDEE

The selection process will be a modified two sealed envelope selection procedure. The Board will initially select the A/E firm based primarily upon qualifications and their approach and recommended scope of services. Once the initial selection has been made there will be a discussion on fees and terms of agreement with the first-choice vendor.

1. Town staff will evaluate each Proposal with emphasis on the following factors and make a recommendation to the Select Board:
 - a. Demonstrated relevant experience and past history in completing projects of comparable value and scope to the type contemplated by this RFP
 - b. **Reasonableness of fees and costs rates**
 - c. Expertise and technical approach of the Proposal, explaining the degree to which the Proposer's interpretation of the work meets the needs and goals of the Town
 - d. Demonstration of experience with similar projects incorporating alternative energy, Smart Growth and LID design practices and sensitivities to

- e. environmental historic resources.
- f. Quality of project team's overall organizational strength
- f. References, reputation, and strength of current team financials
- g. Quality of the Proposal – adherence to Section III – **Requirements** (following), to include conciseness, clarity and readability

2. The selection process will work as follows:

The first envelope of each respondent will be opened and reviewed. No more than the top three-ranked proposal preparers will be invited to an interview. The top-ranked A/E firm, identified through the interview process, will be contacted for a second meeting with the purpose of answering any remaining questions and negotiating a fee level and an agreement acceptable to the Select Board and the A/E firm. The Select Board retains the option of opening the second envelopes of the lower-ranked firms. The opening of these second envelopes will occur only after the top candidate firm has been selected for the above negotiation. Should negotiations with this top-ranked firm fail for any reason the Select Board will contact the second-ranked firm (identified at the time of the interview and prior to the opening of their second envelope) to negotiate an acceptable agreement. This process will continue until an A/E firm is selected.

H. RIGHT OF REJECTION BY THE TOWN

Notwithstanding any other provisions of this RFP, the Town reserves the right to select the respondent that best meets the requirements of the RFP, and not necessarily to the lowest proposer. Further, the Town reserves the right, for any or no reason and in its sole and absolute discretion, to (1) amend, in whole or part this RFP, (2) withdraw or cancel this RFP, and (3) accept or reject any or all Proposals prior to execution of the contract for the Project for any or no reason and with no penalty to the Town.

I. NOTICE OF AWARD

The Town shall inform the Awardee that they have been selected by means of a Notice of Award issued by the Town. Neither the selection of a Proposer as the Awardee nor the issuance of a Notice of Award shall constitute a binding commitment on behalf of the Town to enter into any contract with the Awardee, as any binding arrangement must be set forth in definitive documentation negotiated between and signed by the Awardee and the Town.

J. CONTRACT NEGOTIATIONS

The Town intends to enter into contract negotiations with the firm or firms selected, who shall be required to enter into a written contract or contracts (hereinafter, the "Contract") with the Town in a form satisfactory to the Select Board.

The Town reserves the right to negotiate the terms and conditions of the Contract(s) with the selected Proposer(s), if any. These negotiations could include all aspects of services and fees. Neither the selection of a Proposer nor the negotiation of the Contract with such Proposer(s) shall constitute a binding commitment on behalf of the Town to enter into a Contract with such Proposer(s), as any binding arrangement must be set forth in the Contract signed by both parties and is subject to all requisite approvals.

The selected firm will be required to provide proof of liability, workers compensation and errors & omissions insurance to limits acceptable to the Town, with the Town listed as an Additional Insured on the liability coverages. Contracts will require that the firm indemnify and hold harmless the Town.

III. REQUIREMENTS

The awarding of the Contract shall go to the Proposer that best satisfies the requirements set forth in Subsections A and B herein below.

A. SCOPE OF SERVICES

Generally, the Scope of Services shall consist of providing the Town with alternatives for facilities in which the Administration, Tax Collector/Town Clerk, and Planning/Code Enforcement/Building Inspection Departments can most effectively and efficiently conduct the business of the Town. It is expected that the Awardee will work within the defined budget.

The Scope of Work shall include, but is not limited to, the following phases of work and tasks:

1. Conduct an organizational meeting with the Select Board.
2. Conduct a Preliminary Fact Finding Phase including a review of background information provided by the Town including site plans, existing building floor plans, and the various studies performed over the past several years: the 1989 Town Hall Energy Study (James L. Garvin, NHDHR), the 2007 Town Offices Needs Assessment (Sumner Davis Architects) and the 2009 Lee Town Center Study (Dennis Mires PA) which can be found on the Town's website leenh.org Also review the energy audit and associated documents developed by the Lee Energy Committee.
3. Meet with Departmental representatives to determine and catalogue existing services, personnel and equipment of the relevant Departments, and meet with various Boards, Committees, Commissions as directed by the Select Board to develop a set of project objectives.
4. Determine programmatic space needs for each department to provide the intended services for the foreseeable future.
5. Examine the facilities in which these departments are presently housed to determine adequacy to provide intended services. Highlight existing deficiencies at each facility, such as structural and utility condition, health/environmental concerns, available interior space, parking sufficiency, locational appropriateness. This analysis does not include a comprehensive examination of all building structural and utility components.
6. Examine whether each of the existing facilities can reasonably be altered to accommodate existing and future needs.

7. Examine whether alternative locations or configurations for each of these municipal functions would allow for better provision and efficiency of service to the community. This task should include service area analysis and examination of the potential for combined service facilities.
8. Information gleaned from the above tasks shall be incorporated into a Preliminary Fact Finding Phase Report for the purpose of developing and refining the project objectives and basis for alternatives ranking.
9. For recommended alternate locations, evaluate the existing conditions of the current Town Hall/Library site, Public Safety Complex and Stevens Field (Bales property,) plus all other Town-owned properties within ½ mile radius of the Town Center, including the Bricker Property, to determine the opportunities and constraints that the sites present (slopes, infrastructure, drainage, etc.) to future development or redevelopment while minimizing impact to environmental and historic resources and incorporating alternative energy, Smart Growth and LID design practices.
10. Provide an estimate/range of total project cost for each alternative scenario examined, to include hard and soft costs, financing, site preparation, demolition, etc.
11. Recommend the best course of action for the Town to pursue based on a ranking of each alternative to meet a set of project objectives developed as part the preliminary fact finding phase.
12. Based on input from the Town, provide additional examination, recommendations and detail work on site development alternatives.
13. Present ten (10) copies of a written report (and one electronic copy in PDF format) outlining all information, including addenda, and recommendations developed as part of this effort.
14. Meetings
 - a) Attend no less than four meetings with Town staff and other interested parties. These shall include: i) a kick-off meeting, ii) at least two progress meetings, and iii) a final presentation meeting.
 - b) Attend Select Board meetings as required by the Board to inform the members of Work progress and the status of the budget.
 - c) Make a presentation of the final alternatives analysis to the Select Board using presentation boards and PowerPoint presentation.
 - d) Provide minutes of all meetings to Town staff.

B. ~~WRITTEN~~ TECHNICAL PROPOSAL SUBMISSION ELEMENTS
Satisfactory Proposals shall be comprised of the following:

- 1) Narrative Response (to be included in the Proposal document near the beginning) shall include:
 - a) Service Summary: This should provide a description of the key points of your Proposal, specifically addressing why your firm is qualified to provide the services in connection with the Scope of Services of the Project. The email address, telephone number, and facsimile number of your Proposal's contact person(s) must be included in your cover letter.
 - b) Qualifications: Provide background information on your firm, including but not limited to:
 - i) business overview
 - ii) the age of the business
 - iii) names, addresses and position of all persons having a financial interest in the company
 - iv) state of formation (as applicable)
 - v) the number of employees
 - vi) summary of relevant accomplishments, particularly those involving services similar to those required for the Project
 - vii) any other information that will permit the Town to determine capability of respondent to meet all contractual requirements
 - c) Resumes: Please provide resumes of the individuals who would comprise your operational team, the principal-in-charge, and the project manager. Describe only the people who would actually work on the Town's account. Specify the role each would play, as well as what backup coverage would be available in time of conflicting engagements.
 - d) A list of any sub-contractors who may be used to perform the Work.
 - e) Additional information that you believe pertinent to the Town's requirements. (Please include your company/team internet links to websites.)
 - f) A list describing the hourly fee rate for each project team member.
- 2) References: Names, titles, addresses and phone numbers of key contacts for five (5) customers, particularly those for whom the respondent has undertaken projects similar to the Work. If possible, please supply at least two (2) contacts for references within New Hampshire.
- 3) Identify all adverse determinations against your firm, or its employees or persons acting on its behalf, with respect to actions, proceedings, claims or complaints concerning violations of federal, state or municipal equal

opportunity laws or regulations.

- 4) Organizational Chart: Please illustrate the relationship(s) of the individuals and firms to each other that would comprise your operational team, principal-in-charge, project manager, and sub-consultants on an organizational chart.
- 5) Conflicts of Interest:
 - a) Please disclose:
 - i) Any material financial relationships that your firm or any firm employee has that may create a conflict of interest or the appearance of a conflict of interest in contracting with or representing the Town.
 - ii) Any family relationship that any employee of your firm has with a member, employee, or official of the Town that may create a conflict of interest or the appearance of a conflict of interest in contracting with or representing the Town.
 - iii) Any other matter that your firm believes may create a conflict of interest or the appearance of a conflict of interest in contracting with or representing the Town.

C. COST PROPOSAL SUBMISSION REQUIREMENTS

1. Provide ~~a breakdown of information pertaining to~~ fees ~~or~~ and costs, including the fully burdened billable hourly rates charged for the services of employees of the firm. In addition to being organized pursuant to an employee roster, fees and costs should be listed for out-of-pocket expenses.
2. Provide a proposed cost to deliver the Scope of Services required to complete the Work, **including the preparation of the Needs Assessment Report.**

IV. ADDITIONAL CONDITIONS AND INFORMATION

- 1) All materials submitted in response to this RFP will become the property of the Town.
- 2) The Town reserves the right to conduct discussions with, and to request additional information from, one or more respondents. No respondent shall have any rights against the Town as a result of such discussions.
- 3) The Town reserves the right to negotiate separately with any source whatsoever.
- 4) The Town reserves the right to waive any irregularity in any Proposal received or any other aspect of this solicitation.
- 5) Respondents are advised that with respect to this RFP, no contact with the

Town personnel in any way related to this solicitation is permitted, except as shall be authorized by the employee designated herein as the Town's contact person as identified in Section II.E hereof.

- 6) Each Proposal prepared in response to this RFP will be prepared solely at the cost and expense of the respondent with the express understanding that there will be no claim whatsoever for reimbursement from the Town.
- 7) Submission of a Proposal in response to this RFP shall constitute an offer on the part of the successful respondent to become the Awardee, and to enter into a contract to undertake or complete the Project.
- 8) News releases or other public announcements relating to this RFP shall not be made by any party receiving this RFP without the prior written approval of the Town.
- 9) The Town and its respective officials and employees make no representation or warranty and assume no responsibility for the accuracy of the information set forth in this RFP provided by others. Further, the Town does not warrant nor make any representations as to the quality, content, accuracy or completeness of the information, text, graphics, links or other facet of this RFP once it has been downloaded or printed from this or any server, and hereby disclaims any liability for technical errors or difficulties of any nature that may arise in connection with the Webpage on which this RFP is posted, or in connection with any other electronic medium utilized by respondents or potential respondents in connection with or otherwise related to the RFP.
- 10) Proposals submitted to the Town in response to this RFP may be disclosed in accordance with RSA 91-A. A respondent submitting a Proposal may provide in writing, at the time of its submission, a detailed description of the specific information contained in its submission which it has determined is a trade secret and which, if disclosed, would substantially harm such respondent's competitive position. This characterization shall not be determinative, but will be considered by the Town when evaluating the applicability of any exemptions in response to a request made per RSA 91-A.

(END OF DOCUMENT)



TOWN of LEE
7 MAST RD, LEE, NH 03861
(603) 659-5414

Office Use Only
Meeting Date: [Click here to enter a date.](#) 12/8/14
Agenda Item No. [Click here to enter number.](#) 5

BOARD OF SELECTMEN
MEETING AGENDA REQUEST
12/8/2014

Agenda Item Title: RFP results for a hydraulic study and conceptual plan for two culvert replacements.

Requested By: Randy Stevens

Date: 12/2/2014

Contact Information: Randy Stevens rstevens@leenh.org

Presented By: Randy Stevens, Highway Supervisor

Description: Discussion of RFP results for a hydraulic study and conceptual plan for a culvert on Packers Falls Rd.(5'dia.) and a culvert on Tuttle Rd(6'dia.). this being a first step in the planning and engineering of the eventual replacement of the culverts.

Financial Details: The funding to come from the Expendable Highway and Bridge Trust Fund. Both of these culverts are included in the CIP. Current blance in the CRF is \$236,253.49

Legal Authority NH RSA 35:1 c; WA 11- March 2011

Legal Opinion: Enter a summary; attach copy of the actual opinion

REQUESTED ACTION OR RECOMMENDATIONS:

Motion: Move to authorize the Highway Supervisor to enter into an agreement with _____ to provide engineering services for the hydraulic study and conceptual plan for the replacement of the Tuttle Rd culvert at Beaver Creek and the Packers Falls culvert at Chesley Brook. – or table the matter until the next BOS meeting when additional requested information can be provided.

RFP Results for a Hydraulic Study and Conceptual Plan for Culvert Replacements on Tuttle Rd and Packers Falls Rd

| | Farwell | CMA | Right Angle | Hoyle Tanner |
|--------------------------------|-------------------|-------------------|--------------------|---------------------|
| HYD Study Tuttle Rd | \$1,100.00 | \$1,300.00 | \$1,080.00 | \$3,390.00 |
| Conceptual Plan Tuttle | \$1,320.00 | \$2,300.00 | \$2,250.00 | \$2,210.00 |
| Hyd Study Packers Falls Rd | \$1,100.00 | \$1,000.00 | \$1,080.00 | \$2,775.00 |
| Conceptual Plan Packers Falls | \$1,320.00 | \$2,200.00 | \$2,250.00 | \$2,210.00 |
| Other Expenses | | | \$300.00 | |
| Total for Both Culverts | \$4,840.00 | \$6,800.00 | \$6,960.00 | \$10,585.00 |

TOWN OF LEE, NH

REQUEST FOR PROPOSAL (RFP)

PROFESSIONAL ENGINEERING SERVICES

Hydraulic Study and Conceptual Plan for Two Culvert Replacements

OBJECTIVE OF THIS RFP

The Town of Lee, New Hampshire is soliciting proposals for a hydraulic study and conceptual plan as a first step in the process of replacing two rusted elliptical steel culverts as listed below. The end objective is to have options for acceptable replacement structures, a budget estimate for engineering and construction costs for the replacement of the two structures, and a task schedule that outlines the next steps.

PROJECT DESCRIPTION

Tuttle Road Culvert Replacement – The existing culvert is a steel six foot (59x81) diameter elliptical pipe which replaced a four foot diameter concrete pipe in 1983. This is an unnamed stream which feeds into the Lamprey River (a designated Wild and Scenic River and in the NH Rivers Management and Protection Program) within one hundred feet of the outlet of the culvert. Tuttle Road does flood over at this location but is primarily due to backflow from the Lamprey River during severe flood events such as the floods of 2006 & 2007. No damage resulted to the structure or the road during the flooding. The existing pipe has holes rusted through at the inlet invert (see attached picture).

Packers Falls Road Culvert Replacement – The existing culvert is a steel five and ½ foot (49x84) diameter elliptical pipe. This pipe replaced a four foot diameter concrete culvert as well. Chesley Brook, sometimes referred to as Fisher Brook, passes through this culvert and empties into the Oyster River (a designated river in the NH Rivers Management and Protection Program) a short distance below the outlet. Packers Falls Road flooded over very briefly at this location during the 2007 flood but not the 2006 flood. Minor erosion occurred at the edge of the road on the outlet end of the pipe when the road flooded over. The invert of the pipe is quite rusted but has not rusted through at this time.

SCOPE of WORK

The Town of Lee is anticipating that the successful engineering firm will provide the following scope:

1. Perform a full hydraulic study of the watershed of each culvert, per NHDES regulations for stream crossing. Evaluate the effects of increasing the water way opening against flooding potential on downstream properties and roadways.
2. Determine the best replacement structure, taking into consideration functionality, cost, affordability, design life, and stream crossing rules.
3. Provide a conceptual plan for each of the two replacement culverts showing the general proposed design. The plan should include the existing road and culvert as well as the proposed culvert/bridge with location, type and sizes.
4. Provide a preliminary (budget) figure for related engineering cost as well as estimated construction cost for each of the two replacement culverts.
5. This proposal does not include a survey of the areas, wetland permits, final design, or construction engineering. These will come under a separate RFP at a later time.

QUALIFICATIONS

It is expected that all engineering firms or individuals submitting proposals will have substantial experience dealing with these types of culvert replacements. It is also expected that individuals or firms

will have past positive experience dealing with DES, the Natural Heritage Bureau, NH Fish & Game, and the designated river commissions.

Include a statement of qualifications of sufficient detail to allow the Town to adequately assess your ability to perform the work described.

All firms or individuals submitting proposals shall meet the Town's current Insurance Requirements (see attached).

Requirements

The deadline for proposals is 12:01 pm Tuesday November 25th, 2014. Proposals will be accepted at the Town of Lee Town Hall at 7 Mast Rd, Lee, NH 03861 until such time.

Please include a price for the following:

Hydraulic study for the Tuttle Rd Culvert Replacement - _____

Conceptual Plan/Cost estimate for the Tuttle Rd Culvert Replacement _____

Hydraulic study for the Packers Falls Culvert Replacement _____

Conceptual Plan/Cost estimate for the Packers Falls Rd Culvert Replacement _____

The Town of Lee reserves the right to reject any and all proposals in whole or in part or to waive any irregularity if it is determined to be in the best interest of the Town of Lee.

Any questions or request for site visits may be directed to Randy Stevens, Highway Supervisor @ 603-659-3207 or rstevens@leenh.org

**Town of Lee, NH
INSURANCE REQUIREMENTS**

Insurance shall be in such form as will protect the Contractor from all claims and liabilities for damages for bodily injury, including accidental death, and for property damage, which may arise from operations performed for the Town of Lee whether such operation be by himself or by anyone directly or indirectly employed by him.

For the services of an architect, engineer, surveyor or any other industry professional, all such professionals, in addition to the general and automobile liability coverage described above, shall carry professional liability insurance with minimum limits of \$1,000,000 per occurrence and \$2,000,000 aggregate. Such professionals shall name the Town of Lee and its officials, agents, volunteers and employees as an additional insured on the general and automobile liability coverage by certificate and amendatory endorsement.

AMOUNT OF INSURANCE

A) Comprehensive General Liability:

Bodily injury or Property Damage - \$1,000,000
Per occurrence and general aggregate

B) Automobile and Truck Liability:

Bodily Injury or Property Damage - \$1,000,000
Per occurrence and general aggregate

Coverage requirements can be met with excess policies. Additionally, the Contractor shall purchase and maintain the following types of insurance:

A) Full Workers Comprehensive Insurance coverage for all people employed by the Contractor to perform work for the Town of Lee. This insurance shall at a minimum meet the requirements of the most current laws of the State of New Hampshire.

B) Contractual Liability Insurance coverage in the amounts specified above under Comprehensive General Liability.

C) Product and Completed Operations coverage to be included in the amounts specified above under Comprehensive General Liability.

ADDITIONAL INSURED

All liability policies (including any excess policies used to meet coverage requirements) shall include naming the Town of Lee, New Hampshire as an Additional Insured.

- 1) The contractor's insurance shall be primary in the event of a loss.
- 2) Town of Lee shall be listed as a Certificate Holder. The Town shall be identified as follows:

Town of Lee
Attn: Town Administrator
7 Mast Rd
Lee, NH 03861

Packers Falls Rd Culvert – 5-1/2 ' dia. squashed (49x64) steel culvert resting on bottom. Within a few hundred feet of the Oyster River (a designated river). Endangered species. Overtopped briefly during the 2007 flood. Inlet pictures on top. Outlet pictures below.



Tuttle Rd culvert – Squashed 6' dia. steel culvert rusting on bottom especially at inlet. Within one hundred feet of the Lamprey River (designated river). Unknown endangered species. Inlet pictures on top. Outlet pictures on bottom.





Rusted holes in the invert of the Tuttle Rd Culvert



265 Wadleigh Falls Road Lee, NH 03861 Ph(603)292-5787
WWW.FARWELLENGINEERING.COM

November 21, 2014

Lee Selectmen
7 Mast Road
Lee, NH 03861

**Re: Hydraulic Study & Conceptual Plan
Culvert Replacement
Tuttle Rd and Packers Falls Rd
#1423**

Dear Selectmen:

Farwell Engineering Services, LLC (FES) received a copy of the Request For Proposal "Hydraulic Study and Conceptual Plan for Two Culvert Replacements". Thank you for the opportunity to provide you with this proposal. The following is my understanding of your request.

There are two culverts (Packers Falls Rd and Tuttle Rd) that are in need of replacement. As part of the process you will need a hydraulic study for permitting purposes as well as sizing and modeling purposes for the replacement of these culverts. There are several options for replacement of the culverts. The culverts could be replaced with open bottom culverts, reinforced concrete pipe (RCP) plastic culverts (HDPE) or corrugated metal pipe (CMP). The town would like to have a review of the options taking a look at cost, functionality, design life and stream crossing rules (this will play a part in the permitting process). The town will request a second proposal for permitting at a later date.

This proposal will set forth the Scope of Services, Schedule of Work, and Fees for this project.

SCOPE OF SERVICES

Task 1 – Hydraulic Study

FES will perform a hydraulic study for the watershed of the two (2) culvert locations. FES will utilize USGS information to determine the watershed size and utilize Hydrocadd stormwater modeling software to determine flows to the culvert. This report will be stamped by a licensed engineer in the state of NH.

Task 2 – Replacement Structure Options Report

FES will provide a report that will look at the replacement options for the two culverts. This will take into account cost and functionality for the life of the replacement. The report will look at precast open bottom culvert and HDPE culvert and reinforced concrete culvert as well as any other options the town wishes to review. The selected replacement option will include a sketch of the replacement. Cost will be provided in the report for construction, engineering and permitting.

COMPENSATION

Farwell Engineering Services, LLC will provide the two tasks as specified on a not to exceed basis. If additional plans or studies are required FES will provide you with a cost estimate prior to performing additional work. I will work to provide the best outcome for you while letting you know where we stand on the budget. The cost per task is broken down below.

- | | |
|--|---------------|
| • Task 1 Hydraulic Study | \$2200 |
| • Tuttle Road | \$1100 |
| • Packers Falls Rd | \$1100 |
| • Task 2 Replacement Structure Options Report | \$2640 |
| • This includes concept plan and cost | |
| • estimate for each site a at a cost of \$1320 | |
| • Total | \$4840 |

Engineering services will be billed at the following hourly rates:

- Principal/Project Engineer \$110/hr

Insurance:

FES upon acceptance of this proposal will provide proof of insurance as required by the town.

EXPENSES

The following is a list of typical expenses.

| | |
|-------------|-----------------------------------|
| Plan copies | \$3.50/ sheet |
| Mileage – | \$0.60/mile |
| Mailing | Mailing of plans \$5 up to 12 oz. |
| Mylar | \$25/sheet |

AUTHORIZATION

This Proposal, consisting of three (3) pages, shall represent the entire understanding between **Town of Lee** and Farwell Engineering Services, LLC in respect to the project. If satisfactory to you, please sign both copies of the proposal, return one copy to this office, and retain one copy for your files. This proposal shall remain valid for a period of Thirty (30) days. This proposal may only be modified in writing, signed by both parties. Verbal authorization shall be obtained prior to proceeding with work.

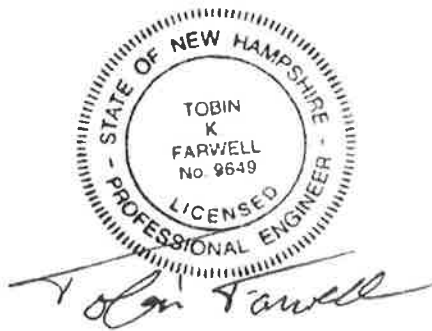
SCHEDULE

FES will initiate work within 2 weeks from the authorization to proceed.

Please give me a call if you want to discuss your project in anyway. We appreciate the opportunity to provide you with this proposal and look forward to working with you. Please contact me directly if you have any questions or require any additional information.

Sincerely,

FARWELL ENGINEERING SERVICES, LLC



Tobin Farwell, P.E.
Principal

1460.pro.doc

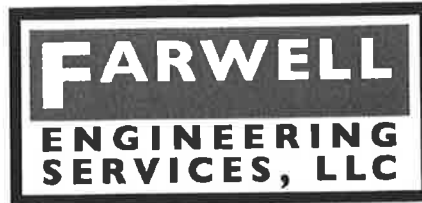
Accepted this _____ day of _____, 2014.

TOWN OF LEE

By: _____

Printed Name: _____

Title: _____



265 Wadleigh Falls Road Lee, NH 03861 Ph(603)292-5787
WWW.FARWELLENGINEERING.COM

TOBIN K. FARWELL, P.E.

Education:

Bachelor of Science in Civil Engineering, University of New Hampshire, Durham, NH

Professional Registrations

Professional Engineer: New Hampshire, Massachusetts and Maine
Licensed Subsurface Disposal System Designer: New Hampshire
Certified Septic System Evaluator: New Hampshire
Surveyor in Training, New Hampshire

Professional Affiliations

Granite State Designers and Installers

Experience:

Twenty years of experience working in the engineering field including, land planning, road design, erosion control, storm water management and structural design and consulting. Extensive work on projects in Massachusetts and New Hampshire. Provides engineering and consulting services for residential and commercial development.

| | |
|--|------------------------|
| Farwell Engineering Services Lee, New Hampshire Principal | 2005 to Present |
| Altus Engineering Inc. Portsmouth, New Hampshire | 2003 to 2005 |
| Maquire Group, Inc. Portsmouth, New Hampshire | 2002 to 2003 |
| Cuoco & Cormier Portsmouth, New Hampshire | 1999 to 2002 |
| F. Robert Bell Anchorage, Alaska | 1997 to 1999 |
| Underwood Engineers, Inc. Portsmouth, New Hampshire | 1996 to 1997 |
| Hoyle Tanner and Assoc. Inc. Bedford, New Hampshire | 1993 to 1996 |

Project Related Experience:

Fernald Lumber- Nottingham NH:

Project involved the permitting for the replacement of an existing bridge to access Lumber yard. The bridge spanned North River a Tier 3 River Crossing. FES provided plans and permitted the project in a timely manner. Owner Mr. Jim Fernald.

Hampstead School District:

Designed and permitted a secondary access to the school. Project involved filling 8,000 sf of wetlands.

References:

James Fernald

Cell Phone 312-1037

Owner of S&J Transportation:

FES provided a commercial site plan for S&J Transportation in Lee NH. The project included an Alteration of Terrain permit, wetlands permitting and design of 1500 feet of roads for the site.

James Daley

603-817-6400

Town of Hampstead

FES provided drainage improvement plans and details for the Hampstead Fire Department.

Mr. Jon Worthen

235-4505

TOWN OF LEE, NEW HAMPSHIRE

QUALIFICATIONS AND PROPOSAL ENGINEERING SERVICES FOR CULVERT REPLACEMENTS AT

TUTTLE ROAD AND PACKERS FALLS ROAD



Presented to:
Town of Lee



Highway Department
Lee, NH 03861

Presented by:
CMA Engineers, Inc.

CMA
ENGINEERS

35 Bow Street
Portsmouth, NH 03801
(603) 431-6196

November 25, 2014



November 25, 2014

Mr. Randy Stevens
Road Agent and Highway Supervisor
Town of Lee Town Hall
7 Mast Rd Lee, NH 03861

CMA ENGINEERS, INC.
CIVIL/ENVIRONMENTAL ENGINEERS

35 Bow Street
Portsmouth, New Hampshire
03801-3819

Phone: 603/431-6196
Fax: 603/431-5376

E-mail: info@cmaengineers.com
Web Site: www.cmaengineers.com

**Re: Hydraulic Studies for Culvert Replacements – Tuttle Road and Packers Falls Road Culverts
CMA # P-2557**

Dear Randy:

CMA Engineers, Inc. is pleased to submit our proposal for hydraulic studies and conceptual plans for the culvert that carries an un-named brook under Tuttle Road and the culvert that carries Chesley Brook under Packers Falls Road. We have taken an opportunity to review the project background and site conditions in detail. On the basis of this review and our experience in the permitting and design of numerous hydraulically sensitive culvert replacement projects in the region and throughout New Hampshire, we have prepared the attached proposal and qualifications statement.

CMA Engineers is a civil and environmental consulting engineering firm based in Portsmouth that specializes in supporting municipalities in the creative development of public works projects. We have an established record of responsive services in the planning, permitting, design, and construction of a wide range of projects, including bridges and culvert structures. Over recent years, we have designed and administered construction of numerous culvert and bridge replacements that fully meet current NHDES wetlands, shoreland protection, and stream crossing regulations.

The culvert replacements at Tuttle Road and Packers Falls Road will require innovative design that balances flood control and long-term structural adequacy with 'footprint' structure replacements and effective permitting with state and federal agencies. Given the similarities of the two culvert structures, we can provide efficiencies to the Town in design of the replacement structures.

CMA Engineers team members have experience on multiple projects in these complex watersheds in nearby Durham, Nottingham, and Madbury. In addition, our team has completed several successful projects throughout New Hampshire with multiple projects in each community: Exeter, Salem, Epsom, Loudon, Kingston, and New Durham. Our team is prepared to provide Lee with targeted and comprehensive services to replace both culverts with cost-effective, easily maintained, and environmentally appropriate structures that meet the Town's long-term needs.

We would welcome the opportunity to review our approach, ideas and range of available services with you in greater detail. We appreciate the opportunity to propose to be of assistance to the Town of Lee. If you have any questions or need additional information, please feel free to contact us.

Very truly yours,

CMA ENGINEERS, INC.

William A. Straub, P.E.
Principal

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- ◆ Municipal Experience and Commitment
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SECTION 1

Project Understanding and Approach

Project Understanding - Existing Conditions

This proposal addresses hydraulic analyses and conceptual layout of two culverts in response to the Town's Request for Qualifications. The two culverts are at the following locations: Un-named stream crossing at Tuttle Road and the Chesley Brook (a.k.a. Fisher Brook) crossing at Packers Falls Road. CMA Engineers has performed detailed site reconnaissance with Town staff, we have developed a firm understanding of the existing conditions, and we understand the Town's goals for these sites.

Tuttle Road

Tuttle Road is a north-south connector road between North River Road (NH Route 155) and Wadleigh Falls Road (NH Route 152). The road runs generally parallel to the Lamprey River to the east. The project area is within a straight section of the road downstream of a span over the Little River just upstream of its confluence with the Lamprey River.

The existing culvert was installed in 1983, and it consists of a corrugated metal pipe (CMP) arch culvert with

approximate dimensions of 81-inches wide by 59-inches high. The CMP culvert is showing signs of significant deterioration from the normal water line of the pipe down to the invert. This culvert is a high priority because the long term stability of the culvert is questionable.



A large wetland complex providing flood storage during large storm events exists immediately upstream of the Tuttle Road crossing. The Lamprey River is approximately 300 feet downstream of the culvert, and a timber snowmobile trail bridge is downstream between Tuttle Road and the brook's confluence with the Lamprey River. During large storm events (i.e. the 2006 and 2007 storm events), the Lamprey River water elevation was anecdotally observed to overtop Tuttle Road by approximately 18 inches. In the past, the Town has raised the road to minimize overtopping to the extent possible. When Tuttle Road

overtops at this location, it creates a significant detour for local residents and commuting traffic. The detour may be compounded if Wadleigh Falls Road (NH Route 152) also overtops. Based on site reconnaissance, it would be difficult to raise Tuttle Road above its current profile grade without significant roadway approach improvements.



Packers Falls Road

The Packers Falls Road crossing of Chesley Brook is on a curved section of the road close to the intersection with Mast Road (NH Route 155A). The roadway runs north to south through the project area with overhead utilities located on the downstream side of the culvert. An active water quality sampling system is in place at the site, monitored by UNH, with collection locations immediately upstream and downstream of the culvert.

The existing crossing is 30 to 40 years old, and it consists of a corrugated metal pipe (CMP) arch culvert with approximate dimensions of 84-inches wide by 49-inches high. The culvert crosses normal to the road, re-routing the natural alignment of the brook, which is skewed approximately 45° to the road. Similar to the Tuttle Road culvert, this CMP culvert is showing signs of corrosion from the normal water line of the pipe down to the invert.

A large wetland complex exists immediately upstream of the crossing, providing stormwater storage during large storm events. An overgrown channel that flows into the Oyster River approximately 1,000 feet downstream of the road crossing. The fire department has a dry hydrant at the culvert outlet on the southeast corner of the CMP.

The Town anecdotally reports the crossing only overtopped the road once, for a short duration during the 2007 storm, and the culvert is generally considered not to be a hydraulic restriction. Of note is the velocity of Chesley Brook in this section of the stream, which significantly increases through the culvert.

Scope of Services

Hydrology and Hydraulic (H&H) Analysis

As part of the design process, a complete hydrologis analysis of each contributing watershed and a hydraulic analysis of each culvert crossing will be completed.

USGS StreamStats is a useful online application often used to generate the order of magnitude of a culvert's contributing watershed and approximate flow rates for various storm events. The software is

appropriate for use in determining a starting point for proposed culvert sizes. A more detailed evaluation using conventional stormwater modeling techniques is necessary to reflect actual and/or observed conditions such as storage areas and ponds within a watershed that may be omitted in StreamStats due to the broad assumptions the program makes.

To properly size a replacement structure for each site, Autodesk’s Storm and Sanitary software program will be used for USDA Soil Conservation Service (SCS) TR-20 runoff hydrograph calculation methods and SCS TR-55 time of concentration calculation methods. Characteristics of the watershed will be confirmed and input into Storm and Sanitary using the available aerial mapping and topographic information for the Town of Lee that is publically available on NH Granit.

Permitting Review

NHDES currently classifies stream crossings in its rules based on the watershed size for permitting purposes. For reference, a Tier 2 crossing is a crossing with a watershed area between 200 and 640 acres and a Tier 3 crossing is a watershed of more than 640 acres. Both Tier 2 and 3 crossings have to meet certain minimum requirements, including provisions for natural channel bottom and appropriate width. Tier 3 crossings have additional permitting requirements compared to Tier 2 crossings. Modifications to Tier 3 crossings are automatically classified as Major impacts for permitting purposes. Watershed characteristics and classifications are summarized in Table 1 below.

Table 1: Watershed Summary - USGS StreamStats, and NHDES Classification

| Location | Watershed (ac) | 50-yr Storm | 100-yr Storm | Tier |
|--------------------|----------------|-------------|--------------|------|
| Tuttle Road | 1125 | 227 | 279 | 3 |
| Packers Falls Road | 1000 | 156 | 194 | 3 |

As is shown in the table both crossings are ‘Tier 3’ and each will require a Major wetlands permit.

Conceptual Design and Cost Estimate

Based on the H&H Analysis, the required hydraulic area and configuration of the opening will be determined at both sites and used as the basis to develop options for culvert replacement at each location.

Replacement culvert options will likely include:

- A larger CMP culvert;
- A precast concrete box culvert; or
- A precast concrete rigid frame on cast-in-place foundations.

Upon completion of the conceptual layout, a cost estimate will be generated to provide the Town with a total project cost to be used for budgeting purposes.

Project Schedule:

We understand that the Town desires the work to be complete in early 2015. CMA Engineers will work with the Town to develop a schedule that meets the Town’s needs.

Fee Proposal

Engineering fees will be assessed on the basis of CMA Engineers, Inc. standard rates. Engineering staff are invoiced at the rate of salary cost (wage rate plus 35% to cover statutory and customary fringe benefits) times a factor of 2.45. Principal's time is invoiced at the lesser rates of \$140 for William Straub, P.E. Subconsultants will be invoiced at cost times 1.15. Expenses are invoiced at cost plus 10%. Mileage will be billed at the prevailing IRS rate. CADD computer time is invoiced at \$9/hour.

Based on our assessment of each project site as outlined above, and the assumptions made below, CMA Engineers proposes to provide the services described in this proposal for estimated fee of \$6,950.

The distribution of these engineering costs is presented below:

Tuttle Road Culvert

Hydraulic Study: \$1,300

Conceptual Plan/Estimate: \$2,300

Packers Falls Road Culvert

Hydraulic Study: \$1,000

Conceptual Plan/Estimate: \$2,200

CMA Engineers makes the following proposal assumptions:

- Existing conditions survey, wetlands delineation, and geotechnical investigation are not included in this phase of the project. Hydraulic analysis and conceptual culvert sizing will be completed using LIDAR data available through NH GRANIT.

CMA Engineers welcomes the opportunity, if desired by the Town, to discuss specific scope items in further detail to modify our fee proposal based on such discussions and negotiations.

SECTION 2

CMA Engineers Highlighted Project Experience

Municipal Experience and Commitment

CMA Engineers, Inc., with offices in Portsmouth and Manchester, NH, and Portland, ME has significant experience working on behalf of municipalities in New Hampshire to provide a wide range of services including project planning, project evaluations, public participation/planning, design, coordination with regulatory agencies, and construction administration. The depth, diversity, and strength of the CMA Engineers team allows us to be responsive to the full range of project needs. CMA Engineers is recognized by the State of New Hampshire Department of Transportation on their list of Eligible Consulting Engineers. The firm is also listed on the Roster of Pre-Qualified Consulting Engineers maintained by the State of New Hampshire Department of Environmental Services (DES). Since the company was founded in 1988, CMA has provided professional engineering services to more than 100 communities in New Hampshire.

One reason for our continued success is our ability to match our expertise to our clients' needs and do so efficiently and economically, leveraging our own expertise with other professionals to provide targeted and attentive service.

CMA Engineers has over 25 engineers and supporting staff. We have 16 New Hampshire licensed professional engineers, many of whom also hold licenses in other New England states. In addition, we have several engineers on the licensure track, and technicians on staff. We also have two NH licensed professional geologists. The majority of our technical staff has also earned advanced degrees in various engineering disciplines to further their depth of expertise and understanding within their prime areas of interest.

The firm's principals and staff, and members of the project team have completed a wide range of projects that encompass the areas of service to support the Town of Lee, including:

- *Highways & Streets / Streetscapes*
- *Stormwater and Drainage Design*
- *Bridge and Structural Design*
- *Environmental Permitting*
- *Right-of-Way/Legal Support*
- *Construction Phase Services*

Project Team and Client Service

As described below, CMA Engineers has assembled a comprehensive project team for this project. Our project manager and supporting project engineers have strong capabilities resulting in significant multi-disciplinary depth on our team. Some of the key elements of our team structure are as follows:

- ✓ Project teams are established for each assignment, and projects are closely managed to assure all requirements are met. The CMA Engineers project manager works with the client to establish clear expectations of the work to be completed, schedules, and required effort and these are reflected in agreements with the client.
- ✓ Client responsiveness and service are the cornerstones of CMA Engineers commitment. We work closely with municipal public works officials, administrative staff, and elected officials to coordinate technical work with other project elements, including funding agency requirements, regulatory matters, and the municipal process.
- ✓ The firm has experienced staff including principals, project managers, project engineers and support staff, with breadth and overlapping capabilities. At any given time the firm serves on a number of projects for many different clients, and meets the needs of all clients.
- ✓ CMA Engineers also works with a range of specialists as sub-consultants to leverage the capabilities of our core engineering team. Examples include landscape architects, traffic specialists, surveyors, wetlands scientists, as well as legal consultants and financial specialists that may be necessary to provide complete and comprehensive service on projects. Our relationships with these firms and individuals is well established; the result of teaming on numerous previous projects.
- ✓ CMA Engineers has consistently met the needs of our municipal clients on all project assignments since the firm's inception in 1988.

Ability to Perform

The CMA Engineers team has consistently performed to meet and exceed the clients' expectations for schedule, budget, responsiveness and quality of design, effectiveness of contract documents, and continuous representation during construction to ensure ultimate compliance with the intended design goals. The total capabilities of the proposed team will provide for complete, responsive, and targeted service to the Town of Lee on this project. CMA Engineers has provided successful and responsive engineering for numerous municipalities in the completion of roadway, sidewalk and streetscape reconstruction projects. These have included projects in dense urban areas as well as rural areas addressing a wide range of issues, including roadway widening, drainage, wetlands impacts, right-of-way, and other issues. Each has been completed with proper coordination of community stakeholders, including municipal staff, elected officials, project abutters, and neighbors.

Budget and Schedule Controls

As the project progresses beyond the conceptual phase, CMA Engineers will work with the Town to refine the proposed scope of each culvert project as the basis for establishing a detailed work plan for each site that the Project Manager and staff can follow to manage the progress of work and project budget.

Using this information together with a detailed knowledge of project requirements, the Project Manager and Principal-in-Charge make project decisions to meet project milestones and budgets. We recognize that conditions may arise during a project that can affect project requirements. We monitor closely for factors that can result in such conditions, and work closely with the client to manage overall project progress and decision-making to keep the project focused and successful. Each phase of the work will be prosecuted to achieve project objectives, including:

- The Project Manager will direct the day-to-day activities of assigned staff. This direction will assure that progress is maintained and project goals are met. Goals include achieving technical responsiveness and creativity, and meeting the project schedule, within the project budget.
- The Project Manager tracks the progress of work to assure that the entire project is completed and meets client's expectations including quality, schedule, and budget. The project manager will receive weekly internal project management information from our firm's integrated accounting system regarding time and resources used, and to effectively manage the efforts and schedule to meet or exceed the City's expectations.
- On a monthly basis, invoices are prepared which summarize the work completed and remaining work in established formats to provide our client with an understanding of project progress, budget, and schedule.
- CMA Engineers recognizes that conditions may arise during a project that can affect project requirements. We monitor closely for factors that can result in such conditions, and work closely with the client to manage overall project progress and decision-making to keep the project focused and successful.
- ***Schedules, budgets, and client needs are met, with:***
 - ✓ Continuous teamwork with the client
 - ✓ Maintenance of project budget controls
 - ✓ Coordination with funding agencies
 - ✓ Coordination with regulatory agencies
 - ✓ Adherence to project schedule
 - ✓ Excellence in design and contract documents
 - ✓ Quality oversight/project documentation
 - ✓ Adherence to project goals and objectives

Quality Control and Constructability Reviews

Quality assurance and control is a key commitment of CMA Engineers. To assure quality, we provide:

- Active principal-level oversight is included with each project;
- A collaborative approach to every project is incorporated internally at CMA Engineers, promoting creative and innovative engineering while assuring sound and solid technical approaches; and
- Independent review by a senior staff member (who is not involved in the day-to-day project development) is completed at key points before designs are completed and bid, adding a level of scrutiny and quality assurance to CMA Engineers' designs

CMA Engineers has designed over \$180 million in constructed projects in the 26 years we have been in practice. We have had no regulatory actions or judgments against our firm, have had no unresolved construction contract disputes, and have had no disputes or claims on our insurance (general or professional liability) in the history of the firm.

Relevant and Similar Experience

Included below are project sheets, including key staff that participated in each project and client references, for relevant and similar projects demonstrating CMA Engineers' experience. Firm profiles and project experience for our individual team members are also included to demonstrate the diversity and depth of our project team's experience.

Project:

Multiple Bridge and Culvert Structure Replacements Durham, NH

CMA Engineers assisted the Town of Durham in all, or part, of the permitting, design, bidding, and construction services for the replacement of the Beards Creek crossing of Coe Drive, Longmarsh Brook crossing of Longmarsh Road, and the conceptual phase for multiple crossings on Bennett Road.

The bridge and culvert replacements included in these projects, include:

- Coe Drive – 10-foot wide by 6-foot high precast concrete box culvert (Completed)
- Longmarsh Road – 30-foot wide by 6-foot high precast concrete bridge (Design Phase)
- Bennett Road – Various box culverts or corrugated metal pipe culverts (Planning Phase)

In all locations, the culverts' capacities were inadequate to handle runoff generated from high intensity storm events resulting in hazardous roadway crossings and detours.



Owner:

Town of New Durham, NH

Engineering Services:

- **Planning**
- **Design**
- **Bidding**
- **Construction Administration**
- **Resident Services**

Period of Service:

- **2010-Present**

Key Personnel:

- **William Straub, P.E.**
Principal
- **Jason Gallant, P.E.**
Structural Engineer
- **Joshua Bouchard, P.E.**
Project Engineer

Project Construction Cost:

- **\$284,623 (Coe Drive)**

Project Contact:

April Talon, P.E.
Town Engineer
Town of Durham
(603) 868-5578

Project:

Norris Brook Drainage Evaluations and Culvert Crossings Exeter, NH

CMA Engineers planned, designed, permitted, and provided construction services for the replacement and rehabilitation of two major culvert structures carrying Norris Brook to the tidal Squamscott River in Exeter. Complete hydrologic assessments of the watershed supported the design. Tidal flooding occurs, leading to unique hydraulic analyses. The culverts on Water Street and the Swasey Parkway bound the park, and the streets are major arterials in Exeter. Both culverts had structurally degraded and single lanes of traffic were established, severely limiting access in this area of town. The Water Street culvert was fairly conventional, while the Swasey Parkway culvert has historic granite headwalls and training walls that are maintained. The culvert replacements were sequenced under a traffic control plan. Permits were received, and the project bid in early 2012, and construction completed that year. The project included reconstruction of 800 feet of Water Street to adjust elevations above peak tide levels.



Owner:

Town of Exeter, NH

Engineering Services:

- **Hydraulic Analysis**
- **Permitting**
- **Design**
- **Bidding**
- **Construction Administration**
- **Resident Services**

Period of Service:

- **2011-2012**

Key Personnel:

- **William Straub, P.E.**
Principal
- **Jason Gallant, P.E.**
Structural
- **Joshua Bouchard, P.E.**
Project Engineer

Project Construction Cost:

- **\$550,000**

Project Contact:

Jennifer Perry, P.E.
Public Works Director
Town of Exeter
(603) 773-6157

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Project:

Multiple Bridge and Culvert Structure Replacements Kingston, NH

CMA Engineers assisted the Town of Kingston in the preparation of a Hazard Mitigation Grant Program Application and then the full permitting, design, bidding, and construction services for the replacement of stream crossings under various roads in town.

The bridge and culvert replacements included in these projects, include:

- New Boston Road - 20-foot wide by 6-foot high precast concrete bridge (State Aid Bridge funds)
- Ball Road – 10-foot wide by 4-foot high, 7-foot wide by 3-foot high, and a 10-foot wide by 5-foot high, all precast concrete box culverts
- Great Pond Road - 12-foot wide by 3-foot high precast concrete box culvert
- Mill Road - 7-foot wide by 3-foot high precast concrete box culvert
- North Road - 10-foot wide by 5-foot high precast concrete box culvert (awaiting funding approval)

In all five locations, the culverts' capacities were inadequate to handle runoff generated from high intensity storm events resulting in hazardous roadway crossings and detours.



Owner:

Town of Kingston, NH

Engineering Services:

- **Secure FEMA Grant**
- **Design**
- **Bidding**
- **Construction Administration**
- **Resident Services**

Period of Service:

- **2008-Present**

Key Personnel:

- **William Straub, P.E.**
Principal
- **Joshua Bouchard, P.E.**
Project Engineer

Project Construction Cost:

- **\$980,000**

Project Contact:

Rich St. Hilaire
Road Agent
Town of Kingston
(603) 765-4371

Project:

New Boston Road over Powwow River Kingston, NH

CMA Engineers designed and provided construction administration for the replacement of the "red-listed" bridge (NH DOT Bridge #116/113) located in Kingston, NH on New Boston Road over the Powwow River. The original crossing consisted of badly deteriorated twin 9.5' x 5.5' corrugated metal pipe (CMP) arch culverts which were exhibiting severe rust and section loss at the water line.

Associated work included replacing the two CMP culverts with a single precast concrete box structure (20'w x 7'h) with a baffled/stone-filled invert (one foot below flow line), reconstruction of approximately 225 feet of roadway approaches, and installation of new guardrail. Additional associated efforts involved permitting, right-of-way services, utility coordination, and public facilitation to complete a fast track project. This project was completed in 2009.



Owner:

Town of Kingston, NH

Engineering Services:

- **Planning**
- **NH DOT/State and Bridge (SAB) Program**
- **Bridge/Roadway Design**
- **Public Facilitation**
- **Utility Coordination**
- **Permitting/Federal Funding**
- **Bidding & Construction Administration**
- **Resident Services**

Period of Service:

- **2007-2009**

Key Personnel/Subconsultants:

- **William Straub, P.E.**
Principal
- **Joshua Bouchard, P.E.**
Project Engineer
- **John Kareckas, CET**
Inspection Project

Construction Cost:

- **\$360,000**

Project Contact:

Richard St. Hilaire
Road Agent
Town of Kingston
(603) 642-3342

Project:

Multiple Bridge and Culvert Structure Replacements New Durham, NH

CMA Engineers assisted the Town of New Durham in the preparation of a Hazard Mitigation Grant Program Application and then the full permitting, design, bidding, and construction services for the replacement of the entire drainage network that flows into the Ela River and Old Route 11 drainage crossing.

Five bridge and culvert structure replacements were included in this project, including:

- Two separate pre-cast culvert structures 7-foot by 4-foot on Old Bay and Tash Roads.
- A 12-foot bridge on Old Bay Road.
- A 6-foot by 6-foot box structure on Birch Gill Road.
- A 72-inch aluminum squash culvert added to an existing concrete bridge at Old Route 11.

In all five locations, the culverts' capacities were inadequate to handle runoff generated from high intensity storm events resulting in hazardous roadway crossings and detours.



Owner:

Town of New Durham, NH

Engineering Services:

- **Secure FEMA Grant**
- **Design**
- **Bidding**
- **Construction Administration**
- **Resident Services**

Period of Service:

- **2008-2010**

Key Personnel:

- **William Straub, P.E.**
Principal
- **Joshua Bouchard, P.E.**
Project Engineer

Project Construction Cost:

- **\$370,000**

Project Contact:

Mike Clark
Highway Superintendent
Town of New Durham
(603) 859-8000

Project:

Davis Crossing Bridge Replacement New Durham, NH

CMA Engineers secured the FEMA Grant funds for the Town, completed the design, permitting, bidding, construction administration, and resident engineering for the replacement of chronically failing culvert structures over the Ela River. The existing twin 60-inch CMP culverts on Davis Crossing Road had insufficient capacity, and were in structural failure. Replacement included an 18 foot span, 6-foot high by 61-foot long bridge, constructed from precast concrete box culvert units. Reconstruction of roadway either side, including a minor intersection was part of the project. The project included installation of precast concrete headwalls, reconstruction of the paved roadway, and installation of guardrail and slope protection. Innovative methods of incorporating simulated river rock bottom were used to gain NHDES wetlands permit approval.



Owner:

Town of New Durham, NH

Engineering Services:

- **Secure FEMA Grant**
- **Design**
- **Bidding**
- **Construction Administration**
- **Resident Services**

Period of Service:

- **2008-2009**

Key Personnel:

- **William Straub, P.E.**
Project Manager
- **Josh Bouchard, P.E.**
Project Engineer

Project Construction Cost:

- **\$350,000**

Project Contact:

Mike Clark
Highway Superintendent
Town of New Durham
(603) 859-8000

Project:

Bridge Repair and Bridge Replacement Program Salem, NH

While in previous employment, Jason Gallant was the Project Manager and Engineer of Record for the Town of Salem under the NHDOT Municipally-Managed Project Program. The project induced design and construction of multiple interconnected culvert and bridge structures within the environmentally challenging Spicket River and Policy Brook watersheds. The phased contract includes interim repairs at three structures and the full replacement of seven structures over a five-year period.



Owner:

Town of Salem, NH

Engineering Services:

- **Planning**
- **NHDOT Municipally Managed Bridge Aid Program**
- **Design**
- **Public Facilitation**
- **Utility Coordination**
- **Permitting/Federal Funding**
- **Bidding & Construction Administration**
- **Resident Engineering Services**

Period of Service:

- **2006-2010**

Key Personnel/Subconsultants:

- **Jason Gallant, P.E.**
Project Manager

Project Construction Cost:

- **\$3.03 million**

Project Contact:

Robert E. Puff, Jr., P.E.
Director of Engineering
Town of Salem
(603) 890-2033

CMA ENGINEERS' CORE CAPABILITIES

Civil and Structural Engineering **BRIDGE AND CULVERT ENGINEERING**



New Durham, NH
Davis Crossing Road over Ela River

- ◆ Feasibility Studies and Planning
- ◆ Project Estimating
- ◆ Funding Assistance (NHDOT, NHOEM, and FEMA)
- ◆ Geotechnical Evaluation Program
- ◆ Hydrologic / Hydraulic Evaluations
- ◆ Permitting, including wetlands and NEPA documentation
- ◆ Detailed Design, including Highway, Civil, Utilities, structural, hydraulics
- ◆ Project Specifications
- ◆ Bidding
- ◆ Contract Administration
- ◆ Resident Engineering Services

Civil and Site Engineering **ROADWAY/TRANSPORTATION ENGINEERING**



Portsmouth, NH Lower Court
Street Reconstruction

- ◆ Roadway Intersection Design
- ◆ Bicycle and Pedestrian Facilities
- ◆ Drainage Analysis & Design
- ◆ Urban Reconstruction
- ◆ Streetscape Design
- ◆ Rural Roadway Design
- ◆ Utility Design & Relocation
- ◆ DOT Coordination & Planning
- ◆ Pavement Engineering & Management
- ◆ Construction Administration & Resident Engineering

Environmental Engineering **WATER SUPPLY AND WASTEWATER ENGINEERING**



Lebanon, NH Wastewater
Treatment Plant

- ◆ Comprehensive Master Planning
- ◆ Groundwater/Surface Water Source Development
- ◆ Distribution System Analysis & Design
- ◆ Storage Facility Design & Wastewater Quality Studies
- ◆ Sanitary Sewer Systems & Pumping Stations
- ◆ Combined Sewer Overflow (CSO) Studies
- ◆ Municipal Treatment Facility Evaluation & Design
- ◆ Industrial Pretreatment Plans & Designs
- ◆ Sludge Management & Discharge Permitting
- ◆ Septic Tank/Leachfield Systems
- ◆ Impact Fee Analysis

Environmental Engineering **SOLID WASTE MANAGEMENT** *(Landfills, Transfer Stations, Recycling Facilities, Management & Procurement, Waste-to-Energy Facilities, and Composting Facilities)*



Franklin, NH Ash Residue Landfill

- ◆ Site Evaluation/ Development
- ◆ Permitting & Design
- ◆ Gas Management & Utilization
- ◆ Leachate Collection & Treatment
- ◆ Landfill Closures/Remedial Action
- ◆ Special Waste Characterization
- ◆ Regulatory Compliance Assessments
- ◆ Community Relations
- ◆ Construction Services

CMA ENGINEERS' CORE CAPABILITIES

Civil and Site Engineering **MUNICIPAL SERVICES**



New Castle, NH

- ◆ Construction Administration & Resident Engineering
- ◆ Planning Board & Zoning Reviews
- ◆ Engineering Review of Plans/Proposals
- ◆ Grant & Loan Assistance
- ◆ EPA/Phase II/MS4 Stormwater Permitting
- ◆ Utility Design

Environmental Engineering **STORMWATER MANAGEMENT**



*Stormwater Evaluation and Verification Facility,
University of New Hampshire, Durham, NH*

- ◆ Hydrologic Analysis
- ◆ Design of Culverts/Bridges
- ◆ Low Impact Design & BMPs
- ◆ Detention/Retention Pond Design
- ◆ State, Local and Federal Permitting
- ◆ Assistance in Preparation of FEMA Grants

Civil and Site Engineering **PARKS AND ATHLETIC FACILITIES**



Nashua, NH Roussel Park

- ◆ Feasibility Studies
- ◆ Site Evaluation and Planning
- ◆ Permitting
- ◆ Environmental Assessments & Site Re-Use
- ◆ Design and Construction Services

GEOTECHNICAL ENGINEERING



Claremont, NH Sugar River Drive

- ◆ Subsurface Exploration & Analysis
- ◆ Geotechnical Evaluations – Foundations & Retaining Walls
- ◆ Earthwork/Embankment Design
- ◆ Slope Stability
- ◆ Containment Structures

CMA ENGINEERS' CORE CAPABILITIES

CONSTRUCTION SERVICES



Merrimack, NH Transfer Station

- ◆ Contract Documents and Specifications
- ◆ Bidding Assistance
- ◆ Contract Administration
- ◆ Owner Representation
- ◆ Resident Engineering
- ◆ Inspections
- ◆ Quality Assurance Programs
- ◆ Coordination of Materials Testing

Civil and Site Engineering

SITE DESIGN AND BUILDING PROJECT MANAGEMENT



Nashua, NH Transit Garage

- ◆ Site Layout & Design
- ◆ Site Access and Traffic
- ◆ Utility Planning & Design
- ◆ Development Feasibility & Impact Studies
- ◆ NHDOT Drive Permits
- ◆ Drainage Planning & Design
- ◆ Coordination of Disciplines for Building Design
- ◆ Road & Parking Area Planning & Design
- ◆ Planning & Zoning Board Approvals
- ◆ State & Local Permitting

Environmental Engineering

ENVIRONMENTAL EVALUATION & ENGINEERING



Littleton, NH

- ◆ Site Investigations and Contaminant Characterization
- ◆ Remedial Action Plans
- ◆ Re-Use and Brownfields Projects
- ◆ Groundwater Management Zones
- ◆ Storm Water Pollution Prevention Plans
- ◆ Spill Prevention Plans
- ◆ Waste Characterization and Beneficial Use
- ◆ Odor Control Plans

DESIGN/BUILD MANAGEMENT



*Nashua, NH Holman Stadium
Reconstruction*

- ◆ Project Scoping
- ◆ Conceptual Design
- ◆ Preparation of Design/Build Contract Documents
- ◆ Engineering Review
- ◆ Design/Build Contract Administration

*Langer Place
55 South Commercial Street
Manchester, NH 03101
Tel: (603) 627-0708
Fax: (603) 627-0746*

*35 Bow Street
Portsmouth, NH 03801
Tel: (603) 431-6196
Fax: (603) 431-5376*

*Ten Free Street
Portland, Maine 04101-4865
(207) 541-4223
Fax: (207) 541-4225*

www.cmaengineers.com

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SECTION 3

Project Team

Project Team

CMA Engineers has assembled a fully capable project team to develop conceptual plans and cost estimates for replacement of the Packers Falls Road and Tuttle Road culverts.

Our proposed Project Manager, Joshua Bouchard, has a particularly strong background in drainage design projects. The members of the project team are as indicated in the organizational chart, and the roles and backgrounds of key team members are described below. Full resumes are included in the Appendix.

Principal-In-Charge

William A. Straub, P.E., PG is Vice President of CMA Engineers and has over 30 years' experience in a wide range of civil and environmental engineering projects for municipalities across New Hampshire. As Principal-in-Charge, Mr. Straub will coordinate with Mr. Bouchard to ensure that project requirements and City's needs are being met and that the required resources of the firm are provided. He has served in this role on all of CMA Engineers work in Claremont over the last 10 years. Mr. Straub has a Bachelor's Degree in Civil Engineering from the University of New Hampshire and a Master's Degree in Engineering from Dartmouth College and is licensed in NH, VT, ME, and MA and was presented the Engineer of the Year Award by the New Hampshire Engineering Societies in 2006.

Project Manager

Joshua W. Bouchard, P.E. is a project engineer with over 12 years' experience as a civil engineer. His project experience includes planning, design, and construction administration on a broad range of roadway, general civil, and structural projects including designs for municipal projects in Exeter, Kingston, Nottingham, Colebrook, Claremont, Alton, New Durham, and Rochester. Mr. Bouchard will be the Town's point of contact for all aspects of each project through the conceptual, preliminary, and final design stages. Mr. Bouchard has a Bachelor's Degree in Civil Engineering from the University of New Hampshire and is a licensed professional engineer in New Hampshire.

Senior Technical Review

Jason L. Gallant, P.E. has 18 years' experience in structural engineering with a focus on design and construction of bridges. Jason has effectively managed the design and construction of a number of bridge projects in New Hampshire, Maine, and Massachusetts. Relevant experience in the past five years includes multiple projects for the towns of Waterville Valley, Concord, Gilsum, Madbury and Exeter, as well as past projects in Lebanon, Epsom, Salem, and Dover. Jason has managed significant bridge rehabilitation and replacement projects for NHDOT, MaineDOT, and Massachusetts DOT. Mr. Gallant has a Bachelor's Degree in Civil Engineering from the University of New Hampshire and a Master's Degree with a focus on Structural Engineering from Northeastern University. He is a licensed professional engineer in all six New England states and Pennsylvania.

Project Engineer

Liam B. Kalloch, EIT is a Project Engineer one year of professional experience. Since joining CMA Engineers in 2013, he has been involved in the design, analysis, rating, and detailing of a wide range of municipal and DOT owned bridges. Mr. Kalloch received a BS and MS in Civil Engineering from the University of New Hampshire and is licensed as an engineer-in-training.

Additional CMA Engineers staff, as needed, will be added to the project team as each project develops and other technical specialties are needed to complete the work.

SECTION 4

Resumes of Key Staff

William A. Straub, P.E., P.G.
Principal/Project Manager

EXPERTISE

- Civil/Roadway/Drainage
- Wastewater Management
- Environmental Assessments
- Planning Board Reviews
- Solid Waste Management

EDUCATION

- BS Civil Engineering (1978) -
University of New Hampshire
(UNH) – Summa Cum Laude
- MS Civil Engineering (1980) –
Dartmouth College, Thayer
School of Engineering

PROFESSIONAL REGISTRATIONS

Professional Engineer:

- New Hampshire
- Maine
- Vermont
- Massachusetts

EXPERIENCE

Consulting: 33 years

PROFESSIONAL AFFILIATIONS

- ASCE-NH Section
- ACEC-NH (Past President)
- NHSPE (Past President)
- NH QBS Coalition (Co-Chair)
- Solid Waste Association of North
America

AWARDS

NH Engineer of the Year (2006)

CIVIC ACTIVITIES:

- South Berwick Planning Board
- UNH Dean's Advisory Committee
College of Engineering and
Physical Sciences

PROFESSIONAL PROFILE

Mr. Straub is a civil and environmental engineer with over 30 years experience in consulting engineering. Project experience includes roadway, drainage, municipal streetscape, water supply and distribution, wastewater management, and solid waste management projects. Mr. Straub has been involved in all aspects of project development, including planning studies and feasibility assessments, regulatory permitting, design and construction.

As principal of CMA Engineers and project manager, Mr. Straub is responsible for projects involving individual communities as well as intermunicipal and regional projects. He has significant experience in the public participation process during the planning and implementation of projects. In this role, he has worked closely with Boards of Selectmen, City Councils, Districts, and other groups commonly involved in the development of public projects. He has played central roles in many public meetings and hearings. Mr. Straub has also presented numerous papers at regional and national public works and technical conferences. In addition to engineering project management roles, Mr. Straub coordinates the technical staff of CMA Engineers, and is responsible for project development.

REPRESENTATIVE ROADWAY AND CULVERT PROJECTS

Morgan Way/US Route 4 Intersection Improvements, Durham, NH

Principal and senior engineer for the design and construction administration for Morgan Way/US Route 4 Intersection Improvements which included preliminary, final design and permitting for intersection improvements associated with a high-accident location along an historic route. The project was NHDOT-funded, through the *Municipally-Managed* program and funded with State Aid Highway funds. It included all aspects of design development, construction administration and environmental permitting, utility coordination, complete right-of-way services and public participation. The project involves adding a left-turn lane into an existing development along with approximately 1,100 feet of roadway widening and drainage improvements. Scope includes traffic and sight distance evaluations, historical resource coordination and resolution of horizontal and vertical alignment issues while holding grades to adjacent sensitive properties. The project was constructed in 2011.

Route 130 (Ash Street) Sidewalk Project, Hollis, NH

Principal and senior engineer for the design and construction administration for this NHDOT Transportation Enhancement (TE) project which involved the design and construction administration for a new sidewalk in the heart of Hollis' Historic District. This *Municipally-Managed* project begins at the intersection with Silver Lake Road ("Four Corners") and extends 1,800 feet to Broad Street. Work included complete survey, design, historic resource coordination, public participation, and construction administration all in conformance with NHDOT's requirements. The project was constructed in 2011.

South Entrance Multi-Use Path (Grafton Drive/NH Route 33), Portsmouth, NH

Principal for the design and construction administration for a 1.8-mile long Multi-Use Path within the Pease International Tradeport. The project is being funded through the NHDOT's Transportation Enhancement (TE) Program as a *Municipally-Managed* project. CMA Engineers' duties include all aspects of planning, permitting, and design as well as coordination with NHDOT and the resource agencies for work along NH Route 33 and wetland impacts requiring a separate wetland mitigation package. The project originated out of a desire to provide for an improved southern multi-modal connection to the Commerce Park, Exit 3 Park and Ride Facility (Grafton Road) and the Town of Greenland via Portsmouth Avenue. The first part of the project included reconstruction of the intersection at Corporate and Grafton drives, and was completed with local funding in 2013. The rest of the project has been designed/permited, and is scheduled for bidding and construction in late 2013 and into 2014.

Salmon Falls Road Improvements, Rochester, NH

Principal and senior engineer for the design and construction administration for the Salmon Falls Road Improvements preliminary corridor study and safety audit for purposes of defining a multi-year program and funding needs for ultimate reconstruction of a 5.9 mile section of this rural and urban arterial. Engineering included involved final design and environmental permitting for the initial build contracts through historic neighborhoods with difficult physical controls. Design elements include traffic data collection and analysis, signal modifications, utility coordination and public utility infrastructure replacement, public facilitation, and resolution of vertical and horizontal geometry in order to address known safety, maintenance and drainage issues. The project initiated with a corridor-wide safety audit, utility needs assessment, traffic data collection and analysis and the development of conceptual roadway layouts that were broken into logical contracts and prioritized for future programming. The first phase of the project involved an intensive public participation process and presentations to City Council. Final design involved roadway and utility improvements for prioritized segments including intersection designs involving a modern roundabout and signalized intersections, resolution of vertical and horizontal alignments, drainage analysis and design, property owner coordination, public facilitation and utility coordination and permitting. Construction of the first segment was completed in 2013.

Tolend Road/Watson Road Reconstruction, Dover, NH

Principal and senior engineer for the design and construction administration for the Tolend Road/Watson Road Reconstruction which consisted of five miles of mixed rural roadway through established neighborhoods with tough physical controls. Scope items include setting design standards, completing a safety audit, resolution of vertical and horizontal alignments, drainage analysis and design, property owner coordination, public facilitation and utility coordination. Other facets involved permitting including a significant mitigation package associated with the wetland permit as well as Comprehensive Shoreland Protection and Alteration of Terrain Permits. Construction is underway and planned to be completed in 2014.

Culvert and Bridge Replacements – Numerous Communities

Principal and project manager for culvert and small bridge replacement projects throughout New Hampshire. Many used FEMA's Hazard Mitigation Grant Program Application and other FEMA programs for major culvert and bridge replacements. Projects have included bridge structures with 20 foot or larger spans and with significant associated roadway improvements, to smaller pre-cast box culvert structures. All have met current stream crossing regulations as well as applicable ASHTO and state DOT standards. Completed 15 projects in 5 communities through completed construction, representing over \$3M in constructed value. The culvert and bridge projects have been completed in the following communities: New Durham (Six projects); Kingston (Four projects); Colebrook (One project); Claremont (One project); Alton (Three projects). Engineering has included completing the FEMA Applications and assistance in administering the grant process, preliminary and final design, permitting, bidding, and representation during construction.

Joshua W. Bouchard, P.E.
Project Engineer

EXPERTISE

- Highway/Roadway Design
- Utility Coordination
- Project & Client Management
- Public Facilitation

EDUCATION

- BS Civil Engineering (2002) -
University of New Hampshire

PROFESSIONAL REGISTRATIONS/CERTS.

Professional Engineer:

- New Hampshire
- NHDOT LPA Certified (2012)

EXPERIENCE

Consulting: 11 years

PROFESSIONAL AFFILIATIONS

- NHSPE
- ASCE

CIVIC ACTIVITIES:

- State Director on the NHSPE
Board
- Barrington Volunteer Firefighter

PROFESSIONAL PROFILE

Mr. Bouchard is a civil engineer with eleven years' experience. He joined CMA Engineers, Inc. in July 2005 as a Project Engineer. Project experience includes planning, design, and construction administration of projects in the municipal and private sectors. As a Project Engineer, Mr. Bouchard is responsible for working in project teams for completion of projects from initial conceptual planning to design, permitting, bidding and construction of projects.

REPRESENTATIVE PROJECTS

Salmon Falls Road Improvements, Rochester, NH: Project and Resident Engineer for the design and construction of reconstruction a 2,200 foot segment of rural arterial roadway. The project included full reconstruction of the roadway including adjustments to horizontal and vertical alignments, full sub-base replacement, shoulder widening, closed drainage, sewer and water services, sidewalks, driveways, and side roads and required property owner coordination, public facilitation, and utility coordination and permitting. Construction was completed in 2013, ahead of schedule and under the \$1.7M construction budget. Positive feedback was received from residents, praising the project's execution, final condition, and good communication throughout construction.

Tolend Road Reconstruction, Dover, NH: Project Engineer for the reconstruction of 4.5 miles of roadway, installation of 3,180 linear feet of drain lines, new sidewalks, and roadside improvements. Responsible for the design of the roadway reconstruction and drainage system, and preparation of the design drawings and permit documents. The project is currently under construction.

Town Drainage Improvements, Kingston, NH: Project Engineer for the replacement of multiple deficient roadway drainage crossings for the Town of Kingston. Responsible for the drainage analysis, design of the new culvert, preparation of the design drawings and permit documents, compiling the Contract Documents and Technical Specifications, assisting the Town through the bidding process, and performing construction administration services.

Town Drainage Improvements, New Durham, NH: Project Engineer for the replacement of eight deficient roadway drainage crossings for the Town of New Durham. Responsible for the drainage analysis, design of the new culvert, preparation of the design drawings and permit documents, compiling the Contract Documents and Technical Specifications, assisting the Town through the bidding process, and performing construction administration services.

Swasey Parkway and Water Street Culvert Replacements, Exeter, NH: Project Engineer for the replacement of two deficient roadway drainage crossings for the Town of Exeter. Responsible for the drainage analysis, design of the new culvert, preparation of the design drawings and permit documents, compiling the Contract Documents and Technical Specifications, assisting the Town through the bidding process, and performing construction administration services.

Joshua W. Bouchard, P.E.
Page 2

Depot Street Culvert Replacement, Lancaster, NH: Project Engineer for the replacement of two deficient roadway drainage crossings for the Town of Lancaster that was funded through FEMA's Hazard Mitigation Grant Program (HMGP). Responsible for the preparation of the design drawings and permit documents, compiling the Contract Documents and Technical Specifications, and assisting the Town through the bidding process.

Winter Street: Road and Drainage Improvements, Claremont, NH: Project Engineer for the reconstruction of 4,250 linear feet of roadway, installation of 3,180 linear feet of drain lines, and roadside improvements. Responsible for the design of the roadway reconstruction and drainage system, preparation of the design drawings, compiling the Contract Documents and Technical Specifications, assisting the City through the bidding process, and performing construction administration services.

Jason L. Gallant, P.E.
Structural Engineer

EXPERTISE

- Structural Engineering
- Highway Infrastructure
- Marine Infrastructure
- Environmental Permitting
- Site Design

EDUCATION

- BS Civil Engineering (1996) - University of New Hampshire
- MS Civil Engineering (2000) - Northeastern University

PROFESSIONAL REGISTRATIONS

Professional Engineer:

- Connecticut
- Maine
- Massachusetts
- New Hampshire
- Pennsylvania
- Rhode Island
- Vermont

EXPERIENCE

Consulting: 18 years

PROFESSIONAL AFFILIATIONS

- American Society of Civil Engineers
- NH ASCE President – 2005-2006
- Structural Engineers of Maine
- American Council of Engineering Companies
- MaineDOT Joint Transportation Committee
- Chair, MaineDOT Subcommittee on Bridge Design
- MaineDOT Subcommittee on Alternate Project Delivery

CIVIC ACTIVITIES:

- Co-Chair, Kennebunk High School Building Committee
- Coach, Kennebunk Little League
- Leader, Cub Scouts, BSA

PROFESSIONAL PROFILE

Mr. Gallant has over 18 years of progressive structural engineering experience in design, analysis, construction, rehabilitation of bridges and other highway, railroad and building structures, with supplementary experience in marine infrastructure design, environmental permitting, and site design. He has developed a significant understanding of bridge and building design and construction standards throughout the northeast US and has successfully managed and contributed to the design of many bridge, commercial, residential, municipal, and institutional structures using reinforced concrete, prestressed concrete, structural steel, timber, and concrete masonry.

REPRESENTATIVE PROJECTS

Bridge Rehabilitation, Concord, NH

Project manager and engineer of record for design and construction phase services superstructure rehabilitation for the existing municipal bridge that carries Village Street over the Contoocook River in the Penacook Village of Concord. The bridge improvements are part of a comprehensive utility and streetscape improvement project. Improvements include deck evaluation and repairs, evaluation of the bridge bearings, expansion joint replacement, addition of bridge lighting, and addition of under bridge utilities.

Bridge Widening and New Pedestrian Bridge, Waterville Valley, NH

Senior Structural Engineer for design and construction phase services of a pedestrian bridge addition to an existing municipal bridge that carries West Branch Road over the Mad River and a new timber causeway adjacent to West Bank Road. The structures provide pedestrian connectivity to adjacent neighborhoods, an extensive network of Nordic skiing trails, as well as a utility crossing. The project is part of a comprehensive sewer extension project for the town.

Pedestrian Bridge Replacement, Waterville Valley, NH

Senior Structural Engineer for inspection and superstructure analysis for reuse of a 100-foot 'pony truss' bridge that was damaged in the floods resulting from Tropical Storm Irene. The project also included design of a 110' span replacement pedestrian bridge over the Mad River, which includes new substructure units, and a pre-engineered truss type superstructure.

Water Street and Swasey Parkway Culverts, Exeter, NH

Senior Structural Engineer for the planning, design, and construction phase services of the replacement of two culvert structures over Norris Brook in Exeter, NH. The Swasey Parkway structure includes historic mortar stone masonry retaining walls adjacent to the scenic Swampscott River. The walls will be shored and reconstructed under the project while the culverts are replaced with new precast box culverts to meet present day loading requirements.

Piscataquis River Bridge Design/Build Project, Howland, ME:

Project Manager for the tender design, final design, and construction phases for this \$11M project that carries US Route 116 over the Piscataquis River on behalf of Cianbro Corporation. The project design includes a new three-span 582' long bridge, retaining walls, 1,900' of roadway approach work, and removal of the existing three-span truss bridge.

I-93 Salem-Manchester Final Design, Salem & Windham, NH

Senior Structural Engineer for final design of Southern segment of the \$185 million reconstruction which includes widening of Interstate I-93 for approximately eight miles and the replacement of 19 bridges, from the Massachusetts border northerly through the towns of Salem and Windham. The design consists of expanding I-93 from existing two-lane facility to four-lanes and upgrade of interchanges at exit 1, 2 and 3. The expansion shall also take into account the potential for a future light rail line. Construction started in the spring of 2006 including a modified Design-Build approach on some structures.

Route 8 over B&M Railroad and Hoosic River, North Adams, MA

Project Manager for MassDOT for the design of the \$22.3 million rehabilitation of the 14-span Hadley Overpass. Design challenges on this project included phased superstructure replacement and substructure rehabilitation, rehabilitation of an historic truss span, temporary parking, access to the adjacent businesses, constructability with respect to the adjacent buildings in close proximity, coordinating construction of the bridge with the Railroad, handicap access, and maintenance of traffic through and around the constrained project site.

Route I-91 NB & SB over East Street, Easthampton, MA

Project manager for the construction phase of this \$13 million project for MassDOT to replace the twin structures carrying Interstate 91 over East Street in Easthampton, MA. Originally built in 1963, these urban interstate highway bridges had been carrying 52,000 vehicles, on average per day, along this important north-south connector in western Massachusetts. With advanced deterioration and chloride levels up to 10 times acceptable levels, these important structures had come to an end of their expected service life. The replacement bridges consisted of two 3-span continuous structures having a total length of 252 feet for the northbound bridge and 284 feet for the southbound bridge. Each bridge was constructed with 5-foot deep steel plate girders composite with a reinforced concrete deck. Due to the heavy volume of traffic on a daily basis, the construction of these interstate highway bridges were staged to maintain two lanes traffic in each direction at all times.

MA Route 146/Route 20 Interchange Project (Mass Pike Exit 10A), Millbury, Massachusetts

Structural engineer for the replacement of Route 20 over Route 146, the Blackstone River, Bikeway, P&W Railroad, and Effluent Canal. A new seven-span curved steel box girder bridge consisting of two continuous spans totaling 1,020 feet on pile-supported abutments and drilled shaft piers was constructed on a new profile and alignment to improve roadway geometry. The work also consisted of preparation of plans and specifications for the demolition of three existing bridges.

I-93 Viaduct/Central Artery, Boston, Massachusetts C19B1

Structural Engineer for the design of a 1,200-foot, two-level temporary viaduct required to carry I-93 traffic during removal of the existing and construction of the new I-93 for northern section of the Central Artery/Tunnel project in Boston, Massachusetts. The work also included the reconstruction and widening of the existing two-level viaduct to accommodate realignment of I-93 while maintaining traffic on the existing structure.

Bridge Repair and Bridge Replacement Program, Salem, NH

Project Manager for the Town of Salem under the NHDOT Municipally-Managed Project Program. The project included design and construction of multiple interconnected culvert and bridge structures within the environmentally challenging Spicket River and Policy Brook watersheds. The phased contract included interim repairs at three structures and the full replacement of six structures over a five-year period.

Liam B. Kalloch, E.I.T.
Project Engineer

EXPERTISE

- Structural Engineering

EDUCATION

- BS Civil Engineering (2012)
 - University of New Hampshire
- MS Civil Engineering (2013)
 - University of New Hampshire

PROFESSIONAL REGISTRATIONS

Engineer in Training (NH)

PROFESSIONAL PROFILE

Mr. Kalloch has an educational background in civil engineering and a focus in structural engineering. His graduate research included comparative analysis of code prescribed and field measured application of live loads to bridge members. He joined CMA Engineers, Inc. in September 2013 as a Project Engineer. Since then he has gained experience with construction administration, conceptual planning, analysis and design of structures, and the preparation of documents for bidding and construction.

REPRESENTATIVE PROJECTS

Bridge Rehabilitation, Concord, NH: Project Engineer for the construction phase services of the superstructure rehabilitation for the existing municipal bridge that carries Village Street over the Contoocook River in the Penacook Village of Concord. His duties during this project included construction administration and the preparation of a load rating report based on the existing and retrofit conditions of the structure.

Culvert Replacement Program, Durham, NH: Project Engineer for the planning and design phase services of the replacement of six culvert structures; one at Coe Drive, one at Longmarsh Road, and four along Bennett Road in the Lamprey and Oyster River watersheds in Durham, NH. Duties for this project included cost estimates for several alternatives and the development of plans for the conceptual design phase.

Dam Spillway Rehabilitation, Warwick, RI

Project Engineer for the rehabilitation of the upper and lower dam spillways at Cedar Pond near AIMCO Royal Crest housing complex in Warwick, RI. The existing low-hazard dam structures were damaged during significant floods in 2010. The project includes design, permitting, and detailing of embankment stabilization, repainting and concrete masonry repairs of the upper dam and a new concrete spillway at the lower dam.

City of Concord, NH Wastewater Treatment Facilities

Project Engineer for the design of modifications to two wastewater pumping stations, the evaluation of Concord's two wastewater treatment plants, and all eight of its wastewater pumping stations. The purpose of this work was to gather information to upgrade plans and scope for information on capital improvements for long term building, equipment, and site repair.

SECTION 5

References

We offer the following references who are familiar with CMA Engineers' past projects, performance and relative experience through working with various individual members of the CMA Engineers' Team:

| <i>Name</i> | <i>Title</i> | <i>Representing</i> | <i>Phone</i> | <i>Email</i> |
|--------------------|--------------------------|-----------------------|----------------|---|
| April Talon, P.E. | Town Engineer | Durham, NH | (603) 868-5578 | atalon@ci.durham.nh.us mailto:jperry@town.exeter.nh.us |
| Rich St. Hilaire | Road Agent | Kingston, NH | (603) 765-4371 | rdsthilaire@comcast.net |
| Kevin McKinnon | Director of Public Works | Colebrook, NH | (603) 237-8019 | kevincpw@myfairpoint.net |
| Peter Rice, P.E. | Director of Public Works | Portsmouth, NH | (603) 427-1530 | prrice@pw.cityofPortsmouth.com |
| Mark Decoteau | Town Manager | Waterville Valley, NH | (603) 236-7430 | wvmanager@watervillevalley.org |
| Peter Nourse, P.E. | Public Works Director | Rochester, NH | (603) 332-4096 | peter.nourse@rochesternh.net |



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/24/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| | | |
|---|---|------------------------------------|
| PRODUCER ACEC/MARSH 701 Market St., Ste. 1100 St. Louis, MO 63101 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 800-338-1391 | FAX (A/C, No): 888-621-3173 |
| E-MAIL ADDRESS: | | |
| INSURER(S) AFFORDING COVERAGE | | NAIC # |
| INSURER A : Hartford Insurance Company | | 22357 |
| INSURED CMA Engineers, Inc. 35 Bow Street Portsmouth, NH 03801 | INSURER B : | |
| | INSURER C : | |
| | INSURER D : | |
| | INSURER E : | |
| | INSURER F : | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL SUBR INSD WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
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| A | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER | X | 84SBWLT6259 PROFESSIONAL LIAB. EXCL. | 11/01/2014 | 11/01/2015 | EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$ |
| A | <input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS | X | 84UEGLL6092 | 11/01/2014 | 11/01/2015 | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| A | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000 | | 84SBWLT6259 | 11/01/2014 | 11/01/2015 | EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | Y/N <input type="checkbox"/> N/A | 84WBGZM3667 | 11/01/2014 | 11/01/2015 | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Town of Lee, NH is named as additional insured on the above referenced policies when required by written contract.

CERTIFICATE HOLDER

CANCELLATION

| | | |
|---|---------|--|
| Town of Lee Attn: Town Administrator 7 Mast Road Lee, NH 03861 | TOWNOFL | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. |
| | | AUTHORIZED REPRESENTATIVE <i>Jeff Conolly</i> |



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/24/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| PRODUCER Ames & Gough 859 Willard Street Suite 320 Quincy, MA 02169 | CONTACT NAME: PHONE (A/C No, Ext): (617) 328-6555 FAX (A/C, No): (617) 328-6888 E-MAIL: ADDRESS: | | | | | | | | | | | | | |
|--|--|-------------------------------|--------|-----------------------------------|-------|-------------|--|-------------|--|-------------|--|-------------|--|-------------|
| | <table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : RLI Insurance Company</td> <td>13056</td> </tr> <tr> <td>INSURER B :</td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table> | INSURER(S) AFFORDING COVERAGE | NAIC # | INSURER A : RLI Insurance Company | 13056 | INSURER B : | | INSURER C : | | INSURER D : | | INSURER E : | | INSURER F : |
| INSURER(S) AFFORDING COVERAGE | NAIC # | | | | | | | | | | | | | |
| INSURER A : RLI Insurance Company | 13056 | | | | | | | | | | | | | |
| INSURER B : | | | | | | | | | | | | | | |
| INSURER C : | | | | | | | | | | | | | | |
| INSURER D : | | | | | | | | | | | | | | |
| INSURER E : | | | | | | | | | | | | | | |
| INSURER F : | | | | | | | | | | | | | | |
| INSURED CMA Engineers, Inc. 35 Bow Street Portsmouth, NH 03801 | | | | | | | | | | | | | | |

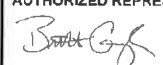
COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
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| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS | | | | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ |
| | UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$ | | | | | | EACH OCCURRENCE \$ AGGREGATE \$ |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | <input type="checkbox"/> Y / <input type="checkbox"/> N / A | | | | <input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$ |
| A | Prof Liability | | | RDP0014309 | 03/15/2014 | 03/15/2015 | Per Claim 2,000,000 |
| A | | | | RDP0014309 | 03/15/2014 | 03/15/2015 | Aggregate 2,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER **CANCELLATION**

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| Town of Lee, NH Attn: Town Manager 7 Mast Road Lee, NH 03861 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE  |
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PROPOSAL FOR PROFESSIONAL SERVICES

RIGHT ANGLE ENGINEERING, PLLC
324 Prescott Hill Road
Grafton, NH 03240
(603) 523-8800 Office
(603) 443-7815 Cell
(603) 523-8811 Fax
RightAngle@myfairpont.net

DATE: November 25, 2014

PROJECT: Hydraulic Study &
Conceptual Engineering Design
Bridge Crossings
Packers Falls Road over Chelsey Brook &
Tuttle Road over Beaver Brook
Lee, New Hampshire
RAE #14158

CLIENT CONTACT: Randy Stevens, Road Agent
Town of Lee
Highway Department
Recycling Center Road
Lee, NH 03861
603-659-6515 phone
rstevens@leenh.org

Dear Mr. Stevens,

This letter has been prepared to serve as a proposal for professional engineering services needed for the hydraulic studies and conceptual engineering for the of the culvert replacements of Packers Falls Road over Chelsey Brook and Tuttle Road over the Beaver Brook in the town of Lee.

PROJECT SCOPE

The existing crossings of Packers Falls Road over Chelsey Brook and Tuttle Road over the Beaver Brook consist of deteriorating galvanized steel culvert pipes. The Town of Lee is looking at options for their replacement.

The Packers Falls Road culvert is a 5 ½ foot diameter squashed steel culvert. It is located a few hundred feet of the Oyster River, which is a designated river. The Tuttle Road culvert is a squashed steel culvert that is 6 feet in diameter. It is located within 100 feet of the Lamprey River, which is a designated river. New Hampshire Fish and Game has noted that there are endangered species in the vicinity of each of these culverts.

The purpose of this project is to perform a study to determine the flows received and compile potential conceptual replacement options. The replacement design will be based on the flow capacity, accommodation for rare and endangered species, as well as the stream geometry, as the geomorphology of the waterways is an important component of design and the review for permitting with the New Hampshire Department of Environmental Resources (NHDES).

This work will include the compilation of a drainage report for your review. The drainage report will include calculations of the anticipated flows received at these crossings in the 25, 50, and 100 year storm events. The hydraulic studies would be a useful tool to use if grant funding will be solicited from the Federal Emergency Management Agency (FEMA), the United States Department of Agriculture (USDA) department of Housing and Urban Development (HUD), or other potential sources of monies.

economically efficient & environmentally sound engineering solutions

Right Angle Engineering, PLLC, will utilize the most recent published information available to compile this hydraulic study and conceptual design. General field measurements will be taken and used as well. This includes topographic maps available from the United State Geographic Survey (USGS), and soil data from the Natural Resource Conservation Service (NRCS) will be useful tools in preparing the conceptual design.

I will work with you to consider alternatives that will meet the objectives for each culvert replacement, while being conscientious of the cost, hydrologic conditions, and stream geomorphology. An engineer's opinion of probable cost (EOPC) will be compiled for the design options, so as to provide the Town of Lee with an anticipated budget for each replacement alternative. A variety of alternatives will be considered so that Right Angle Engineering can work with the Town to select and plan for the most practical and efficient culvert replacement.

A recommendation for a replacement will be made based on the following criteria:

- Project Cost;
- Hydraulic Capacity;
- Stream Geomorphology
- Compliance with the NHDES wetland rules; and
- Accommodation of endangered species at each site.

Coordination with the NH Fish and Game department at this preliminary level is recommended as they will have to agree that the proposed culvert replacement will not pose a risk to site area endangered species. This work will help with the wetland permitting process and help prevent design changes as the town progresses through the final design phase.

The scope of work does not include the engineering for the replacement, the compilation of the dredge and fill (i.e. wetlands) permit that will be required by the NHDES, or any detailed plan development (i.e. survey and wetland delineation). However, this work can be prepared later and used as part of the submission to the NHDES for the wetlands permit, if prepared by Right Angle Engineering, PLLC, and is a critical component for the bridge replacement design.

ABOUT RIGHT ANGLE ENGINEERING, PLLC

Right Angle Engineering, PLLC, is a single-person company providing civil engineering services for clients all across New Hampshire. Erin Darrow, P.E., is the owner and engineer that will be coordinating and performing the professional services for this project. She has been working as an engineering consultant for almost fifteen years and has owned Right Angle Engineering, PLLC, (formerly Darrow Civil Engineering, PLLC and Erin's Land Consulting Services), for the past eleven years.

Erin is an engineer licensed to practice in the state of New Hampshire and Vermont. Her specialty for licensure is in the field of Civil Engineering. She is also a qualified consultant with the NHDOT. She has variety of projects. Erin is also a Certified Professional in Erosion and Sediment Control (CPESC).

Erin has worked on numerous culvert and bridge repairs and replacements for both public and private entities all over New Hampshire. She has worked extensively on culvert design and repair projects from initial review to design, permitting, and construction. Right Angle Engineering, PLLC, has experience

dealing with the stream crossing rules, including Tier 3 alternative designs. Acquiring permits for the desired structure type is our specialty.

Right Angle Engineering, PLLC has been successful in acquiring dredge and fill permits for the design desired by their clients, with proper planning and preliminary engineering. I have extensive experience in permitting with the NHDES for complex dredge and fill permits, and have been 100% successful in procuring approvals for the desired design alternative.

COST ESTIMATE

The estimated cost of providing the scope of services as described above is \$6,960, and detailed in Table 1 below. This estimate is based on my hourly rate of \$90 per hour for engineer/design services and general expenses.

Every effort will be made to perform this job in the simplest manner possible; however, unanticipated changes may occur. If major changes in the scope of work are anticipated, I will communicate this to you as soon as possible.

TABLE 1 – ESTIMATED PROJECT COST

| DESCRIPTION | COST |
|---------------------------|--------------------|
| PACKERS FALLS ROAD | |
| Hydraulic Study | \$ 1,080.00 |
| Conceptual Plan/EOPC | \$ 2,250.00 |
| | \$ 3,330.00 |
| TUTTLE ROAD | |
| Hydraulic Study | \$ 1,080.00 |
| Conceptual Plan/EOPC | \$ 2,250.00 |
| | \$ 3,330.00 |
| GENERAL EXPENSES | |
| Postage, Copies, Mileage | \$ 300.00 |
| | \$ 300.00 |
| | \$ 6,960.00 |

CLIENT RESPONSIBILITIES

The client will provide all information about the site available, including deeds, plans, and other pertinent documents. The signing of this agreement grants Right Angle Engineering, PLLC, and their professional associates permission to access the site property.

All information that is currently available and that may become available to the client pertaining to the property undergoing assessment needs to be provided throughout the duration of the project. Payment is due within 30 days of invoice date. Balances left outstanding beyond 30 days are subject to a 1½% monthly (18% annual) interest rate.

The scope of services and therefore estimated project cost can be modified upon request if the Town would prefer to approach each culvert replacement individually.

Attachment A to this document contains the terms and conditions of this agreement.

SIGNATURE

Should the proposal be acceptable to you then this document can serve as an agreement once it has been signed and dated by all parties, and a retainer in the amount of \$1000 has been paid to Right Angle Engineering, PLLC. This contract is valid for signing through December 19, 2014.

Work will begin immediately upon signing of the contract. Please feel free to contact me with any comments or question. I look forward to working with you.

Sincerely,



Erin Darrow, P.E., President
for Right Angle Engineering, PLLC

11-25-2014

Date

Randy Stevens, Road Agent/Highway Supervisor
for Town of Lee

Date

ATTACHMENT A

TERMS & CONDITIONS OF THE PROPOSAL FOR PROFESSIONAL SERVICES

CLIENT: TOWN OF LEE, NH

CONCEPTUAL CIVIL ENGINEERING & HYDRAULIC STUDIES FOR CULVERT REPLACEMENTS

PACKERS FALLS ROAD & TUTTLE HILL ROAD

TOWN OF LEE NEW HAMPSHIRE

1. **Contract:** These Standard Provisions and the accompanying Proposal constitute the full and complete Agreement of the parties and may be amended, added to, superseded, or waived only if both parties agree in writing. It is contemplated that this Agreement may be superseded by an AIA Contract Document.

2. **Documents:** All reports, notes, drawings, specifications, data, calculations, and other documents prepared by Engineer ("Documents") are instruments of Engineer's services and shall remain Engineer's property. The Client agrees not to use the Documents for future additions or alterations to this Project or for other projects without Engineer's express written consent. Any unauthorized use of the Documents will be at the Client's sole risk and without liability to Engineer or its subconsultants. Accordingly, Client shall defend, indemnify, and hold harmless Engineer from and against any and all losses, claims, demands, liabilities, suits, actions, and damages whatsoever arising out of or resulting from such unauthorized use.

3. **Construction Phase Services:** When construction-phase services are included in the Agreement, Engineer will provide personnel to determine in general whether construction is proceeding in a manner consistent with the Documents. Engineer is not responsible for construction means, methods, techniques, sequencing or procedures, or for safety precautionary programs in connection with the Project.

In the event that Engineer's scope of services does not include design phase services, Engineer shall not be responsible for the accuracy, completeness or adequacy of the design. Under such circumstances, the Client agrees to defend, indemnify, and hold harmless Engineer from and against any and all losses, claims, demands, liabilities, suits, actions, and damages whatsoever arising out of or resulting from the design of the Project.

4. **Standard of Care:** Engineer and its subconsultants will exercise that degree of care and skill ordinarily exercised by similarly situated engineers and architects practicing under similar circumstances. Client agrees that services provided will be rendered without any warranty, express or implied. Engineer shall exercise usual and customary professional care in its efforts to comply with codes, regulations, laws rules, ordinances, and such other requirements in effect as of the date of execution of this Agreement.

5. **Opinion of Probable Costs:** When required as part of our services, Engineer will furnish opinions of probable cost but does not guarantee, warrant or represent the accuracy of such estimates. Opinions of probable cost prepared by Engineer hereunder will be made on the basis of Engineer's experience and qualification and will represent Engineer's judgment as an experienced and qualified design professional. However, users of the probable cost opinions must recognize that Engineer does not have control over the cost of labor, material, equipment, or services furnished by others or over market conditions or contractors' methods of determining prices or performing the work.

6. **Suspension/Termination of Work:** The Client may, upon seven days written notice, suspend or terminate further work by Engineer. The Client shall remain liable for, and shall promptly pay Engineer for all services rendered to the date of suspension or termination.

Engineer may suspend or terminate this Agreement upon seven days written notice if the Client fails to substantially perform in accordance with this Agreement. Failure to make payments in accordance herewith shall constitute substantial nonperformance. This Agreement shall automatically terminate if payment are not brought current within seven days of notice of suspension.

RIGHT ANGLE ENGINEERING, PLLC

324 Prescott Hill Road

Grafton, NH 03240

(603) 523-8800 Office

(603) 443-7815 Mobile

(603) 523-8811 Fax

RightAngle@myfairpoint.net

7. **Liability:** Engineer will furnish appropriate insurance certificates for general and professional liability upon request. The Client agrees that Engineer's total aggregate liability to the Client for any and all injuries, claims, losses, expenses, or damages whatsoever, including attorney's fees, arising out of or in any way related to the Project or this Agreement from any cause or causes, including, but not limited to, Engineer's and their subconsultants negligence, errors, omissions, strict liability, breach of contract, or breach of warranty, shall not exceed \$50,000 or their fee, whichever is greater.

8. **Billing and Payment:** Client shall pay Engineer in accordance with the rates and charges set forth in the Proposal. Engineer will submit to Client, on a monthly basis, an invoice of services rendered and expenses incurred during the previous period. Payment will be due upon receipt of Engineer's invoice. In the event Client fails to pay Engineer within thirty days after invoices are rendered, Client agrees that Engineer shall have the right to consider that event a breach of this Agreement and upon seven days written notice, the duties, obligations and responsibilities of Engineer under this Agreement may be either suspended or terminated.

9. **Consequential Damages:** Engineer and the Client waive consequential damages, including but not limited to damages for loss of profits, loss of revenues, and loss of business of business opportunities, for claims, disputes, or other matters in question arising out of or relating to this Agreement.

10. Miscellaneous:

Governing Law - The substantive laws of the State of New Hampshire shall govern any disputes between Engineer and the Client arising out of the interpretation and performance of this Agreement.

Mediation - The Engineering and the Client agree that any disputes arising under the Agreement and the performance thereof shall be subject to nonbinding mediation as a prerequisite to further legal proceedings.

Engineer Reliance - Unless otherwise specifically indicated in writing, Engineer shall be entitled to rely, without liability, on the accuracy and completeness of information provided by Client, Client's consultants and contractors, and information from public records, without the need for independent verification.

Certifications: Engineer shall not be required to sign any documents, no matter by whom requested, that would result in Engineer's having to certify, guaranty, or warrant the existence of conditions that would require knowledge, services, or responsibilities beyond the scope of this Agreement.

Third Parties: Nothing contained in this Agreement shall create a contractual relationship with, or cause of action in favor of, a third party against either the Client or Engineer. Engineer's services hereunder are being performed solely for the benefit of the Client, and not other entity shall have any claim against Engineer because of this Agreement or Engineer's performance of services hereunder.

November 25, 2014

RAE Project #14159

Page 1 of 1

PROFESSIONAL
VITA

Right Angle Engineering, PLLC
Erin Darrow, P.E.
324 Prescott Hill Road
Grafton, New Hampshire 03240
(603)523-8800 *phone* ~ (603)523-8811 *fax*
(603)443-7815 *cell* ~ RightAngle@myfairpoint.net
Economically Efficient & Environmentally Sound
Civil Engineering Solutions

EDUCATION: University of New Hampshire, 2000:
B.S., Civil Engineering & B.A., Spanish

LICENSES: Professional Engineer, State of New Hampshire & State of Vermont
Certified Wetland Scientist, State of Vermont
Certified Professional Erosion and Sediment Control Specialist (CPESC)

EXPERTISE:

For more than fourteen years, Erin Darrow has been involved in multiple facets of civil engineering projects throughout northern New England. As a consultant, Erin works for public and governmental entities for all phases of development. This includes preliminary planning, engineering design, and permitting at local, regional, state, and federal levels. She also assists with the construction administration, including observations for various projects.

Project types include culvert and bridge replacements, road planning & design, traffic engineering, slope and stream/river bank stabilization, retaining walls, storm water management, dam and flood control, dry stone masonry, site plan design, bridges, water, sewer, and other civil engineering applications.

Experience includes municipal planning and infrastructure design work. Environmental permitting involved with road, culvert, and bridge work, as well as construction engineering, are all part of Erin's background. Insight to the comprehensive aspects of engineering projects helps to provide cost-effective design strategies in conceptual design and planning, which helps facilitate efficient design and permitting for effective construction. She also has a strong background in low-impact design to help protect the environment and be mindful of project budgets. This also provides benefit in the permitting necessary for most of these projects.

Erin has project experience in road design, culverts, drainage, trail planning & design, dam improvements, traffic impact evaluations, campus planning, in addition to numerous site design projects. Erin has presented and coordinated with local Planning Boards, Selectboards, Conservation Commissions, City Councils, and other governmental entities in Vermont and New Hampshire.

PROFESSIONAL DEVELOPMENT:

- House Bill 1579: Vice-Chair of the Commission to Study Land Development Regulations and the Effects of Land Development within Upland Areas That May Affect Wetlands and Surface Waters of the State, Representing the American Council of Engineering Companies, August 2008-November 2010.
- American Council of Engineering Companies, member 2006-2011, Board of Directors 2009-2011.
- American Society of Civil Engineers, member 2000-Present
Board of Directors, 2002-2003.
- National Society of Professional Engineers, member 2001-Present
Board of Directors, 2003-2004.
- Upper Valley-Lake Sunapee Regional Planning Commissioner, 2001-2007
- Town of Grafton, Planning Board Member, 2001-2004, & March 2009- May 2010
Chairman, 2002-2004.
- Plan New Hampshire, Member, 2000-Present

PROFESSIONAL
VITA

Right Angle Engineering, PLLC
Erin Darrow, P.E.
Economically Efficient & Environmentally Sound
Civil Engineering Solutions

PROJECT HIGHLIGHTS:

- **Spinnaker Cove Yacht Club:** Engineering and permitting for dredging within the surface waters of Lake Winnepesaukee to remove accumulated sediment on the lake bottom interfering with boat navigation.
- **City of Nashua, NH:** Engineer for the Provisionally Accredited Levee certification for the Nashua Levee, located on the Nashua and Merrimack Rivers. The PAL certification was performed in accordance with the requirements of the Federal Emergency Management Agency (FEMA) under Code of Federal Regulations 44 CFR 65.10.
- **Town of Charlestown, NH:** Engineer for multiple municipal improvement projects, including culvert improvements, stream dredging, wetland restoration, dry stone masonry slope stabilization, stormwater management, and road widening. I have assisted the town respond to emergency situations due to road damages in severe storm events.
- **City of Claremont, NH:** Engineer for multiple road improvement and park planning projects, including slope stabilization, stormwater management, and culvert improvements.
- **Town of Washington, NH:** Engineer for multiple road improvement projects, including slope stabilization, stormwater management, and culvert improvements, including on an existing dam. Project background includes assistance with grant planning and procurement to fund stormwater improvements. I have assisted the town respond to emergency situations due to road damages in severe storm events.
- **Town of Lempster, NH:** Engineer for multiple road improvement projects, including slope stabilization, stormwater management, bridge replacement, and culvert improvements. I have assisted the town respond to emergency situations due to road damages in severe storm events.
- **Town of Grantham, NH:** Grant applications and engineering review for the highway department, reviewing engineer designs, and providing construction observation services.
- **Eringlen, Canaan, NH:** Designed Eringlen, a residential subdivision, including house site locations, drainage, and the design of Eringlen Way, the road serving this development.
- **College Hill, Hanover, NH:** Engineering for retaining wall stabilization, drainage and water line improvements for the College Hill Condominium Association. Work included the design, permitting, and construction oversight.
- **Site Plan Design & Permitting:** provided civil engineering site design, structural design, and construction observations/ evaluations for numerous commercial and industrial businesses around New Hampshire. Businesses have included AutoZone, Family Dollar, Accufab, The Beverage King, and many others
- **Residences:** providing site layout, design and permitting for multiple locations throughout New Hampshire.
- **Roads:** planning, design, and permitting for the construction of new roads and improvements to existing roads, including drainage/culvert improvements at multiple locations for municipalities all across New Hampshire.
- **Retaining Walls:** evaluation of existing wall and development of engineered solutions to improve problem areas for individual landowners, businesses, and condominium associations.

PROFESSIONAL
VITA

Right Angle Engineering, PLLC
Erin Darrow, P.E.
Economically Efficient & Environmentally Sound
Civil Engineering Solutions

REFERENCES:

➤ TOWN OF CHARLESTOWN, NH:

Engineer for multiple municipal improvement projects, including culvert improvements, stream dredging, wetland restoration, dry stone masonry slope stabilization, stormwater management, and road widening. I have assisted the town respond to emergency situations due to road damages in severe storm events. Professional services provided include the preparation and procurement of more than 10 dredge and fill permits for numerous highway projects throughout town over the past 10 years.

Contact: Keith Weed, Road Agent: (603) 371-7190; and
Dave Edkins, Town Administrator, (603) 826-5368

➤ CITY OF CLAREMONT, NH:

Engineer for multiple road improvement and park planning projects, including slope stabilization, stormwater management, and culvert improvements. I have assisted the city in responding to emergency situations due to road damages in severe storm events. Professional services provided include the preparation and procurement of more than 15 dredge and fill permits for numerous highway projects throughout town over the past 10 years.

Contact: Bruce Temple, P.E., Former Director of Public Works: (603) 543-7250
(now assistant Director of Public Works, City of Lebanon, NH)

➤ TOWN OF GRANTHAM, NH:

Grant applications and engineering review for the highway department, reviewing engineer designs, and providing construction observation services. I have successfully procured FEMA funding for the replacement of the Olde Farms Road Bridge over the Skinner Brook. We are preparing for the construction of this bridge; all NHDES permits have been secured.

Contact: Melissa White, Town Administrator:
MWhite@granthamnh.net, (603) 863-6021

➤ BRIDGES/CULVERTS:

I have performed the engineering design and permitting for numerous culverts and bridges. Michie Corporation has been involved in the construction of many of the culverts and bridges that I have designed.

Contact: Paul Lefebvre, Engineering Department Manager
paul.lefebvre@michiecorp.com, (603) 428-2116



150 Dow Street
Manchester, New Hampshire 03101
603-669-5555
603-669-4168 fax
www.hoyletanner.com

November 25, 2014

Town of Lee
7 Mast Road
Lee, New Hampshire 03861
Attn: Mr. Randy Stevens, Highway Supervisor

RE: Hydraulic Study and Conceptual Plan for Two Culvert Replacements

Dear Mr. Stevens:

In the late 1970's and early 1980's, corrugated metal pipes (CMP's) were installed in high numbers throughout New Hampshire. Although their installation was cost effective, most of the CMP's installed during this time are reaching the end of their service-life. In the past several years, Hoyle, Tanner and Associates, Inc. (Hoyle, Tanner), has been retained by many communities to evaluate replacement structures for projects of similar nature to the Tuttle Road and Packers Falls Road culverts.

Our recent experience with CMP replacements in Manchester, Milford, Salem, Swanzey, Derry and Barrington provide us with the expertise in hydrology, hydraulics, design and, permitting leading to cost-effective and low-maintenance structures. **Our team has the capabilities to provide the Town of Lee practical solutions that balance reasonable initial costs with long-term value.**

Our team has specific expertise with many similar projects. **Matthew J. Low, P.E.** will serve as **Principal-In-Charge** and perform Quality Control/Quality Assurance (QC/QA) review. Matt has experience with nearly 200 bridge and culvert inspection, rehabilitation or replacement projects, including many CMP replacement projects. **Aaron M. Lachance, P.E. will serve as Project Manager.** Aaron has substantial experience with bridge and culvert projects and is proficient with hydrologic and hydraulic modeling necessary for proper structure sizing. Aaron recently successfully completed a hydraulic evaluation and conceptual replacement design for the Tolend Road culvert in Barrington. Aaron will be supported by **Jillian A. Semprini, P.E.** Jill has performed hydraulic evaluations and CMP replacement designs for recent projects in Milford and Barrington.

Successful culvert and bridge projects require early and informed coordination with natural and cultural resource agencies including NHDES, the Natural Heritage Bureau, NH Fish and Game, NOAA, as well as other local, state and federal agencies. **Kimberly R. Peace, Hoyle, Tanner's Environmental Coordinator,** has excellent relationships with all of these agencies. Her expertise guides our designs to be compliant with regulations, including the NHDES Stream Crossing Guidelines. We trust that you will find that our experience and expertise will be an excellent match for developing solutions that meet the Town's needs.

On behalf of our employee owners, we thank you for your consideration.

Very Truly Yours,

Hoyle, Tanner and Associates,

Matthew J. Low, P.E.
Vice President

Aaron M. Lachance, P.E.
Project Manager

STATEMENT OF QUALIFICATIONS

Project Team

Management and successful prior experience are important to the successful completion of a culvert replacement project. Below is a brief description of the experience of key members of the project team.

Matthew J. Low, P.E., Vice President – Principal-in-Charge

Mr. Low has over 22 years of bridge, highway and structural design experience and as a Project Manager for many culvert and bridge projects. **He has designed, rated, or inspected over 180 bridge projects for municipalities, the New Hampshire Department of Transportation, Massachusetts Department of Transportation, and Vermont Agency of Transportation.** Mr. Low was recognized by his peers as the **2002 NH Young Engineer of the Year** and in 2006 as one of NH's "Forty Under 40." As Principal-in-Charge, he will be responsible for overall project control and for the prioritization of resources within Hoyle, Tanner to ensure that the Town of Lee's technical, budgetary and scheduling needs are met.



Aaron M. Lachance, P.E., Project Manager - Senior Structural Engineer

Mr. Lachance is a project manager with 10 years of design and construction experience related to state and municipal culvert and bridge projects. Mr. Lachance's engineering experience includes the preparation of roadway, utility, bridge, and stormwater and erosion control design plans and contract bid documents; roadway evaluation; management of roadway and utility reconstruction projects; and resident engineering associated with bridge, road and site construction. **Mr. Lachance has particular expertise in advanced hydrologic and hydraulic analysis for bridge projects, including proper sizing of replacement structures.** He has experience with the implementation of modeling techniques including HEC – RAS, HY – 8, and other methodologies and has recently employed these skills for culvert projects in Barrington and New Boston.



Jillian A. Semprini, P.E., Bridge Engineer Level II

Ms. Semprini's experience includes the inspection, design and construction observation of simple to complex bridge structures, including precast concrete box culverts, precast concrete rigid frames, steel girders, prestressed concrete girders, metal trusses and timber covered bridges – she is fluent in the use of many types of software packages including STAAD, LEAP Bridge, Merlin-Dash and Virtis, among others. **Ms. Semprini has recently been involved in successful culvert replacement projects in Sharon and Salem as well as ongoing evaluations in Barrington and Milford.**



STATEMENT OF QUALIFICATIONS

Recent CMP Replacement Projects

Hoyle, Tanner is a recognized leader in inspection, design and construction engineering services related to culverts and bridges throughout New Hampshire. In the past 10 years we have designed 17 CMP replacement projects for New Hampshire communities. Our staff has developed successful working relationships with NHDOT, NHDHR, NH Fish and Game, NOAA and other state and federal agencies who are typical stakeholders in these projects. **We have been selected for nearly 90 projects through the NHDOT Municipal Bridge Aid program** and have assisted communities with an additional **four culvert evaluation projects which resulted in replacement "bridges" eligible for 80% NHDOT State Aid Bridge program funding, including:**

- Manchester – Island Pond Road Bridge
- Temple – West Road Bridge
- Barrington – Old Canaan Road Bridge
- Derry – Drew Road Bridge

Our recent experience includes several completed CMP replacement projects (see photos and full-page qualifications on the following pages) as well as several CMP replacement projects that are in the design phase including Milford, Salem, and Amherst.



***Drew Road Bridge over Drew Brook –
Derry, New Hampshire***



***Bluff Street Over Hitty Titty Brook –
Salem, New Hampshire***



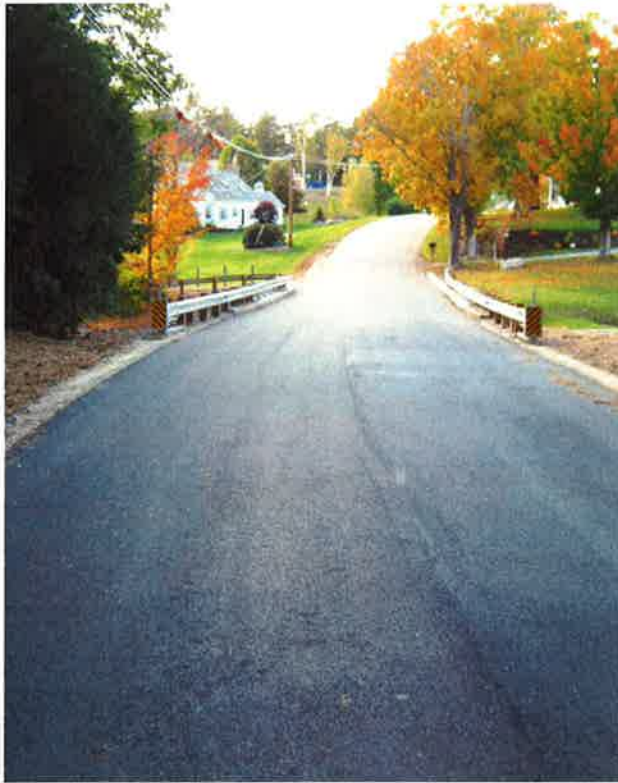
***Warmac Road Bridge –
Swanzey, New Hampshire***



***Shannon Road Bridge –
Salem, New Hampshire***

RELEVANT EXPERIENCE

CMP Replacement Project



Mill Pond Road Bridge Nottingham, New Hampshire

Client:

Town of Nottingham
Charles Brown
Former Town Administrator
139 Stage Road
P.O. Box 114
Nottingham, NH 03290-0114
(603) 679-5022

Services Provided:

- Study
- Hydraulic Analysis
- Design
- Permitting
- Bidding Administration
- Construction Administration
- Construction Observation

Total Project Cost:
\$450,000

Hoyle, Tanner performed hydrologic and hydraulic analysis, replacement design, bidding and construction engineering services for this bridge which was constructed in August 2005. During flooding events in May 2006 (Mother's Day Storm) the bridge performed well, providing a small amount of freeboard over the flood flows. In April 2007, storm flows over the upstream dam were being passed through the bridge until the earthen section of the dam breached causing complete destruction of the structure. The Town of Nottingham again retained Hoyle, Tanner to provide engineering services for the replacement of the bridge. Hoyle, Tanner provided updated topographical survey, coordinated with the team responsible for reconstruction of the dam, performed updated hydrologic and hydraulic analysis, replacement bridge design, roadway design, easement coordination, environmental coordination and permitting, bid phase and construction phase services. The replacement structure is a 24 foot span precast concrete rigid frame which expedited construction of the project. Precast concrete footings and wingwalls were also installed to reduce the construction duration.

RELEVANT EXPERIENCE

CMP Replacement Project



Freeman Hall Road Bridge over North River

Nottingham, New Hampshire

Client:

Town of Nottingham
Charles Brown
Former Town Administrator
139 Stage Road
P.O. Box 114
Nottingham, NH 03290-0114
(603) 679-5022

Services Provided:

- Engineering Study
- Hydraulic Analysis
- Design
- Permitting
- Bidding Administration
- Construction Administration
- Construction Observation

Total Project Cost:

\$450,000

Hoyle, Tanner provided hydrologic and hydraulic analysis, environmental coordination and permitting and bridge and roadway design engineering services to replace a structurally-deficient Red-Listed corrugated metal pipe (CMP) structure. The replacement structure is a 12 foot span precast concrete box culvert with precast concrete wingwalls which expedited the construction and reduced disruption to local traffic. Just before the beginning of construction, the existing CMP collapsed in a large flooding event, which necessitated acceleration of the construction. Included in the project was the improvement to the horizontal and vertical alignment of the roadway to improve safety. Extensive coordination was required with NHDOT, NHDES, NHDHR, and NH Fish & Game to obtain the necessary permits to construct the project. Hoyle, Tanner also provided bidding phase services, construction administration services and part-time construction observation. This project was funded through the NHDOT State Aid Bridge program providing the Town of Nottingham with 80% reimbursement of eligible costs of the project.

RELEVANT EXPERIENCE

CMP Replacement Project



Island Pond Road Bridge over Hogg Brook

Manchester, New Hampshire

Client:

City of Manchester
Bruce Thomas, P.E.
Public Works Department
227 Maple Street
Manchester, NH 03103-5538
(603) 624-6444

Services Provided:

- Inspection
- Hydraulic Analysis
- Preliminary Design
- Final Design
- Permitting
- Bidding Administration
- Construction Administration
- Construction Observation

Total Project Cost:

\$500,000

The existing concrete pipes were deteriorated and did not provide adequate hydraulic capacity during storm events. This assignment was undertaken to provide the New Hampshire Department of Transportation with the necessary data for the City to receive State Bridge Aid funding for the replacement of the existing structure with a larger structure.

Hoyle, Tanner completed research of the existing hydrologic and hydraulic data, site inspections, hydrologic analysis of the associated watershed, hydraulic analysis of the existing structure as well as several replacement options, and preparation of an engineering report with recommendations. During the project, Hoyle, Tanner analyzed two points of interest; the bridge site in question as well as a bridge site downstream were analyzed to ensure no negative impacts would be imparted downstream. Three hydrologic methods were used to best determine 10, 50, and 100-year storm events. The project consisted of a new precast concrete box culvert structure. Hoyle, Tanner performed all design services, permitting, bid phase services and construction engineering.

AGREEMENT FOR PROFESSIONAL SERVICES
HYDRAULIC STUDY AND CONCEPTUAL PLAN FOR TWO CULVERT REPLACEMENTS

This is an agreement between the Town of Lee, New Hampshire (Client) and Hoyle, Tanner & Associates, Inc. (Consultant) for professional services for the Client's project which is generally described as evaluation for the replacement of corrugated metal pipes (CMPs) on Tuttle Road and Packers Falls Road. The Consultant's services under this agreement are generally described as follows: preliminary hydrologic/hydraulic analysis, determination of suitable replacement structures, a conceptual layout plan of each replacement structure, and estimates of probable construction costs.

The effective date of this Agreement is _____, Client and Consultant further agree as follows:

Article 1: Scope of Services

Consultant shall provide the services set forth in Exhibit A.

Article 2: Client's Responsibilities:

The Client shall provide to the Consultant all of Client's criteria and information as to requirements for the Project including objectives, constraints, performance requirements, and budgetary limitations.

The Client shall provide the Consultant with all information available to the Client pertinent to the Consultants work under this Agreement. The Client shall assist the Consultant as necessary to obtain available pertinent information from Federal, State or local offices or from other engineers or others who have previously worked for the Client on matters affecting this Project. Client shall also make available all information Client may have relative to concealed, subsurface, soil, and other conditions that are not apparent from visual, non-invasive, and non-destruction observations of the applicable site.

It may be necessary for the Consultant's personnel and/or subconsultants to enter areas of the Project property. The Client shall arrange for and provide the Consultant with access to such areas on a timely basis.

The Client shall examine all documents prepared for the Project by the Consultant; and at the Client's option, obtain advice from legal counsel, insurance counsel, and other appropriate advisors, and advise the Consultant of any opinion or recommendations resulting from said advice.

The Client shall give prompt notice to the Consultant whenever the Client becomes aware of anything that would have a significant effect on the scope or timing of the Consultant's services.

The Client shall bear all costs related to compliance with this Article of this Agreement. If the Client engages a construction manager or any other professionals for the Project in addition to the Consultant; the Client must define the duties and responsibilities of each professional services provider.

During the construction of the project the Client or his designated representative, other than the Consultant, shall attend the following meetings: Pre-construction bid meeting, bid opening, pre-construction conference, construction progress meetings, and Project completion meetings.

The Client shall advise the Consultant of any safety or security programs which may be applicable to the Consultant during Project site visits.

Client shall make decisions and perform other Client responsibilities in a timely manner so as not to delay the Consultant's performance of services.

Client's responsibilities may include those included in Exhibit A.

Article 3: Schedule

Consultant is authorized to begin providing services on the effective date of the Agreement. The Consultant shall perform services in conformance with the schedule guided by and subject at all times to sound judgment and practice in accordance with law and professional ethics.

If the schedule changes or orderly progress of services is impaired through no fault of the Consultant; the schedule for services shall be adjusted and compensation may be adjusted by amendment to this Agreement.

Specific schedule requirements for providing services may be provided in Exhibit D.

Services will be performed as expeditiously as is consistent with professional skill and care and the orderly progress of the Project. Notwithstanding anything to the contrary contained herein, Consultant shall not be deemed in default of this Agreement to the extent that any delay or failure in the performance of its obligations results from any cause beyond its reasonable control or without its negligence.

Article 4: Compensation and Payment for Services

The Consultant shall charge for all services requested by the Client and rendered by the Consultant in connection with the Project in strict accordance with the conditions set forth in this Article of the Agreement.

The charges made by the Consultant under this Article and the payment of said charges by the Client shall constitute full compensation for all expenses incurred by the Consultant in connection with the services rendered including F.I.C.A. taxes, Federal and State unemployment taxes, costs in connection with employees' benefits, office expenses, supplies, and equipment, the general costs of doing business, and the Consultant's profit; and Subconsultants engaged by the Consultant for the Project, if any.

The Consultant's compensation for services and the method of compensation shall be as described in Exhibit C.

The Consultant shall prepare and submit monthly applications for payment for services completed under this Agreement.

Invoices shall be the Consultant's standard form or other form approved by Client.

Invoices are due within thirty (30) days of receipt by Client.

If payments are not made on time, Consultant may suspend services under this Agreement, after giving Client seven (7) days' notice, until payment is received by Consultant. Client waives any and all claims against Consultant due to such suspension of services and agrees to appropriate adjustments to the Project schedule and Consultant's schedule.

Client may withhold payment of a disputed invoice, however, Client must advise Consultant promptly of the reason for doing so and Client agrees to process and pay any portion of the invoice which is not in dispute. Client shall not withhold payments based on damages that the Client has incurred or alleges that it has incurred unless Consultant has been adjudged liable for such damages and failed to compensate the Client accordingly within 30 days of such determination.

Article 5: Standard of Care

The standard of care for all professional services performed or furnished by Consultant under this Agreement will be the skill and care used by members of Consultant's profession practicing under similar circumstances at the same time and in the same locality. Consultant makes no warranties, express or implied, under this Agreement or otherwise, in connection with Consultant's services.

Article 6: Opinions of Cost

When included in Consultant's scope of services, opinions or estimates of probable construction costs are prepared on the basis of Consultant's experience and qualifications and represent Consultant's judgment as a professional generally familiar with the industry. However, since Consultant has no control over the cost of labor, materials, equipment or services furnished by others, over Contractor's methods of determining prices, or over competitive bidding or market conditions, Consultant cannot and does not guarantee that proposals, bids, or actual construction cost will not vary from Consultant's opinions or estimates of probable construction cost.

Article 7: Compliance with Laws and Regulations

The Consultant shall review codes, regulations, and laws applicable to Consultant's services and shall exercise professional care to design in compliance with all applicable codes, regulations and laws in effect as of the effective date of this Agreement. Consultant cannot warrant that the applicable interpreting or enforcing authority will similarly interpret such requirements. If such codes, regulations and laws change during the project and are imposed during the project by government authorities with jurisdiction over the project, such changes may require changes to the Consultant's scope of services, schedule and compensation.

Article 8: Underground Facilities

The location of underground facilities may be required in order to perform subsurface explorations for the project and the location of underground facilities may be shown on the construction Contract drawings.

Unless otherwise provided, Client shall provide Consultant with the locations of underground facilities, structures and utilities. If the locations are not known, are inaccurate or cannot be confirmed, Client accepts and retains all risk of damages or losses resulting from the exploration work.

Consultant will take reasonable precautions to avoid damage to underground facilities and shall coordinate the locations of such facilities with known owners of the facilities.

The information shown on the construction Contract drawings with respect to underground facilities shall be based on information furnished by the facility owners to the Client and Consultant and Consultant shall not be responsible for the accuracy or completeness of such information.

If conditions or locations of underground facilities are found to be different during construction appropriate adjustments, if any, shall be made in accordance with the provisions of the construction Contract.

Article 9: Construction Phase Services

If this Agreement provides for any construction phase services by Consultant, it is understood that the Contractor, not Consultant, is responsible for the construction of the project, and that Consultant is not responsible for the acts or omissions of any Contractor, Subcontractor or material supplier; for safety precautions, programs or enforcement; or for construction means, methods, techniques, sequences and procedures employed by the Contractor.

The Consultant, including the resident project representative if provided, does not assume any responsibility for the Contractor's failure to perform the construction in accordance with the Contract documents.

Site visits and observations by Consultant are intended to provide the Client greater confidence that the completed work by the Contractor will conform to the Contract documents; and site visits are not detailed inspections and do not extend to every aspect of the Contractor's work.

Article 10: Design without Construction Phase

Consultant and Client agree that if Consultant's services do not include construction phase services, Client or Client's designated agent shall be solely responsible for interpretation of the Contract documents and observing the work of the Contractor to discover, correct and mitigate errors, inconsistencies or omissions and if Client authorizes deviations from the Consultant prepared documents or if conditions are discovered that are not accounted for in the Consultant prepared documents, Client shall not bring any claim against Consultant and shall indemnify and hold Consultant, its agents and employees harmless from and against claims, losses,

damages and expenses, including but not limited to defense costs and time of the Consultant, to the extent such claims, loss, damage or expenses arise out of or results in whole or in part from such deviations, regardless of whether or not such claims, loss damage or expense is caused in part by a party indemnified under this provision.

Article 11: Use of Documents and Ownership of Electronic Documents

All documents prepared or furnished by Consultant pursuant to this Agreement are instruments of Consultant's professional service, and Consultant shall retain an ownership and property interest therein. Consultant grants Client a license to use instruments of Consultant's professional service for the purpose of constructing, occupying and maintaining the Project. Reuse or modification of any such documents by Client, without Consultant's written permission and professional involvement, shall be at Client's sole risk, and Client agrees to indemnify and hold Consultant harmless from all claims, damages and expenses, including attorneys' fees, arising out of such reuse by Client or by others acting through Client.

Copies of documents that may be relied upon by Client are limited to the printed copies (also known as hard copies) that are signed or sealed by Consultant. Files in electronic media format or text, data, graphic or other types that are furnished by Consultant to Client are only for convenience of Client. Any conclusion or information obtained or derived from such electronic files will be at the user's sole risk.

When transferring documents in electronic media format, Consultant makes no representations as to long-term compatibility, usability, or readability of documents resulting from the use of software application packages, operating systems or computer hardware differing from those in use by Consultant at the beginning of this assignment.

Article 12: Insurance

Consultant procures and maintains insurance as set forth in Exhibit B. Consultant shall cause Client to be an additional insured on any applicable general liability insurance policy of the Consultant. Consultant shall provide Client reasonable notice of changes to any policy.

Client shall procure and maintain workers compensation insurance, employer's liability insurance, general liability insurance, excess or umbrella liability and automobile liability insurance. Client shall cause the Consultant and its subconsultants to be additional insureds on any general liability policies and as loss payees on any property insurance policies of the Client applicable to the projects.

Client shall require Contractor to carry workers compensation, general liability, property damage, motor vehicle damage and injuries and other insurances to protect Client and Consultant and subconsultant; and Client shall require Contractor's policies to cover Consultant and its subconsultants as additional insureds.

Client may request the Consultant and/or subconsultants provide and maintain additional insurance coverage, however, the expense of such additional coverage shall be the Client's.

Article 13: Suspension and Termination

Client may terminate this Agreement with seven days prior written notice to Consultant for convenience or cause. Consultant may terminate this Agreement for cause with seven days prior written notice to Client. Failure of Client to make payments when due shall be cause for suspension of services or, ultimately, termination, unless and until Consultant has been paid in full all amounts due for services, expenses and other related charges.

Article 14: Indemnification and Limitation of Liability

To the fullest extent permitted by law, Consultant shall indemnify Client, its officers, directors, partners, employees, and representatives, from and against losses, damages, and judgments arising from claims by third parties, including reasonable attorneys' fees and expenses recoverable under applicable law, but only to the extent they are found to be caused by a negligent act, error, or omission of Consultant or Consultant's officers, directors, members, partners, agents, employees, or subconsultants in the performance of services under this Agreement.

To the fullest extent permitted by law, Client shall indemnify Consultant, its officers, directors, partners, employees, and representatives, from and against losses, damages, and judgments arising from claims by third parties, including reasonable attorneys' fees and expenses recoverable under applicable law, but only to the extent they are found to be caused by a negligent act, error, or omission of Client or Client's officers, directors, members, partners, agents, employees, or subconsultants in the performance of services under this Agreement.

Article 15: Dispute Resolution

Client and Consultant agree that they shall first submit any and all unsettled claims, counterclaims, disputes, and other matters in question between them arising out of or relating to this Agreement to mediation in accordance with the Construction Industry Mediation Rules of the American Arbitration Association, effective as of the date of this agreement.

Article 16: Environmental Conditions

It is acknowledged by both parties that Consultant's scope of services does not include any services related to the presence at the site of asbestos, PCBs, petroleum, hazardous waste or radioactive materials. Client acknowledges that Consultant is performing professional services for Client and Consultant is not and shall not be required to become an "arranger," "operator," "generator" or "transporter" of hazardous substances, as defined in the Comprehensive Environmental Response, Compensation, and Liability Act of 1990 (CERCLA). Further, Consultant has no responsibility for the handling, identification, remediation, or presence of any hazardous materials at the site.

Article 17: Controlling Law

This Agreement shall be governed by the laws of the State of New Hampshire.

Article 18: Successors and Assigns

The Client and the Consultant each binds itself, its partners, successors, executors, administrators and assigns, to the other party of the Agreement and to the partners, successors, executors, administrators and assigns, for such other party to all covenants of this Agreement.

Except as above, neither the Client nor the Consultant shall assign, sublet or transfer its interest in this Agreement without the written consent of the other party hereto.

Nothing in this paragraph shall prevent the Consultant from employing such independent subconsultants as Consultant may deem appropriate to assist in the performance of the services of this Agreement.

Article 19: Severability

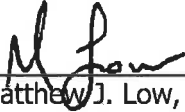
If any of the terms and conditions of this agreement are deemed unenforceable or invalid, in whole or in part, by judgment or order of a court, that shall not affect the remaining terms and conditions of the Agreement and they shall remain in full force and effect.

Article 20: Waiver of Provisions

Non-enforcement of any provision of this Agreement by the Client or the Consultant shall not constitute a waiver of that provision; and non-enforcement shall not prohibit subsequent enforcement of the provision or any other provision of the Agreement.

ACCEPTANCE

For Hoyle, Tanner & Associates, Inc.:



Matthew J. Low, P.E.
Vice President

November 24, 2014
(Date)

For The Town of Lee, New Hampshire

PLEASE PROCEED WITH THE PROJECT AS INDICATED.

(Name)

(Date)

(Title)

EXHIBIT A Scope of Services

Hydraulic Study Phase and Conceptual Plan Phase

Consultant shall:

- S-1. Obtain and review available existing data (plans, reports, etc.) from Client files.
- S-2. Perform a site visit to observe existing conditions and obtain existing data (field measurements, photography, etc.).
- S-3. Perform a conceptual hydrologic and hydraulic analysis to determine the required hydraulic opening for a replacement structure.
- S-4. Develop one conceptual replacement structure layout for each culvert crossing location.
- S-5. Develop one conceptual plan for each culvert replacement location.
- S-6. Develop an estimate of future engineering, permitting and probable construction costs for each culvert location.
- S-7. Prepare a brief letter report summarizing the findings of task S-1 through S-6 and provide the report to the Town.

Assumptions

Consultant assumes:

- No roadway deficiencies or improvements will be evaluated including, but not limited to, guardrail limits or types, sight distance, horizontal geometry, lane widths, shoulders, traffic data, etc.
- The assumed replacement culvert/bridge span for each culvert location is 10 feet to 20 feet.
- As topographical survey and wetland delineation are not included in this proposal, estimations of compliance with the NHDES Stream Crossing Guidelines will be visual and by experience only. The eventual culvert replacement layout may be affected in future phases of engineering after topographical survey, wetland delineation, and invasive species mapping are performed.
- As investigation into cultural resources (historic and archaeological) is not included in this proposal. The eventual culvert replacement layout and resulting estimate of probable construction costs may be effected in future phases of engineering after these resources are considered.
- The proposed fees presented in Exhibit C assume that all components of the proposal (i.e. the hydraulic study and conceptual plan for each culvert) are proceeded with simultaneously due to efficiencies of both projects proceeding at the same time.

- The performance of the services in this proposal requires data collection in the field including channel slopes, approximate roughness coefficients, channel depths and approximate topography etc. Due to the timing of the Town's request and the presence of winter or unsafe conditions, some of this data may now not be available until the spring of 2015 after snow and ice melt. As such, the schedule shown in Exhibit D includes more time than technically required to complete the project, but allows time to obtain seasonally-available information.
- If the replacement structures are determined to require a span of 10 feet or greater, the structure will qualify as a bridge per NHDOT criteria and will be eligible for inclusion in the NHDOT State Aid Bridge program. Estimates of future engineering and construction will assume the Town utilizes this funding source for reconstruction of the culverts.
- Hoyle, Tanner's approach to the preliminary hydraulic analyses for the Tuttle Road crossing is as follows:
 - Estimate stream flows to the subject culvert using USGS mapping and FHWA regression equations (either 5 or 7-parameter, following the methodology outlined by NHDOT for use on State Bridge Aid projects).
 - Note that the watershed for this culvert is 1.76 square miles, which is outside the range of watershed areas used to develop the regression equations that are used by the New Hampshire StreamStats program (the valid range is 3.26 to 689 square miles). However, StreamStats flows are easily generated and indicate a 100-year flow of approximately 300 cfs for this crossing. Though the watershed parameters may be outside the suggested range for this method, these results can be used as a secondary check of flows developed using the FHWA regression equation.
 - Complete abbreviated field survey to gather the following site information for the preliminary hydraulic analyses:
 - Quick field-verification of any assumptions used in watershed delineation in Step 1 (as needed)
 - Measurements of hydraulic opening, length, slope, and inlet conditions of existing culvert structures
 - Measurements to determine approximate up- and downstream channel geometry (typical channel section), and estimates of bankfull width for use in evaluation of the NHDES Stream Crossing rules
 - Measurement of channel length and slope from outlet of structure to the Lamprey River
 - Approximate depth of normal flow of the Lamprey River at the confluence with Beaver Brook
 - Centerline roadway elevations within the anticipated project limits, to be used to include the roadway as part of the hydraulic model
 - Create a hydraulic model of the culvert crossing using FHWA's HY-8 software and/or HydroCAD Stormwater modeling software
 - Models of both the existing culvert and a hydraulically-sized replacement structure will be created
 - It is clear from the RFP that the tailwater of the Lamprey River has a significant impact on the performance of this culvert. The hydraulic models will consider the tailwater of the Lamprey River:

- During periods of normal flow, to evaluate the “non-tailwater condition” (simulating a large summer storm event that might occur when the Lamprey is at low stage); and
 - During flood stage, to evaluate the impact of the maximum Lamprey River tailwater
 - Unfortunately, this section of the Lamprey River is not within a FEMA Detailed Study Area, which ends a considerable distance downstream from this section of river (approximately 5,000 feet upstream of the Wiswall Road Crossing, at the Durham/Lee corporate boundary). Therefore, 50-year and 100-year flood elevation data for the Lamprey River is not readily available. Some research will be completed to determine if the Lamprey River flood elevations are documented at this location. However, for this preliminary hydraulic analysis, flood elevations can be approximated from discussion with Town and local resources as to the approximate depth of flow of the Lamprey River during recent storm events with known return periods (e.g. the depth of the river in a recent 100-year storm event).
 - Note that HY-8 creates a simplistic hydraulic model; a more detailed HydroCAD model may be needed if the short section of stream between the culvert crossing and the Lamprey River has multiple stream channel definitions (i.e. if the stream channel is variable and changes in slope, cross section, or stream bottom or vegetation type between the Tuttle Road culvert and the Lamprey River).
 - The proposed hydraulic model will consider the elevation of the roadway within the anticipated project limits. If the roadway elevation must be increased to prevent overtopping, this information will be included in the conceptual plan for the replacement culvert.
 - Since the flooding at this location is most likely caused from the tailwater elevation of the Lamprey River, it is anticipated that increasing the hydraulic opening of the replacement structure, or increasing the roadway elevation to prevent overtopping, will not increase downstream flood elevations or have an adverse impact on downstream properties or roadways. However, this issue will be considered in the hydraulic model and in the conceptual design recommendations.
- Evaluate NHDES stream crossing rules
 - The rules will be used, in conjunction with the field-measured bankfull width, to determine the Rules compliant structure span. A third and final hydraulic model will be created to determine the Rules compliant structure size and evaluate hydraulic performance. Based on Hoyle, Tanner’s experience with these Rules, it is anticipated that the span length of the compliant structure will be longer than that of the hydraulically-sized structure, and achieving adequate hydraulic performance from this structure will not be problematic.

- NEXT PHASE OF PROJECT (NIC in this proposal): Refined hydraulic analysis.
 - Create a refined hydraulic model using HEC-RAS and the detailed topographic survey and channel cross sections that will be obtained during the design phase of the project.
 - Refined assumptions and/or methods for determining Lamprey River tailwater elevations.
 - Verify the sizing suggested in the conceptual phase, update as needed.
- Hoyle, Tanner's approach to the preliminary hydraulic analyses for the Packers Falls Road crossing is generally the same as proposed for the Tuttle Road crossing, except for the following differences:
 - Chelsey Brook joins the Oyster River about 1,000' downstream from the Packers Falls Road culvert crossing. The impact of the tailwater on the subject crossing is not anticipated to be as significant as with the Tuttle Road crossing. However, understanding the effect is still crucial to creating an accurate hydraulic model. Abbreviated field survey information will be needed from Tuttle Road downstream to the confluence of Chelsey Brook with the Oyster River. The hydraulic models for this crossing will include this ~1,000 ft section of downstream channel.
 - Detailed FEMA flood elevation data is available for the Oyster River at the Chelsey Brook confluence; this will not have to be investigated or approximated as was outlined for the Tuttle Road crossing
- Replacement structure types to be evaluated are assumed to be limited to:
 - Precast Buried Rigid Frame
 - Precast Concrete Box Culvert
- CADD drawings to be included in the Letter Report include a Conceptual Plan (one sheet) for the preferred replacement structure concept at each culvert location.
- Design, bidding, and construction phase services, such as advertising the project for bids, reviewing bids received, shop drawing review, and periodic site observations or resident engineering services, are not included in this Proposal.

**Exhibit B
INSURANCE**

Consultant has the following Insurance coverages:

| | | |
|--|--------------|--------------------------|
| a. Workers' Compensation and Employers' Liability | \$ 500,000 | Each Accident |
| | \$ 500,000 | Disease-Each Employee |
| | \$ 500,000 | Disease-Policy Limit |
| b. General Liability Commercial Package | \$ 1,000,000 | Per claim |
| | \$ 2,000,000 | Annual Aggregate |
| c. Umbrella | \$ 9,000,000 | Each Occurrence |
| | \$ 9,000,000 | Aggregate |
| e. Business Auto (Hired and Non-Owned) | \$ 1,000,000 | Each Occurrence |
| | \$ 2,000,000 | General Aggregate |
| | \$ 2,000,000 | Products- Comp/Op Agg |
| | \$ 1,000,000 | Personal & Adv Injury |
| | \$ 10,000 | Med Exp (any one person) |
| f. Professional Liability | \$ 2,000,000 | Per claim |
| | \$ 2,000,000 | Annual Aggregate |

EXHIBIT C
Compensation for Services

Client shall pay Consultant for services set forth in Exhibit A and in accordance with the provisions of Article 4 of this Agreement as follows:

Lump Sum Method of Payment

| | | |
|---|-------------------------|-----------------|
| Hydraulic Study for the Tuttle Road Culvert Replacement | \$ <u>3,390</u> | Lump sum |
| Conceptual Plan/Cost Estimate for the Tuttle Road Culvert Replacement | \$ <u>2,210</u> | Lump sum |
| Hydraulic Study for the Packers Falls Culvert Replacement | \$ <u>2,775</u> | Lump sum |
| Conceptual Plan/Cost Estimate for the Packers Falls Culvert Replacement | \$ <u>2,210</u> | Lump sum |
| Total Compensation | \$ <u>10,585</u> | Lump Sum |

Consultant shall notify Client if the scope of services changes to the extent that the compensation needs to be adjusted and, if needed, negotiate an appropriate fee adjustment with Client.

Lump sum amounts include compensation for the Consultant's services and the services of the Consultant's subconsultants unless subconsultant fees are specifically identified as separate.

Reimbursable expenses such as transportation, postage, telephone, fax, printing and rental equipment are included in the lump sum amounts unless specifically estimated and identified as separate compensation.

Consultant shall bill Client based on the Consultant's estimate of the percentage of the services completed during the billing period.

**EXHIBIT D
Schedule**

Consultant shall perform the services indicated in Exhibit A in conformance with the following:

Hydraulic Study and Conceptual Plan S-1 through S-7 16 Weeks*

* From the Effective Date of the Agreement

Note: This proposal assumes Notice to Proceed will occur no later than December 8, 2014 and takes into consideration the need for field measured information that may not be safely obtained during winter months.



HOYLTA-02 CMURRAY

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/19/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| | | | | |
|---|---|--|--------------------------------------|--|
| PRODUCER Ames & Gough 859 Willard Street Suite 320 Quincy, MA 02169 | CONTACT NAME: PHONE (A/C, No, Ext): (617) 328-6555 | | FAX (A/C, No): (617) 328-6888 | |
| | E-MAIL ADDRESS: | | | |
| INSURED Hoyle, Tanner & Associates, Inc. 150 Dow Street Manchester, NH 03101 | INSURER(S) AFFORDING COVERAGE | | NAIC # | |
| | INSURER A : Continental Casualty Company (CNA) A(XV) | | 20443 | |
| | INSURER B : | | | |
| | INSURER C : | | | |
| | INSURER D : | | | |
| | INSURER E : | | | |

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVR | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-----------|----------|------------------|-------------------------|-------------------------|---|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER | | | | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/OP AGG \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS | | | | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ |
| | UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ | | | | | | EACH OCCURRENCE \$ AGGREGATE \$ |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | | | | <input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$ |
| A | Prof. Liability | | | AEH 00-616-12-77 | 06/01/2014 | 06/01/2015 | Per Claim Limit 2,000,000 |
| A | | | | AEH 00-616-12-77 | 06/01/2014 | 06/01/2015 | Aggregate Limit 2,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All Coverages are in accordance with the policy terms and conditions.

Hydraulic Study and Conceptual Plan for Two Culvert Replacements

CERTIFICATE HOLDER **CANCELLATION**

| | |
|--|---|
| Town of Lee 7 Mast Road Lee, NH 03861 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Joan P. DeLong</i> |
|--|---|



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/19/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).


| PRODUCER FIAI/Cross Insurance 1100 Elm Street Manchester NH 03101 | CONTACT NAME: Tara Dean, CIC PHONE (A/C, No, Ext): (603) 669-3218 FAX (A/C, No): (603) 645-4331 E-MAIL ADDRESS: tdean@crossagency.com | | | | | | | | | | | | | |
|---|---|-------------------------------|--------|--------------------------------|-------|------------------------------------|-------|---------------------------------|-------|------------|--|------------|--|------------|
| | <table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A Hartford Fire Ins Co</td> <td>19682</td> </tr> <tr> <td>INSURER B Hartford Casualty Ins Co</td> <td>29424</td> </tr> <tr> <td>INSURER C Twin City Fire Ins Co</td> <td>29459</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table> | INSURER(S) AFFORDING COVERAGE | NAIC # | INSURER A Hartford Fire Ins Co | 19682 | INSURER B Hartford Casualty Ins Co | 29424 | INSURER C Twin City Fire Ins Co | 29459 | INSURER D: | | INSURER E: | | INSURER F: |
| INSURER(S) AFFORDING COVERAGE | NAIC # | | | | | | | | | | | | | |
| INSURER A Hartford Fire Ins Co | 19682 | | | | | | | | | | | | | |
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| INSURER C Twin City Fire Ins Co | 29459 | | | | | | | | | | | | | |
| INSURER D: | | | | | | | | | | | | | | |
| INSURER E: | | | | | | | | | | | | | | |
| INSURER F: | | | | | | | | | | | | | | |

COVERAGES **CERTIFICATE NUMBER:** 14-15 All lines **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSR | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | | | |
|----------|--|--|----------|---|-------------------------|-------------------------|--|--|--|-------------------------------------|
| A | GENERAL LIABILITY | | | 04UUNUX6485 | 10/1/2014 | 10/1/2015 | EACH OCCURRENCE \$ 1,000,000 | | | |
| | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 | | | |
| | <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR | | | | | | MED EXP (Any one person) \$ 10,000 | | | |
| | GEN'L AGGREGATE LIMIT APPLIES PER: | | | | | | | | | PERSONAL & ADV INJURY \$ 1,000,000 |
| | <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC | | | | | | | | | GENERAL AGGREGATE \$ 2,000,000 |
| | | | | | | | | | | PRODUCTS - COMP/OP AGG \$ 2,000,000 |
| | | | | | | | | | | \$ |
| A | AUTOMOBILE LIABILITY | | | 04UUNUX6485 | 10/1/2014 | 10/1/2015 | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 | | | |
| | <input type="checkbox"/> ANY AUTO | | | | | | BODILY INJURY (Per person) \$ | | | |
| | <input type="checkbox"/> ALL OWNED AUTOS | <input type="checkbox"/> SCHEDULED AUTOS | | | | | BODILY INJURY (Per accident) \$ | | | |
| | <input checked="" type="checkbox"/> HIRED AUTOS | <input checked="" type="checkbox"/> NON-OWNED AUTOS | | | | | PROPERTY DAMAGE (Per accident) \$ | | | |
| | | | | | | | \$ | | | |
| B | <input checked="" type="checkbox"/> UMBRELLA LIAB | | | 04XHUIP9300 | 10/1/2014 | 10/1/2015 | EACH OCCURRENCE \$ 10,000,000 | | | |
| | <input type="checkbox"/> EXCESS LIAB | | | | | | AGGREGATE \$ 10,000,000 | | | |
| | <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000 | | | | | | \$ | | | |
| C | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY | | | 04WBjq8832 (3a.) CT FL ME MA NH NY RI & VT All officers included | 5/1/2014 | 5/1/2015 | <input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER | | | |
| | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) | <input type="checkbox"/> Y <input checked="" type="checkbox"/> N | N/A | | | | E.L. EACH ACCIDENT \$ 500,000 | | | |
| | If yes, describe under DESCRIPTION OF OPERATIONS below | | | | | | E.L. DISEASE - EA EMPLOYEE \$ 500,000 | | | |
| | | | | | | | E.L. DISEASE - POLICY LIMIT \$ 500,000 | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
Project Name: Hydraulic Study and Conceptual Plan for Two Culvert Replacements
Refer to policy for exclusionary endorsements and special provisions.

| | |
|--|---|
| CERTIFICATE HOLDER Town of Lee Attn: Town Administrator 7 Mast Road Lee, NH 03861 | CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. |
| | AUTHORIZED REPRESENTATIVE Lisa King, CIC/JSC  |



TOWN of LEE
7 MAST RD, LEE, NH 03861
(603) 659-5414

Office Use Only

Meeting Date: December 8, 2014

Agenda Item No. 6

BOARD OF SELECTMEN
MEETING AGENDA REQUEST
12/8/2014

Agenda Item Title: Request Public Hearing Date for Lee Public Library Community Center Bond

Requested By: Library Board of Trustees

Date: 12/3/2014

Contact Information: anniegasowski@gmail.com

Presented By: Annamarie Gasowski, Chair

Description: Board of Trustees request that a date be set by the Select Board for the Public Hearing on the Bond for financing the Lee Public Library Community Center.

Financial Details: Proposed Project Budget \$2.25 mil; \$1 mil bond

Legal Authority NH RSA 33:8-a

Legal Opinion: Enter a summary; attach copy of the actual opinion

REQUESTED ACTION OR RECOMMENDATIONS:

The Library Board of Trustees recommends that the hearing take place prior to the Select Board meeting scheduled on January 5, 2015.

Town of Lee
Public Safety Complex Records Room
Request for Proposals

You are cordially invited to submit a Proposal for the Public Safety Complex Records Room in accordance with the attached specifications, terms and conditions. Prospective respondents are advised to read this information over carefully prior to submitting a proposal.

Bids must be submitted to the **Town Administrator, Town Hall, 7 Mast Road, Lee NH 03861** no later than XX/Xx/XXXX at 2:00 p.m. EST in order to be considered. Any bids received after specified date and time will not be considered.

There will be a MANDATORY pre-bid on-site meeting at XX:XX xx XX/XX/XX

Questions should be directed to Julie Glover, Town Administrator – 603-659-5414 or townadministrator@leenh.org.

The Town of Lee reserves the right to select or reject any bid that it deems to be in the best interest to accomplish the project specified. The Town reserves the right to discontinue the selection process at any time prior to the awarding of a contract. The Town reserves the right to waive defects and informalities of the proposals.

I. INTRODUCTION

The Town of Lee, New Hampshire is requesting proposals for the completion of a room (approx. 266 SF) on the second floor of the Public Safety Complex for use as a records retention room. The space was originally designed to be a kitchen but was never completed. This will include installation of finish work: electrical, mechanical, drywall, acoustic ceiling, flooring, painting, etc.

All bidders who attended the walk-through will have access to drawings, submittals, and other project files for the construction of the Public Safety Complex; the first floor was completed in December 2003 and the majority of the second floor was completed in January 2012. These files will be made available during the Selectmen's Office regular business hours (M 8 a.m. -6:00 p.m.; T-W-Th 8 a.m.-4:30 p.m.; F 8 a.m. – 12:30 p.m.)

It is the intent to have all materials, equipment and finishes match the existing, to the extent that is possible (some items may have been discontinued.) Where a particular Manufacturer/Model is listed, that is what was submitted for the original project.

It is not the intent of this document to provide all details, specifications, etc. or to specify exact methodology. It is required that all workmanship be the best available, conform to all relevant codes, and meet or exceed typical industry standards.

II. GENERAL REQUIREMENTS

1. Bidders must respond in writing to all requirements of this Request for Proposal. Any additional information or tasks that are felt to be relevant by the responding firm should be included together with the submittal requirements. Responses may be sent as a PDF via email, or facsimile, or delivered or mailed to the above address.
2. The bidder is expected to examine carefully the site of the proposed work, this information and contract forms before submitting a proposal. The submission of a proposal shall be considered conclusive evidence that the bidder has made such examination and is satisfied as to the

conditions to be encountered in performing the work and as to the requirements of the contract. It will be conclusive evidence that the bidder has also investigated and is satisfied with the sources of supply for all materials.

3. The intent of this Proposal is to provide for the construction and completion in every detail of the work described. The Contractor shall furnish all labor, materials, equipment, tools, transportation and supplies required to complete the work in accordance with the terms of the Contract. The Contractor shall be required to conform to the intent of the work required and specifications. No extra claims shall be allowed for portions of the work not specifically addressed in the specifications but required to produce a whole and complete project, such work will be considered subsidiary to the bid items.
4. Upon commencement of work, the Contractor shall be responsible for initiating, maintaining and supervising all safety precautions necessary to ensure the safety of employees on the site, other persons who may be affected thereby, including the public, and other property at the site or adjacent thereto.
5. Before final acceptance of the work, the contractor shall remove from the site all machinery, equipment, surplus materials, rubbish, barricades and signs. All parts of the work shall be left in a neat and presentable condition. On all areas used or occupied by the contractor, regardless of the contract limits, the bidder shall clean-up all sites and storage grounds. The items prescribed herein will not be paid for separately, but shall be paid for as part of the total contract price.
6. The Contractor shall be responsible for all damage or injury to property of any character, during the prosecution of the work, resulting from any act, omission, neglect, or misconduct in his manner or method of executing the work, or at any time due to defective work or materials, and said responsibility will not be released until the project shall have been completed and accepted.

III. SCOPE OF WORK

1.1 DESCRIPTION

1. Remove, dispose of, and/or cap off existing plumbing as required.
2. Furnish and install fixtures and finishes to match existing, per manufacturer's installation instructions.
 - a) 5/8" fire-rated drywall - taped, sanded
 - b) Acoustic Ceiling – Armstrong 15/16" exposed tee system, 7300 intermediate duty; Tundra 24x24x5/8 square ceiling tiles
 - c) Flooring – Armstrong Imperial Texture Standard Exelon VCT; vinyl cove base
 - d) Paint – Sherwin Williams ProMar Interior Latex Wall Primer; ProMar Interior Latex Finish, color TBD
 - e) Mechanical – heating and air conditioning vents, diffusers, grilles, etc., to be connected to existing system.
 - f) Electrical – outlets per current building code; 2x4 3/L T8 recessed parabolic fluorescent fixtures w/electronic ballasts (Lightolier); wall mounted emergency battery

unit (Morris); universal mount LED exit fixture; ceiling mounted , hard wired Heat Detector (Chemtronics Series 600.)

3. Proposals must include a cost for all labor, materials and other items (general conditions, contingency, etc.). Allowances for materials or installation included in the cost shall be sufficient to allow for the purchase and installation of the intended items required for the scope of the project that are of at least a mid-range quality with reasonable options for color, size, texture, etc. Any possible exclusions or extra charge items must be specified within the bid. All applicable building codes must be adhered to and while Town of Lee permits are required, there will be no charge for same.

1.2 WORK RESTRICTIONS

1. All work will be done between 7:00 a.m. and 6:00 p.m., Monday to Friday.
2. Work areas will be cleaned at the end of each workday.
3. Lead Safe Practices must be followed.

1.3 PROJECT MANAGEMENT AND COORDINATION

1. Conduct progress meetings with Owner at Project site as needed.

IV. SUBMITTAL REQUIREMENTS (any missing items could result in rejection of the proposal)

1. Provide a brief description of the work to be performed
2. Provide a list of major materials to be used, including manufacturer/make/model.
3. Submit a cost proposal on the form included, to include all labor, materials and any other charges.
4. Submit an estimated time for completing the scope of work.
5. Provide contact information on any subcontractors that will be utilized and their intended scope of work.
6. Include the name of the supervisor who will be assigned to work on this project.
7. Include at least three references, including recent contact names and phone number information.
8. Please be sure to include an authorized signature. Said signature, indicates receipt of, familiarity with and understanding of, and acceptance of the specifications provided, except as otherwise noted by the respondent.

V. SELECTION

1. Vendor selection shall be based on possession of the necessary experience, organization, technical and professional qualifications, skills and facilities, project understanding, approach, ability to comply with proposed or required time of completion or performance, and possession of a satisfactory record of performance, as well as cost.

PROPOSAL FORM
TOWN OF LEE, N.H.
Public Safety Complex Records Room

To the Town of Lee, New Hampshire, herein called the Owner:

The undersigned, as Bidder, herein referred to as singular and masculine declares as follows:

1. All interested in the Proposal as Principals are named herein.
2. This proposal is not made jointly, or in conjunction, cooperation or collusion with any other person, firm, corporation, or other legal entity;
3. No officer, agent or employee of the Owner is directly or indirectly interested in this Proposal.
4. The undersigned has carefully examined the sites of the proposed work and fully informed and satisfied himself as to the conditions there existing, the character and requirements of the proposed work, the difficulties attendant upon its execution and the accuracy of all estimated quantities stated in this Proposal, and the undersigned has carefully read and examined the Proposal, Agreement, Specifications and other Contract Documents therein referred to and knows and understands the terms and provisions thereof;
5. The bidder will supply or perform all labor, services, material, plant, machinery, apparatus, appliances, tools, supplies and all other activities required by the Contract Documents in the manner and within the time therein set forth, and that the bidder will take in full payment therefore the following item prices, to wit:

Include a proposed project completion schedule with your bid

| | <u>QTY</u> | <u>Unit</u> | <u>Unit Price/Total Price</u> |
|---|------------|-------------|-------------------------------|
| 1. Remove/Dispose/Cap all Existing Plumbing | 1 | LS | \$ |
| | | | <i>Total Price in Figures</i> |
| 2. Drywall | 1 | LS | \$ |
| | | | <i>Total Price in Figures</i> |
| 3. Acoustic Ceiling | 1 | LS | \$ |
| | | | <i>Total Price in Figures</i> |
| 4. Flooring | 1 | LS | \$ |
| | | | <i>Total Price in Figures</i> |
| 5. Painting | 1 | LS | \$ |
| | | | <i>Total Price in Figures</i> |
| | | | <i>Total Price in Figures</i> |

| | | | | |
|---------------|---|----|----|-------------------------------|
| 6. Mechanical | 1 | LS | \$ | |
| | | | | <i>Total Price in Figures</i> |
| 7. Electrical | 1 | LS | | |
| | | | | <i>Total Price in Figures</i> |

Award of Bid will be based on the Total of Items 1 through 7.

In Figures \$ _____

In Words \$ _____

Add Alternate:

Additional cost to provide a 2-hour fire resistant rating:

\$ _____

Total Price in Figures

To Bidder: It is the intention of this contract that the items listed above describe completely and thoroughly the entirety of the work as described in the specifications. All other items required to accomplish the above items are considered to be subsidiary work, unless shown as a pay item. The undersigned agrees that for extra work, if any, performed in accordance with the terms and provisions of the Contract Documents, the bidder will accept compensation as stipulated therein.

Date _____

Company Name: _____

Print name: _____

Title: _____

Signature

Business Address: _____

Town, State, Zip Code: _____

Telephone: _____

Email: _____

The Bidder has received and acknowledged Addenda No. __ through __

All Proposals are to be submitted on this form and in a sealed envelope, plainly marked on the outside with the Bidder's name and address and the Project name as it appears at the top of the Proposal Form.

INSURANCE REQUIREMENTS

Insurance shall be in such form as will protect the Contractor from all claims and liabilities for damages for bodily injury, including accidental death, and for property damage, which may arise from operations under this contract whether such operation by himself or by anyone directly or indirectly employed by him.

AMOUNT OF INSURANCE

A) Comprehensive General Liability:

Bodily injury or Property Damage - \$1,000,000

Per occurrence and general aggregate

B) Automobile and Truck Liability:

Bodily Injury or Property Damage - \$1,000,000

Per occurrence and general aggregate

Coverage requirements can be met with excess policies. Additionally, the Contractor shall purchase and maintain the following types of insurance:

A) Full Workers Comprehensive Insurance coverage for all people employed by the Contractor to perform work on this project. This insurance shall at a minimum meet the requirements of the most current laws of the State of New Hampshire.

B) Contractual Liability Insurance coverage in the amounts specified above under Comprehensive General Liability.

C) Product and Completed Operations coverage to be included in the amounts specified above under Comprehensive General Liability.

ADDITIONAL INSURED

All liability policies (including any excess policies used to meet coverage requirements) shall include naming the Town of Lee, New Hampshire as an **Additional Insured by certificate and amendatory endorsement**. A policy endorsement (form CG2010B or equivalent) must be provided as evidence of additional insured coverage.

1) The contractor's insurance shall be primary in the event of a loss.

2) Town of Lee shall also be listed as a Certificate Holder. The Town shall be identified as follows:

Town of Lee
Attn: Town Administrator
7 Mast Rd
Lee, NH 03861

CONTRACT AGREEMENT

Lee Public Safety Complex Records Room

THIS AGREEMENT made as of the ___th day of _____ in the year 2014, by and between the Town of Lee, New Hampshire (hereinafter call the Owner) and _____ (hereinafter called the Contractor), WITNESSETH; that the Owner and Contractor, in consideration of the mutual covenants hereinafter set forth, agree as follows:

ARTICLE I- Work - The Contractor shall perform all work as specified or indicated in the Request for Proposal for the completion of the Project. The Contractor shall provide, at his expense, all labor, materials, equipment and incidentals as may be necessary for the expeditious and proper execution of the Project.

ARTICLE II - ENGINEER - The Town Engineer shall mean the Town Administrator, and/or Owner's authorized representative, will act as engineer in connection with completion of the Project in accordance with these Contract Documents.

ARTICLE III - CONTRACT TIME - The work will commence and finish in accordance with the schedule submitted with the Proposal and accepted by the Owner.

ARTICLE IV - CONTRACT PRICE and PAYMENT- Upon final acceptance of the work and settlement of all claims, Owner shall pay the Contractor the Contract Price as shown in the Bid Proposal, subject to additions and deductions provided for in the Contract Documents.

ARTICLE V – CONTRACT DOCUMENTS – The Contract Documents, which comprise the contract between Owner and Contractor, are attached hereto and made a part hereof and consist of the following:

1. This Contract Agreement
2. Request for Proposals
3. Contractor's Bid Proposal
4. Insurance Requirements
5. Any modifications, including change orders, duly delivered after execution of this Agreement.

ARTICLE VI – TERMINATION FOR DEFAULT – Should contractor at any time refuse, neglect, or otherwise fail to supply a sufficient number or amount of properly skilled workers, materials, or equipment, or fail in any respect to prosecute the work in accordance with the schedule of completion approved by Owner, or fail to perform any of its obligations set forth in the Contract, Owner may, at its election, terminate the employment of Contractor, giving notice to Contractor in writing of such election, and enter on the premises and take possession, for the purpose of completing the work included under this Agreement, of all the materials, tools and appliances belonging to Contractor, and to employ any other persons to finish the work and to provide the materials therefore at the expense of the Contractor.

ARTICLE VII – INDEMNIFICATION OF OWNER – Contractor will indemnify Owner against all suits, claims, judgments, awards, loss, cost or expense (including without limitation attorneys' fees) arising in any way out of the Contractor's negligent performance of its obligations under this Contract.

CONTRACT AGREEMENT (con't)

Lee Public Safety Complex Records Room

Contractor will defend all such actions with counsel satisfactory to Owner at its own expense, including attorneys' fees, and will satisfy any judgment rendered against Owner in such action.

ARTICLE VIII – PERMITS – The Contractor will secure at its own expense, all permits and consents required by law as necessary to perform the work and will give all notices and pay all fees and otherwise comply with all applicable Town, State, and Federal laws, ordinances, rules and regulations. **The fee for the Town of Lee Building permit shall be waived.**

ARTICLE IX – INSURANCE – The Contractor shall secure and maintain, until acceptance of the work, insurance with limits not less than those specified in the Request for Proposal.

ARTICLE X – MISCELLANEOUS –

A. Neither Owner nor Contractor shall, without the prior written consent of the other, assign, sublet or delegate, in whole or in part, any of its rights or obligations under any of the Contract Documents; and, specifically not assign any monies due, or to become due, without the prior written consent of Owner.

B. Owner and Contractor each binds himself, his partners, successors, assigns and legal representatives, to the other party hereto in respect to all covenants, agreements and obligations contained in the Contract Documents.

C. The Contract Documents constitute the entire Agreement between Owner and Contractor and may only be altered amended or repealed by a duly executed written instrument.

D. The laws of the State of New Hampshire shall govern this Contract without reference to the conflict of law principles thereof.

E. Venue for any dispute shall be the Strafford County Superior Court unless the parties otherwise agree.

IN WITNESS WHEREOF, the parties hereunto executed this AGREEMENT the day and year first above written.

Contractor:

BY: _____

TITLE: _____

TOWN OF LEE, N.H.

BY: _____

Julie E. Glover, Town Administrator, formally authorized to enter into this agreement by vote of the Board of Selectmen on _____.



PERSONNEL POLICY & PROCEDURES MANUAL

Town of Lee

*Adopted by the Select Board December 8, 2014.
This document supersedes all personnel policies
previously established or adopted by the Town*

WELCOME TO THE TOWN OF LEE!

Starting a new job is exciting, but at times can be overwhelming. This Personnel Policy has been developed to help you get acquainted and answer many of your initial questions.

As an employee of Lee, the importance of your contribution cannot be overstated. Our goal is to provide residents with the finest and most efficient service possible. You are an important part of this process.

This Personnel Policy & Procedures Manual explains our personnel policies and benefits. It is not intended to address all the possible applications of, or exceptions to, the general policies and procedures described. For that reason, if you have any questions concerning eligibility for a particular benefit or the applicability of a policy or practice to you, you should address your questions to your Department Head or to the Town Administrator.

In an effort to be responsive to the needs of a changing organization, changes or additions to this manual will be made if necessary. We will keep you informed when these changes are made.

We are glad you have joined us, and we hope you will find your work to be both challenging and rewarding.

TOWN OF LEE
PERSONNEL POLICY & PROCEDURES MANUAL

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Receipt and Acknowledgement of Policy
Personal Action Report Form
Request to Waive the Lunch or Eating Period Form
Department Head Leave Notice Form
Pay in Lieu of Vacation Form
Expense Report

CHAPTER 1

PURPOSE AND POLICIES

- 1-1. PURPOSE:** The purpose of this manual is to provide employees with the policies and procedures for assuring maintenance of an equitable personnel management system in the Town of Lee. The Town shall furnish each full time and part time employee with a copy of this Manual. Changes to the Personnel Policy are to be incorporated into this manual and distributed to all full time and part time personnel within thirty (30) days of adoption. The policies and procedures for personnel administration in the Town of Lee set forth herein have as their purpose to promote the efficiency and economy of Town government; to promote the morale and well-being of Town employees; to promote equal employment opportunity for all candidates for employment by the Town and for all its employees; and to promote the public health, public safety and general welfare of the Town.

This Manual also summarizes the current benefits maintained by the Town for eligible employees. If any questions arise regarding the implementation or interpretation of any benefit plan, the terms and conditions of the actual plan documents and summary plan descriptions will control rather than the summaries contained in this Manual. The Manual (and other plan documents) are not contractual in nature and do not guarantee any continuance of benefits.

The use of the terms "he", "his", or "him" in this manual is intended to be gender neutral and also includes the female gender.

- 1-2. NOT A CONTRACT OF EMPLOYMENT:** This manual generally describes the policies and practices that the Town follows and the benefits that currently are provided or made available to employees. These policies, practices and benefits represent the spirit with which issues and employee relations will be addressed and resolved by the Town, but they do not constitute and should not be understood to constitute an offer or a policy enforceable as a contractual obligation. This manual does not modify the at-will status of any Town employee, and shall not create any due process rights in excess of federal or state constitutional or statutory requirements. [Employment at-will means that employees are free to resign from their employment at any time, with or without cause or notice, and the employer has similar rights and can terminate the employment relationship at any time, with or without cause or notice.]

All terms and conditions of employment including, but not limited to, benefits, compensation, and workplace procedures are subject to change. The Town reserves the right to change, revise, or eliminate any of the policies, procedures, or benefits described in this Manual at any time, in its sole discretion and in accordance with state and federal law.

This policy is also designed to serve as a guide for Department Heads in performing their supervisory responsibilities. It is not a contract and is not intended to be a complete or exhaustive guide to all issues a Department Head may face.

- 1-3. POLICY:** The personnel policies of the Town are based on the following principles:
1. openly recruiting, selecting and advancing employees on the basis of their relative ability, knowledge and skills;
 2. providing equitable and adequate compensation;

3. training employees as needed to assure high quality performance and to promote career development;
4. retaining employees on the basis of the adequacy of their performance, correcting inadequate performance and dismissing employees whose inadequate performance cannot be corrected;
5. assuring fair treatment of applicants and employees in all aspects of personnel administration without regard to religion or political affiliation, race, color, national origin, age, sex, genetic information, marital status, physical or mental handicap, sexual orientation, or any other non-merit factor, except where such factor is a bona fide occupational requirement, and with proper regard for their privacy and constitutional rights as citizens. Discrimination against any person on the basis of such non-merit factors will be prohibited; and
6. assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.

1-4. APPLICABILITY OF THESE POLICIES: These policies and procedures apply to full time and part time employees, temporary, seasonal, and on-call firefighters of the Town of Lee, except that part time employees, temporary, seasonal, and on-call firefighters are excluded from paid leave and other benefits described in this manual unless explicitly stated otherwise. Employees of the Lee Public Library are governed by policies established by the Library Board of Trustees. (*NH RSA 202-A:6*)

When a person is employed under contract, other written agreement, or policies or procedures approved by the Select Board, then those agreements shall prevail, except where those agreements are silent.

A violation of these policies may, at the determination of the Select Board and in accordance with this policy, result in disciplinary action. Where a conflict exists between a particular personnel policy and Town, State or Federal law, then the law shall prevail.

These policies are not all inclusive and discretion as to interpretation or the appropriate course of action concerning a particular personnel matter shall be that of the Town Administrator and the Select Board.

1-5. INDEMNIFICATION: The Town shall provide all employees with full indemnification from legal action to the extent required by RSA 31:104; 31:105; 31:106; and 491:24 while in service to the Town of Lee and acting within the scope of the position to which they are legally appointed to serve.

CHAPTER 2

RESPONSIBILITY FOR ADMINISTRATION

2-1. RESPONSIBILITY FOR ADMINISTRATION: The Town Administrator will impartially and equitably administer these personnel policies and procedures. The Town Administrator is responsible for:

1. benefits administration;
2. processing personnel/payroll actions, including pay rate changes, insurance withholding, paid leave;
3. Assisting Department Heads with recruiting and hiring new employees and any disciplinary issues that may arise within their departments; reviewing personnel policies periodically and issuing recommendations to the Select Board for additions and revisions.

2-2. DEPARTMENT HEADS: The Department Heads are responsible for effectively supervising their employees; disciplining; training; reporting the efficiency and performance of their staff; recommending salary adjustments; and working with the Town Administrator with the hiring, promotion and termination of employees within their department. Department Heads shall recommend to the Town Administrator, as necessary, desirable changes in the personnel policies and procedures to improve administration of the personnel system. Unless otherwise specified, the provisions, rules, procedures, etc. outlined in this manual are intended to apply to Department Heads.

2-3. EMPLOYEES: Employees are expected to acquaint themselves thoroughly with the material in these personnel policies and any subsequent revisions.

CHAPTER 3

DEFINITIONS

Wherever used in these policies and procedures, the following terms and words shall be defined as indicated below:

- 3-1. **APPOINTING AUTHORITY:** Department Heads have authority to appoint persons for positions within their departments.
- 3-2. **APPOINTMENT:** The designation of a person as an employee of the Town.
- 3-3. **BENEFITS:** Any indirect compensation not mandated by law, such as items like vacation, sick leave, and insurances.
- 3-4. **COMPENSATION:** The salary, wages, fees, stipends, benefits, and all other forms of valuable consideration earned or paid to any employee by reason of service in their position, but not including reimbursements for expenses authorized and incurred as incidents to employment.
- 3-5. **DATE OF HIRE:** An employee's date of hire is the first day that the employee started working for the Town.
- 3-6. **DEMOTION:** The change of an employee from a position in one class to a position in a class having a salary range with a lower maximum rate of pay.
- 3-7. **DISABILITY LEAVE:** As distinguished from sick leave, shall mean leave given to an employee due to absence caused by a non-job related accident, injury, or other medical condition, including leave taken for the period of temporary physical disability resulting from pregnancy, childbirth, or related medical conditions.
- 3-8. **DISMISSAL:** Involuntary removal of an employee from employment.
- 3-9. **EMPLOYEE - FULL-TIME:** Employees who work 40 hours or more per week on a continuous basis, who are not classified as temporary or seasonal employees.
- 3-10. **EMPLOYEE - REGULAR PART-TIME:** Employees who work less than 40 hours per week, but who work regularly scheduled hours each week, who are not classified as temporary or seasonal employees.
- 3-11. **EMPLOYEE - TEMPORARY:** Employees who are assigned to either a full-time or part-time position for a specified period of time or assignment are classified as temporary employees. The period of appointment will be contingent on the duration of the assignment. The standard time for a temporary position is one year or less.
- 3-12. **EMPLOYEE - SEASONAL:** Employees who are assigned to either a full-time or part-time position and who perform duties that are interrupted by the seasons, and who may be recalled the following season.
- 3-13. **EMPLOYEE ON-CALL FIREFIGHTER:** Employees who respond as needed on a volunteer basis but who receive an hourly rate while responding to fire alarms, emergency

medical calls, hazardous material calls and other emergencies for the protection of life and property.

- 3-14. EXEMPT EMPLOYEE/NON-EXEMPT EMPLOYEE:** An exempt employee is one whose position is exempt under the Fair Labor Standards Act (FLSA). An employee may be exempt because of executive, professional or administrative duties (for example, management positions). An exempt employee is not eligible for overtime pay. Non-exempt employees are paid on an hourly basis and are eligible for overtime pay under the terms of the FLSA and this Policy.
- 3-15. GRIEVANCE:** A claim or allegation that a violation, misinterpretation, or misapplication of the provisions of this manual has occurred.
- 3-16. INCUMBENT:** An individual currently occupying a specific position.
- 3-17. JOB DESCRIPTION:** The written description of the duties, responsibilities and qualification requirements necessary and substantially related to an employee's ability to perform the essential functions of a position. Reasonable accommodations for physical or mental limitations made known to the Town by the employee should be made to ensure that the qualified disabled individual has an equal opportunity in applying for the job, to enable qualified disabled employees to perform the essential functions of a job, and to allow disabled employees to enjoy equal benefits and privileges of employment.
- 3-18. LAYOFF:** Involuntary separation of an employee resulting from a reduction in force due to lack of work, lack of funds or abolishment of the employee's position.
- 3-19. LEAVE:** A period of authorized absence, with or without pay, during which an employee does not work but is still considered to be in the employ of the Town.
- 3-20. MERIT INCREASE:** A pay increase granted to an individual employee as a result of standards of job performance as adopted by the Town. A merit increase shall not exceed the maximum rate established for that individual employee's position.
- 3-21. PERSONNEL ACTION:** All activities affecting any aspect of an employee's status. For example: appointments and changes in appointments, re-employment, transfer, promotion, and demotion, changes in hours, reclassification, resignation, suspension, dismissal, and placement in leave status.
- 3-22. PROMOTION:** The change of an employee from one position to a position in a position which provides a higher maximum rate of pay.
- 3-23. REGULAR RATE:** The actual hourly base rate an employee receives.
- 3-24. REGULARLY SCHEDULED HOURS:** The regularly scheduled hours are the hours adopted by the Town for each department or individual within a department. Department Heads may establish the hours for their departments, with approval from the Select Board.
- 3-25. RESIGNATION:** Separation of an employee from Town employment by his own voluntary act.

- 3-26. RETIREMENT:** Separation of an employee in accordance with the provisions of any retirement system under which an employee is eligible to receive benefits.
- 3-27. SUSPENSION:** An enforced leave of absence for disciplinary purposes or pending an investigation of charges made against an employee.
- 3-28. WORK AND WORK PREMISES:** Work and work premises are defined as the Town of Lee as a whole and includes all Town buildings, facilities, properties, and/or remote job sites.

CHAPTER 4

CLASSIFICATION SYSTEM

4-1. CLASSIFICATION SYSTEM: The Town of Lee maintains a written job description for each position in the Town service which describes the duties, authority, and responsibilities characteristic of positions employed within each department of the Town.

A. **JOB DESCRIPTION:** Each written job description includes a job title, a description of the representative duties and the general responsibility and authority of the work, a statement of qualification requirements for satisfactory performance of the work, and other pertinent information.

The statements of the job description are descriptive and not restrictive. They indicate the kinds of duties and level of responsibilities assigned to the position, but do not limit the power of a Department Head to direct, assign, and control the work of the employees under his supervision. The use of examples illustrating the duties should not be construed to exclude others not mentioned which are of similar kind or category.

All Town employees will be given a copy of their appropriate job description and will be furnished new ones if their positions are revised. Copies of job descriptions for all Town positions are maintained in the Selectmen's Office. The job descriptions may be reviewed by any Town employee.

B. **ANNUAL REVIEW OF JOB DESCRIPTION:** At the time of the annual employee evaluation discussion between the Department Head and employee, the employee's job description will be reviewed to note any significant changes which may have taken place in the employee's job. The Department Head will prepare a description of changes, additions, or deletions required in the job description as necessary and will forward these changes to the Town Administrator for review.

C. **REVISION:** Positions will be re-evaluated when warranted by significant changes in the written job description such as new functions or responsibilities, new programs, or reorganization within a department.

1. Changes in the job description noted at the time of the yearly evaluation will be reviewed by the Town Administrator for changes significant enough to warrant a rewriting of the job description. If the Town Administrator determines that a revision is warranted, it will be referred to the Select Board for approval. The new job description will be forwarded to the employee and Department Head.

2. At other times during the year, new functions or responsibilities, new programs, or reorganization within a department may result in such major changes in a position that a change in salary may be warranted. Department Heads who note very significant changes in a position will submit a new proposed job description to the Town Administrator, specifying new and/or changed duties and recommending the appropriate salary. Recommendations for the Select Board at other than the annual evaluation time will only be accepted by the Town Administrator if the employee's next annual evaluation will not be due within the next three months.

CHAPTER 5

COMPENSATION SYSTEM

- 5-1. PAY FOR PERFORMANCE:** Merit increases, promotions, and other salary actions are based upon performance and are not considered to be automatic or based on length of service alone. (See Chapter 10 for performance evaluation program).
- 5-2. PAY ADMINISTRATION:**
- A. **STARTING RATES:** An employee appointed to a position should normally be compensated at a minimum rate of pay established for the position, subject to the approval of the Select Board; however, appointment at a salary above the minimum wage may be made upon written certification that such action is justified by exceptional qualifications of the applicant or by lack of qualified applicants available at the minimum rate.
 - B. **CERTIFICATION PERIOD:** If certification is required for his position, an employee must obtain it within the first six months of employment.
 - 1. Certain positions, i.e. police officers and firefighters require longer than six months in which to complete certification.
 - 2. No pay increase will be granted until certification is received.
 - C. **PAY INCREASE:** Merit increases shall be dependent upon specific written recommendation by the Department Head that the employee is performing at an exceptional level of competence. A pay increase may be granted at any time during the year after the Select Board review a detailed recommendation from the Department Head outlining an employee's exceptional performance, revision of the incumbent's job description, or the existence of unusual employment conditions that make such action necessary.
 - 1. General pay increases, such as COLA, are granted by the Select Board from time to time.
 - 2. All pay increases are conditioned on the availability of funds.
 - D. **OVERTIME PAY:** Town employees not exempted from the provisions of the Fair Labor Standards Act shall receive overtime pay at the rate of one and one half times the regular rate of pay for work actually performed in excess of forty (40) hours per week. No paid time off (such as vacation, sick or holiday) shall be included for the purposes of calculating time worked.
 - 1. Full-time firefighters and police officers shall receive overtime pay at the rate of one and one half times their regular rate of pay for work actually performed in excess of the hours and timeframe specified by their respective departments, in accordance with the Fair Labor Standards Act.
 - 2. Employees who are classified as exempt employees under FLSA are not included under these regulations for payment of overtime.

This group is expected to devote the time necessary to properly perform their responsibilities without overtime compensation.

E. **CALL-IN PAY:** Full-time, Non-exempt employees of the Police Department and Highway Department who are called in to work other than normal or scheduled hours shall be paid a minimum compensation of not less than (2) two hours at their regular hourly rate, however they shall receive overtime pay for work actually performed in excess of forty (40) hours per week at the rate of one and one-half time their regular rate of pay.

1. If the employee is required to be called back more than once in a single four hour period, the employee shall be paid for only one call-back period.
2. This section does not apply to scheduled overtime, callback times annexed to the beginning of the work shift, or to hold over time annexed to the end of the work shift.

F. **PAYROLL DEDUCTIONS:** The Town will automatically deduct federal withholding, income tax, social security tax, and wage garnishments as required by law (i.e., child support payments, court ordered payments, IRS garnishments). If authorized in writing by an employee, the Town will also make additional mandatory deductions, such as for health insurance or other purposes requested by the employee.

Payroll deductions are also permitted by law for: required clothing not considered to be uniforms; voluntary rental fees for non- required clothing; voluntary cleaning of uniforms and non-required clothing; medical, surgical, hospital, and other group insurance benefits having no financial advantage for the employer; payments into savings funds held by someone other than the employer; housing and utilities; strictly voluntary contributions to charities; union dues; and health, welfare pension, and apprenticeship fund contributions. Please contact the Finance Officer with any questions about payroll deductions.

G. **PAYCHECKS:** Employees are paid on a bi-weekly basis on Fridays for all hours worked during the preceding calendar weeks. Each employee should carefully review his paycheck for errors and report any to the Finance Officer immediately. Paychecks will be distributed only to you by your Department Head or designee, unless you provide the Town with written authorization for someone else to receive your paycheck or you have elected to have your funds deposited through electronic direct deposit to your designated bank or financial institution.

5-3. PERSONNEL ACTION REPORT: Department Heads shall report all personnel actions (hiring, promotion, salary adjustment, termination, etc.) to the Finance Officer prior to being implemented, or as soon as practicable thereafter, depending on the action, by completing a "Personnel Action Report," that shall be executed by the Department Head, signed by the employee and approved by the Select Board, if such action requires Board approval. See Appendices for a sample form.

CHAPTER 6

HOURS OF WORK AND OVERTIME

- 6-1. HOURS OF WORK:** The Town has adopted standard work hours of forty (40) hours per week for most full-time employees. The work week commences at 12:01 a.m. Monday and ends at 12:00 midnight Sunday unless determined otherwise by the Select Board. The work hours and work days of each department may vary, as well as the days and/or hours for any individual employee within his department. Department Heads shall inform an employee of his assigned work schedule. The Department Head shall have the right to change an employee's assigned hours to meet the Town's operational needs.
- 6-2. ATTENDANCE:** Employees are expected to be in regular attendance at work during the designated hours scheduled by the Department Head or in accordance with department regulations. **Employees shall conform to their regular work schedule, unless their Department Head has specifically authorized additional hours of work.** This means that employees should not arrive at work earlier than scheduled, work through any portion of their regularly scheduled meal break, or stay at work later than scheduled without the prior authorization of their Department Head.
- A. Employees must account for any absences during their regular workday by using the appropriate leave time, as approved by their Department Head. An employee who fails to report to work for three consecutive work days without proper notice shall be considered to have quit voluntarily.
 - B. Employees who are absent or late for work must contact their Department Head as soon as reasonably possible. An employee who fails to call in on the day of an absence, or does not have a valid reason for calling in late, may be subject to discipline. If absent from work for more than one day, an employee is required to call in for each subsequent absence, unless he has submitted a doctor's note in advance.
- 6-3. MEAL PERIODS:** A meal period shall be reserved for each employee at times designated by the Department Head. Employees who work more than five (5) consecutive hours shall be given a thirty (30) minute unpaid meal break. Town employees engaged in law enforcement and fire protection activities will be provided meal breaks in accordance with the Fair Labor Standards Act. Any employee who works during the meal break is required to complete a "Request to Waive the Lunch or Eating Period" form, see Appendices for form. (*NH RSA 275:30A*)
- 6-4. TIME SHEETS:** All non-exempt Town employees are required to complete a time sheet of the hours worked each week, as well as to record any time off.
- A. Pursuant to NH RSA 279:27 and RSA 275:49:
 - 1. All entries that are altered on an employee's time sheet/card must be legible and are required to be initialed by the employee.
 - 2. Each employee must record the actual time work began and ended, including any meal periods. It is not sufficient to simply indicate the total number of hours worked each day.

B. Hours worked on all time sheets/cards will be calculated by rounding the time to the nearest quarter hour using the 7/8 minute-split rule, i.e. when employees are 1 to 7 minutes late, they are paid for the entire quarter-hour; if they are 8 to 14 minutes late, payment begins at the nearest quarter-hour.

6-5. OVERTIME: Personnel shortages, peak workloads, and other emergency situations may make it necessary for an employee to work beyond his departmentally assigned work week. In emergency situations Department Heads are authorized to schedule or order overtime work when necessary and therefore employees should consider compliance mandatory. To the extent possible, overtime will be distributed as evenly as possible among the employees qualified to perform the particular job within the department. In all cases, administration of this section is to comply with the Fair Labor Standards Act (FLSA). For calculations on overtime pay, see Chapter 5 - Compensation System.

Consideration must be given to the maximum number of hours an employee can safely perform their work in any continuous shift. The Department Head has the authority and responsibility to relieve an employee from work when it is determined that the employee may endanger the normal operation of the department or the safety of other employees or general public.

CHAPTER 7

LEAVE

7-1. GENERAL POLICY: Leave is an authorized absence during which an employee does not work but is still considered to be in the employ of the Town. Leave may be authorized with or without pay and shall be granted in accordance with the following guidelines on the basis of the work requirements of the departments and, whenever possible, the personal wishes of the employee.

- A. **ELIGIBLE EMPLOYEES:** Paid leave is available to full-time employees.
- B. **EXEMPT EMPLOYEES:** Exempt employees are not required to record leave for absences of less than four hours; however, they are expected to work the hours necessary to perform their job, which may include working outside of normal working hours and/or working more than 40 hours per week.
- C. An employee who has exhausted all his available sick and/or vacation leave but is still unable to return to work shall not accrue further leave.

7-2. PROCEDURE FOR REQUESTING LEAVE: All leave, whether paid or unpaid, must be noted on the employee's timesheet. In the case of illness, injury, or emergencies, employees shall notify their Department Head at least one hour prior to the time set for departmentally assigned working hours or as soon as reasonably possible. An employee will not be paid for any absence from assigned working hours unless such absence is approved and the employee has available leave time.

- A. **Department Heads:**
 - 1. Are not required to submit timesheets.
 - 2. Submit a "Department Head Leave Notice Form" to the Town Secretary at the time leave is taken so that time used can be deducted from leave accruals. Advise the Board of the absence via email. See Appendices for form.
 - 3. Vacation requests in excess of five working days must be approved by the Select Board before the time is taken.
- B. **Other Employees:**
 - 1. Requests for vacation of three (3) days or less must be submitted by the employee for approval prior to the requested leave to his Department Head and recorded on the weekly timesheet so that time used can be deducted from leave accruals. Requests for more than three (3) days requires at least a one week's notice.
 - 2. Sick Leave will be deducted from accruals based on the usage indicated on an employee's timesheet.

7-3. HOLIDAY LEAVE: Employees shall be paid for an annual total of no more than 80 hours for the listed holidays (88 in those years where the Christmas holiday includes the day before or after.) Holiday pay will be based on eight (8) hours at the employee's regular hourly rate. Part-time employees who regularly work a minimum of twenty hours per week throughout the calendar year and whose regular work schedule includes the actual day of the holiday are

entitled to four (4) hours of holiday pay. Temporary employees and call firefighters are not entitled to holiday pay.

All holidays will be observed on the day designated by the Federal Government:

| | |
|---|------------------------|
| New Year's Day | Martin Luther King Day |
| Presidents' Day | Memorial Day |
| Independence Day | Labor Day |
| Veterans' Day | Thanksgiving Day |
| Day after Thanksgiving | Christmas Day |
| Day Before/ After Christmas (see A below) | |

- A. Holidays that fall on a Sunday will be observed on the following Monday, and Holidays that fall on a Saturday will be observed on the preceding Friday. If Christmas falls on a Tuesday or a Thursday, the Town will also close on the day between Christmas and the weekend.
- B. If a designated holiday falls within an employee's vacation period, the holiday is not considered a vacation day.
- C. Employees must work the work day preceding and following the holiday, according to their normal work schedule, except for excused absences as approved by the employee's Department Head, in order to be paid for the holiday.
- D. Some employees may be required to work on holidays. Non-exempt Employees who are required to work on a holiday will receive eight (8) hours of holiday pay at their straight time hourly rate for the hours worked on the holiday, in addition to their regular rate of pay for the hours worked. Holiday pay is not counted as time worked for the purposes of calculating overtime, however, if the hours actually worked in that week exceed 40 then overtime may apply as described in Chapter 6 of this manual.
- E. Sworn Police Officers: all full-time officers shall receive an additional day's pay for each of the holidays listed above regardless of whether or not the employee works on any of the holidays. Such employees shall work their shift as scheduled regardless of the occurrence of holidays.
 1. On the last pay period in June, each officer shall receive, in addition to his regular pay, an amount that shall be determined by multiplying the number of holiday hours from January 1 – June 30 (as indicated above) by the officer's regular rate of pay, which have occurred during the officer's term of employment during the current calendar year. On the last pay period in November, each officer shall receive, in addition to his regular pay, an amount that shall be determined by multiplying the number of holiday hours from July 1 – December 31 (as indicated above.) This shall include the hours anticipated for the Christmas holiday, however should the officer no longer be employed by the Town as of that date; the amount paid will be deducted from the officer's final paycheck.
 2. An officer who voluntarily terminates his employment after at least six months' satisfactory employment in a current year shall be entitled to holiday pay, in addition to his regular pay, in an amount equal to the

number of holidays which occurred during said employment multiplied by his regular rate of pay at the time of termination.

7-4. PERSONAL DAYS: Employees shall be entitled to take two personal days in each calendar year, on a day(s) approved by their Department Head. Personal Days shall expire at the end of the calendar year and will not accrue from year to year. Eligible Part-time employees shall be paid four hours at their regular hourly rate for each Personal Day.

New Employees hired in the months of July through December shall be entitled to only one Personal Day in that calendar year.

7-5. VACATION LEAVE: Each eligible employee shall be granted leave with pay for the purpose of taking a vacation. Vacation time is granted based upon years of service. The employee's date of hire will be used for the purpose of calculating the employee's years of service. Vacation time may not be taken in advance of being earned.

- A. Employees shall begin to accrue vacation on their date of hire.
- B. Employees shall not be eligible to take vacation until they have worked for the Town for a period of at least six months.
- C. Vacation Accrual Schedule: Each eligible employee shall accrue annual vacation leave according to the following schedule:

| | Monthly Accrual | Annual Accrual |
|--|----------------------------|-----------------------|
| Upon completion of 12 months of employment | 6.67 hrs. | 80 hrs. (10 days) |
| Start of Year 2 thru completion of Year 5 | 8 hrs. | 96 hrs. (12 days) |
| Start of Year 6 thru completion of Year 10 | 10 hrs. | 120 hrs. (15 days) |
| Start of Year 11 and beyond | 14 hrs. | 168 hrs. (21 days) |

An employee will not accrue any vacation time for those pay periods in which the employee is entitled to no wages, unless required under law. Generally, this will occur when the employee is on unpaid leave, such as FMLA leave.

- D. **VACATION PAY:** Vacation pay for a full week will be paid at the normal straight time scheduled hours; i.e., if someone normally is scheduled for 40 hours per week, their vacation pay will be for 40 hours for each full week requested.
- E. **USE OF VACATION LEAVE:** Vacation leave may be taken weekly, one or more days at a time, or in hours.
- F. **CARRYOVER:** Employees are only allowed to carry-over what they would accrue in a two (2) year period; therefore, the maximum that any employee may accrue is 336 hrs. or 42 days. Any excess as of the end of each month will be eliminated and shall not carry over.
- G. **VACATION SCHEDULING:** Each Department Head will determine the annual vacation schedule for all of his employees, taking into consideration the best interests of the Town, the particular needs of the department and the desire of the

employee. A conflict in scheduling vacation leave among several employees will be resolved by the Department Head on the basis of particular assignments of employees and upcoming department workload.

H. VACATION LEAVE SETTLEMENT UPON SEPARATION FROM EMPLOYMENT:

1. Upon separation of employment for any reason, employees will be paid for accrued, unused vacation leave (not to exceed a maximum of thirty (30) days) provided the employee has been actively employed for at least six (6) months prior to the termination. Such pay will be calculated based on the employee's rate of pay at the time of separation.
2. If it is determined upon termination of employment that an employee has taken a vacation which exceeded his accrued leave, the amount of the unearned vacation pay previously received will be deducted from his final compensation payment.

- I. PAY IN LIEU OF VACATION: At the discretion of the Select Board, employees with more than ten (10) years of service who receive at least fifteen (15) days of earned vacation per year may elect to work during one (1) week of vacation and receive regular earnings as well as vacation pay. There is no other provision for an employee to cash in vacation for pay in lieu of time off. Requests must be submitted in writing to the Select Board. See Appendices for form.

7-6. SICK LEAVE: The Town provides sick leave to full time employees. Sick leave must be used in no less than half hour increments (except for Exempt employees), and employees will be paid at the normal straight time rate for the number of hours the employee was scheduled to work. Sick pay may not exceed the employee's regular workday and/or workweek hours.

- A. ACCRUAL: Sick leave accrues at the rate of 8 hours per month, up to a maximum of 640 hours and commences from the date of hire. Sick leave accrues on the last working day of the month. Any excess as of the end of each month will be eliminated and shall not be carried over.
- B. Sick leave shall be allowed only in the case of necessity and actual illness or disability of the employee, because of illness in the employee's immediate family, or for medical or dental appointments.
1. Immediate family shall include the following family members: spouse, child, mother, father, brother, sister, mother/father-in-law, or other person living in the same household.

- C. REPORTING ABSENCE: An employee is expected to contact his Department Head on a daily basis relative to the need for and status of his absences, unless otherwise directed not to call by the Department Head. Exceptions to this include a serious accidental injury, hospitalization, and occasional circumstances, when it is known in advance that the employee will be absent for a certain period of time. Reporting of the absence to any employee other than their Department Head will

not be accepted as compliance with the daily reporting requirement. Employees who fail to report to work or call their Department Head for three (3) consecutive work days will be considered to have voluntarily resigned from their employment.

- D. **PHYSICIAN'S CERTIFICATE:** For an absence under this section, the Department Head or Select Board may require evidence in the form of a physician's certificate for absences lasting longer than five consecutive work days or when it is considered in the best interest of the Town. Such certification shall indicate the necessity for the absence and the expected duration.
- E. **SICK LEAVE ABUSE:** Use of sick leave for purposes other than those described above shall be considered absence without leave and will result in appropriate disciplinary action. Department Heads may inquire into the circumstances of absences under this section when they consider it to be in the best interest of the Town.
- F. **ACCUMULATED SICK LEAVE SETTLEMENT UPON SEPARATION:** An employee will be paid upon termination for his accrued, unused sick days, not to exceed a maximum of forty (40) hours.

7-7. BEREAVEMENT LEAVE: In the event of death in the family of an employee, the employee shall be granted up to three (3) days of paid leave of absence to make immediate household arrangements and/or to attend funeral services.

- A. **FAMILY** shall mean the employee's spouse, significant other, parents, step-parents, father-in-law, mother-in-law, son/daughter-in-law, grandparents, grandchild, sister, brother, child, stepchild, niece, nephew, or any other person living in the employee's immediate household.
- B. One (1) day shall equal the number of hours the employee would be regularly scheduled to work for that day(s). An employee will receive his regular base salary for his scheduled work day(s) while on bereavement leave.
- C. In the event that an employee is on paid vacation leave at the time of death, the bereavement leave will not be deducted from accrued vacation.

7-8. JURY DUTY/WITNESS LEAVE: The Town considers jury service to be one of the most important civic duties you can perform. In recognition of this and NH RSA 500-A:14, an employee shall be excused from employment for the day or days required in serving as a juror or witness in any court of the United States or the employee's state of residence. Employees summoned for jury duty or subpoenaed as a witness will be paid the difference between their base rate of pay and the pay provided by the government for jury or witness service. For temporary employees or call firefighters, jury or witness duty will be considered an excused unpaid absence.

- A. **JURY SUMMONS** should be given to the Department Head as soon as the employee receives the notice. In order to receive a Town of Lee paycheck for leave taken under this policy, the Finance Officer must receive copies of the checks received for jury duty or witness pay and the employee must indicate this leave on his timesheet.

- B. While serving on a jury, the employee must call his Department Head daily to advise him of his status. In addition, employees are expected to return to work if excused from jury/witness duty during regular working hours.
- C. Town employees who are called as a witness or subpoenaed as result of their official duties as a Town of Lee employee will receive their regular wages while serving. Police Officers shall receive a minimum of two hours overtime pay if required to attend court outside of their regular work schedule.

7-9. MILITARY LEAVE: Employees who voluntarily or involuntarily serve in the United States Armed Forces or National Guard (collectively referred to as “uniformed services”) will be provided with leaves of absence for such service or training in connection with such service in accordance with the federal Uniformed Services Employment and Reemployment Rights Act (“USERRA”). In case of any conflicts between this policy and federal, state, or local laws, such applicable laws shall control.

- A. Military leaves of absence will be unpaid, unless otherwise required by law. The employee may elect to take part of, or all of, his accrued vacation time with pay during the military leave of absence, but are not required to do so. Exempt employees who request leave of less than one pay period will be paid the difference between their regular salary and their military pay. While on leave without pay, an employee does not accrue vacation or sick leave.
- B. **Notice of Leave Request:** An employee needing time away from work for service or training in the uniformed services should make his Department Head aware of the need for leave as soon as the employee receives the written or verbal orders. It is requested that notice should be provided at least 30 days before the leave begins where it is at all possible to do so. An employee’s request for leave may include reasonable time off to get personal business in order prior to commencing service in the uniformed services. Reasonable time off will be decided by the Town Administrator based on a case by case basis.
- C. **Health Coverage:** If a military leave lasts less than 31 days, the employee’s health insurance will be continued and the employee will pay his regular contribution for the cost of health insurance. Payment for insurance with less than 31 days leave may be paid in advance or upon return through payroll deductions. If a military leave lasts 31 days or more, then the employee’s health insurance coverage will cease and the employee will be eligible to elect to continue his or her health insurance coverage at his or her own expense for up to 24 months, or in accordance with current USERRA guidelines. The cost for continuation coverage will be the full cost of the premium, and a 2% administrative fee may also be charged. When the employee returns to work, he will be reinstated to the health insurance benefit with no waiting period, even if coverage terminated during the leave.
- D. **Pension:** Upon reemployment, the employee is treated as if there was no break in service for participating, vesting and accrual purposes. If applicable, the employee may elect to make up any missed contributions or elective deferrals, but is not required to do so. Employer and employee contributions to the defined contribution plan will be based on what the employee *would have earned* from the

Town during the military-related absence. The determination will be based on the pre-service rate of compensation, plus any pay raises or promotions that are based on seniority or cost-of-living that the employee would have received during the military-related absence.

- E. **Reinstatement:** Employees wishing to be reinstated following military leave should promptly notify their Department Head and Town Administrator of their desire to be reinstated. If the leave is for service of less than 31 days, then the employee should return to work on the first full regularly scheduled work day following completion of service, allowing for 24 hours of rest and time for safe transportation back from the service. If the service lasts 31 to 180 days, then the employee should notify their Department Head and Town Administrator in writing of the desire for reinstatement within 14 days of completing service. If the military leave lasts more than 180 days, then the employee should notify the Town Administrator in writing of the desire for reinstatement within 90 days of completing service.
1. The Town of Lee will reinstate eligible employees promptly unless it is established that assisting the employee in becoming qualified for reemployment would impose an undue hardship. Eligibility for reemployment will be determined with reference to USERRA and its implementing regulations. Employees seeking reinstatement may be asked to provide documentation of the timeliness of the reinstatement request, the total time spent in service, and/or a statement that the reason for separation or dismissal from service is not disqualifying.
 2. The Town reserves the right to place another employee in that position for the duration of the employee's military leave. If it is not possible to place him in the previous position upon return, the employee will be placed in a position of comparable status, pay, benefits, and responsibility, subject to any rules or restrictions under USERRA.
 3. Employees cannot waive their reemployment rights in advance of being released from uniformed service.
- F. The returning veteran who meets the USERRA eligibility criteria may not be discharged, except for cause, within one year after reemployment, if the veteran's period of service was 181 days or more. If the period of service was 31-180 days, the period of special protection is 180 days.
- G. **Disabled Service Members:** If a returning employee was disabled or a disability was aggravated during uniformed service, the Town of Lee will make reasonable accommodations and efforts to help the employee become qualified to perform the duties of his or her reemployment position.
- H. **Statement against Discrimination and Retaliation:** The Town of Lee will not discriminate in hiring, employment, reemployment, or any benefits of employment against any individual because of that individual's service in the United States uniformed services. The Town of Lee also will not tolerate any retaliation against any individuals because of their service in the uniformed services or their engagement in any other activities protected under USERRA.

7-10: LEAVE OF ABSENCE FOR VICTIMS OF CRIME: Pursuant to *NH RSA 275:61-65*, the Town of Lee will grant an employee time off from work to attend court or other legal or investigative proceedings associated with the prosecution of a crime in which the employee was a victim. Such time is unpaid, unless otherwise required by state or federal law, although an employee may elect to use his or her accrued, unused vacation time or sick leave. For purposes of this policy, a “victim” is any person who suffers direct or threatened physical, emotional, psychological, or financial harm as a result of the commission or attempted commission of a crime.

- A. Employees may also qualify for leave under this policy if they are part of the immediate family of a homicide victim or part of the immediate family of a child under the age of 18 or an incompetent adult who is the victim of a crime. For purposes of this policy, “immediate family” means the father, mother, stepparent, child, stepchild, sibling, spouse, grandparent, or legal guardian of the victim, or any other person who is otherwise in an intimate relationship with and residing in the same household as the victim.
- B. An employee needing time off under this policy should notify his Department Head as far in advance as possible. The employee must submit copies of the notices of each scheduled hearing, conference, or meeting that is provided to the employee by the court or agency involved in the prosecution of the crime. Employees must comply with any requests to submit these notices, and failure to do so may result in denial of the leave of absence. The Town of Lee will maintain any such notices or records in confidence, and will disclose them only on a need to know basis.
- C. The employee will be notified as soon as practicable whether the leave request is granted or denied. Requests falling within the definitions of this policy will typically be granted unless the leave of absence would cause an undue hardship on the Town of Lee. An “undue hardship” for purposes of this policy means significant difficulty and expense. In determining whether an undue hardship may exist, we will consider the size of our operations, the employee’s position, and the need for the employee to be at work.
- D. The Town of Lee will not discharge, threaten, or discriminate against an employee for taking leave under this policy, and employees taking leave under this policy will not lose any seniority during the leave of absence. Complaints of discrimination should immediately be brought to the attention of the Town Administrator (unless the Town Administrator is alleged to have caused the discrimination, in which case the Select Board should be notified) and such complaints will be investigated and, if appropriate, remedial action will be taken.

7-11. LEAVE FOR MATERNITY REASONS: The Town provides female employees with an unpaid leave of absence, unless otherwise required under the law, for the period of temporary physical disability resulting from pregnancy, childbirth or related medical conditions. A maternity leave begins when an employee is medically determined to be disabled and ends when medically determined to be able to return to work.

NH RSA 354-A:7, VI

- A. **FMLA:** If an employee is also eligible for FMLA leave, the employee’s FMLA leave and Maternity Leave will run concurrently. Maternity disability will be

treated in the same manner as an FMLA leave of absence for the employee's own serious health condition. Please see Section 7-13 for further details.

- B. The employee is required to exhaust all accrued sick and vacation time before taking any unpaid leave. However, maternity leaves are not limited by any measure other than the period of medical disability. If a maternity disability exceeds the available FMLA leave and the employee has exhausted all available sick and vacation leave, the employee will be required to pay 100% of the cost of her health and dental insurance.
- C. **DISABILITY INSURANCE:** Covered employees may apply for benefit coverage under the Town's short and/or long term disability insurance. The carrier will determine if the maternity leave is for a condition that is covered.
- D. **RETENTION OF BENEFITS:** When the employee is physically able to return to work, her original position or a comparable position will be made available to her unless business necessity makes this impossible or unreasonable. Upon return from leave, she will resume the same status and benefits held before the leave.

7-12. DISCRETIONARY LEAVE OF ABSENCE WITHOUT PAY: The Select Board may grant an employee an unpaid leave of absence for a period typically not to exceed thirty (30) days, provided the leave would not prejudice the Town's interests. Such leave will be considered only if the employee has exhausted all paid, accrued leave and/or FMLA. This policy excludes call firefighters and temporary employees.

- A. Requests for discretionary leave should be submitted to your Department Head at least thirty (30) days prior to the requested date of leave. The request must be made in writing, stating the length of leave and a brief description of the reason for the request. All considerations and approval for discretionary leave are handled on a case-by-case basis.
 - 1. In determining whether to grant a discretionary leave of absence, the Board will consider, among other factors, the employee's length of service, the employee's work record, the reason(s) for leave, and staffing needs.
 - 2. The Board may cancel or modify a leave if it determines the leave is being abused by the employee or if the Town's needs necessitate such action.
- B. **BENEFITS:** an employee on discretionary leave is not entitled to accrue any benefits, including vacation, sick leave, and holidays. In addition, participation in any medical or dental insurance coverage must be paid entirely by the employee during the discretionary leave if such leave exceeds thirty (30) days. The employee must make arrangements with the Town Administrator regarding insurance premium payments, retirement contributions, and any other optional deductions the employee may have.
- C. **REINSTATEMENT:** At the end of an approved leave without pay, the Town, unless business necessity dictates otherwise, will return the employee to the position held at the time leave was granted or to a comparable position, without the loss of status or benefits held before the leave. Please understand that there is no guaranteed reinstatement from a personal leave. If the Town is not able to

reinstate an employee returning from leave, the employee's employment will be terminated, and the employee will remain eligible to apply for employment in the future. If the employee does not report to work on the workday following the expiration of the approved leave, the Town will assume that the employee has voluntarily resigned from his or her employment.

7-13. FAMILY AND MEDICAL LEAVE: The Town complies with the Federal Family and Medical Leave Act (FMLA) of 1993 and all applicable State laws related to family and medical leave. This means that, in cases where the law grants you more leave than our leave policies provide, the Town will give you the leave required by law.

- A. The FMLA entitles eligible employees of covered employers to take up to twelve workweeks of leave in a 12-month period for unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. Eligible employees are entitled to take leave for:
 - 1. The birth of a child and to care for the newborn child within one year of birth;
 - 2. The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
 - 3. To care for the employee's spouse, child, or parent who has a serious health condition;
 - 4. A serious health condition that makes the employee unable to perform the essential functions of his or her job;
 - 5. A "qualifying exigency" (as defined in the Department of Labor Regulations) arising out of the fact that the spouse, or a son, daughter, or parent of the employee is on (or has been notified of an impending call to) "covered active duty" in the Armed Forces, as defined in the National Defense Authorization Act for 2010;
 - 6. The employee is a spouse, son, daughter, parent, or next of kin of a "covered service member" (as defined in the Department of Labor Regulations) who has a serious injury or illness and the employee is needed to care for such person.

- B. Eligibility Requirements: To be eligible for FMLA leave, the following conditions must be satisfied:
 - 1. The employee must have worked for the Town of Lee for at least twelve (12) months, and must have performed at least 1,250 hours of work in twelve (12) months prior to a leave request
 - 2. There must be at least fifty (50) employees working for the Town of Lee

- C. Leave Entitlement: If an employee takes FMLA leave for a reason stated in paragraphs (1)-(5) above, the employee is entitled to up to twelve (12) workweeks of unpaid leave during a twelve (12) month period. That twelve (12) month period is defined as a "rolling" twelve (12) month period measured backward from the date an employee begins an FMLA leave. In other words, the number of weeks the employee has available upon the beginning of a FMLA leave will be twelve (12)

weeks less the number of FMLA leave weeks taken in the twelve (12) month period prior to the beginning of the current FMLA leave (the "Available Leave Weeks"). For example, if an employee used four weeks beginning February 1, 2014, four weeks beginning June 1, 2014 and four weeks beginning December 1, 2014, the employee would not be entitled to any additional leave until February 1, 2015. Beginning on February 1, 2015, the employee would be entitled to four weeks of leave; on June 1, 2015, the employee would be entitled to four additional weeks; and so on.

1. If an employee takes FMLA leave for the reason stated in paragraph (6), above, the employee may take up to 26 weeks of unpaid FMLA leave within a single 12-month period. This 12-month period begins on the first day of leave.
2. An employee who takes FMLA leave for a reason stated in paragraph (6) above will be limited to a combined total of 26 workweeks of leave for any FMLA-qualifying reason during the single 12-month period. The leave entitlement described in paragraph (6) above is to be applied on a per-covered-service member, per injury basis such that an eligible employee may be entitled to take more than one period of 26 workweeks of leave if the leave is to care for different covered service members or to care for the same service member with a subsequent serious illness or injury, except that no more than 26 workweeks of leave may be taken within any single 12-month period.

D. **FMLA Designation:** When an eligible employee requests any leave of absence that qualifies under the FMLA, the Town of Lee has the right to designate such leave as FMLA leave. For example, if an eligible employee suffers a work related injury that qualifies as a serious health condition, the Town of Lee has the right to designate any time away from work as FMLA leave. In such circumstances, the Town of Lee will provide the employee with the same notifications as though the employee had specifically requested FMLA leave.

E. **Intermittent and Reduced Schedule Leave:** Under some circumstances, employees may take FMLA leaves of absences intermittently (in separate blocks of time due to a single FMLA qualifying reason) or on a reduced leave schedule (reducing the usual number of hours an employee works per workweek or workday). Certification will be required to show that an intermittent or a reduced schedule leave is a medical necessity for leaves under paragraphs (3), (4), and (6), above. Other documentation or certification may be required to show that such an intermittent or a reduced schedule leave is necessary in the case of a leave of a "qualified exigency" under paragraph (5), above.

1. If FMLA leave is for birth and care, or placement for adoption or care, as described in paragraphs (1) and (2), above, use of intermittent leave is subject to the Town of Lee approval.
2. When an employee takes intermittent or reduced schedule leave, time spent working will not be counted against the employee's FMLA entitlement.

3. Employees taking intermittent or reduced schedule leave will be paid for the time they work, and the leave time away from work will be unpaid unless the employee qualifies for workers' compensation, short-term disability, or other benefits. If an employee is a salaried employee, the Town of Lee will adjust the employee's salary based on the amount of time actually worked.
 4. While an employee is on intermittent or reduced schedule FMLA leave, the Town of Lee may temporarily transfer the employee to an available alternate position that better accommodates the employee's recurring leave and has equivalent pay and benefits.
 5. Employees who take intermittent leave for a planned medical treatment have an obligation to make a "reasonable effort" to schedule the treatment so as not to disrupt unduly the Town of Lee's operations.
- F. Status of Employee Benefits: Employees are required to use any accrued, unused paid time off days during FMLA leave unless the FMLA leave is otherwise paid through workers' compensation benefits, short-term or long-term disability benefits, or other benefits. The substitution of paid leave time for unpaid leave time does not extend the FMLA leave period and leave must be used in half-hour increments. Also, the employee's FMLA leave may run concurrently with other types of leave. If an employee who is otherwise paid wishes to also use sick and/or vacation leave, they need to advise the Finance Officer of this in writing.
- G. During an approved FMLA leave, the Town of Lee will maintain the employee's health benefits under the same terms and conditions applicable to employees not on leave.
1. If paid leave is substituted for unpaid FMLA leave, the Town of Lee will deduct the employee's portion of the medical insurance premium as a regular payroll deduction.
 2. If an employee's leave is unpaid, or is paid through workers' compensation, short-term or long-term disability benefits, or other benefits not provided through the Town of Lee's payroll system, the employee must pay his or her portion of the premium by making arrangements with the Finance Officer.
 3. Medical and other benefit coverage may be canceled if the employee's premium payment is more than (thirty) 30 days late.
- H. If an employee elects not to return to work at the end of the leave, the employee will be required to reimburse the Town for the cost of the premiums paid by the Town for maintaining coverage during the unpaid leave, unless the employee cannot return to work because of a serious health condition or because of other circumstances beyond the employee's control. If the FMLA leave is for a condition that is covered under Lee's short or long term disability insurance, covered employees may apply for benefit coverage.
- I. Benefit entitlements based on length of service will be preserved at the level earned as of the commencement of the leave, but will not accrue further during any portion of the leave that is unpaid. For example, an employee on leave will not

accrue additional sick/vacation days. For the purposes of this policy, “unpaid leave” means that the employee is not receiving a payroll check from the Town of Lee.

- J. Requesting Leave: If an employee’s need for leave is foreseeable, such as for the birth of a child or planned medical treatment, he must give the Town Administrator (thirty) 30 days’ prior written notice. In cases of planned medical treatment, efforts must be made to schedule the treatment to avoid disrupting the department's operations.
1. **Notice:** If the need for leave is not foreseeable, the employee must give notice to the Town Administrator as soon as practicable (generally, either the same day or the next business day of learning the employee’s need for leave) and the employee must comply with all of the Town of Lee’s policies regarding absences from work. Failure to provide such notice may be grounds for delaying the leave. If the employee is unable to notify the Town of Lee of his/her need for leave personally because of illness, the employee should ask someone else to call on his or her behalf.
 2. **Certification:** The Town requires a medical certification of the need for leave because of a serious health condition (whether the employee's own or that of a child, spouse, parent’s, or next of kin’s) whenever the leave is expected to extend beyond **five (5)** consecutive working days or will involve intermittent or part time leave. The Town requires that a medical certification be provided, indicating the ability to resume work after a FMLA leave for a serious health condition that extends beyond **ten (10)** consecutive working days.
 3. The Town may require that a request for leave due to military service be supported by appropriate certification if the FMLA regulations prescribe such certification.
 4. In the case of an employee’s own serious health condition, or that of a family member’s serious health condition, the Town of Lee, at its expense, may require an examination by a second health care provider designated by the Town of Lee. If the second health care provider’s opinion conflicts with the original medical certification, the Town of Lee, at its expense, may require a third health care provider agreed upon by the employee and the Town of Lee to conduct an examination and provide a final and binding opinion.
 5. The Town of Lee may also require subsequent medical recertification. Failure to provide requested recertification within fifteen (15) days may result in delay of further leave.
- K. Certifications for a Qualifying Exigency: Employees who request a leave for a “qualifying exigency” arising from an immediate family member’s call to active duty or impending call or order to active duty will be required to provide a copy of the family member’s active duty orders or other documentation issued by the military indicating the member is on active duty or call to active duty status in support of a contingency operation. Other documentation certifying the exigency necessitating the leave will also be required.

- L. Confirmation of Familial Relationship: Employees requesting a leave of absence based on a familial relationship (e.g. leaves under paragraphs (3), (5) and (6)), may be required to provide reasonable documentation or statement of family relationship. This documentation may take many forms, including but not limited to a child's birth certificate, a court document, etc.
- M. Periodic Reporting: If leave is taken for more than two (2) weeks, the Town requires that the employee report to the Town Administrator at least every two weeks on his status and intent to return to work. In addition, the employee must give notice as soon as practicable (within two (2) business days if feasible) if the dates of leave change or are extended or initially were unknown.
- N. No Work While on Leave: The taking of another job (including self-employment) while on FMLA leave or any other authorized leave may lead to disciplinary action, up to and including discharge.
- M. Returning to Work: At the end of an authorized FMLA leave, the employee will be reinstated to his or her original position or an equivalent position.
- O. Key Employees: Certain employees may be designated as "Key Employees" at the start of their leave, as defined by the FMLA. "Key employees" may be denied restoration to their prior or equivalent position if keeping the job open for the employee would result in substantial economic injury to the Town of Lee.
- P. If an employee takes leave because of his or her own serious health condition, the employee will not be reinstated until the employee provides a fitness for duty certificate from his or her health care provider confirming that the employee is medically able to resume work and perform the essential functions of his or her job. The return-to-work medical certification forms are available from the Town Administrator. The Town Administrator reserves the right to clarify and authenticate such certification.
- Q. Coordination With Maternity Leave: As stated in our Maternity leave policy, the Town of Lee provides female employees with a leave of absence for the period of temporary physical disability resulting from pregnancy, childbirth, and related medical conditions. If an employee is also eligible for FMLA leave, the employee's FMLA leave and Maternity Leave will run concurrently. Please refer to the Town of Lee's Maternity Leave policy for more information regarding Maternity Leave.

The complete provisions of the FMLA are too lengthy to be included in this policy. However, if you have questions about the FMLA or would like to review the statute yourself, please contact the Town Administrator or the U.S. Department of Labor.

CHAPTER 8

RECRUITMENT, SELECTION, AND APPOINTMENT OF EMPLOYEES

The Town is committed to a policy of equal employment opportunity to all persons based on individual merit, competence and need. The Town will not discriminate against employees or applicants for employment because of veteran status, marital status, physical or mental disability, age, race, color, religion, sex, genetic information, sexual orientation, pregnancy, or national origin. This policy applies to all terms and conditions of employment including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, and leaves of absence, compensation, and training.

8-1. METHOD OF APPOINTMENT

- A. **VACANCIES:** All vacancies shall be filled by regular appointment, promotion, demotion or transfer. Documentation on a newly appointed employee shall be forwarded by the Department Heads to the Town Administrator for inclusion in the employee's personnel folder. New employees will make an appointment with the Town Administrator and/or designee to complete the required forms.
 - 1. **Regular Appointment:** A regular appointment indicates that a new employee is to work for the Town in either a full or part-time capacity on a continuing basis.
 - 2. **Promotion, Demotion and Transfer:** These types of appointment apply to current full time or part time employees. These appointments will follow the procedures under Chapter 9 unless an exception is granted by the Select Board.
 - 3. All Department Heads shall be appointed by the Select Board.

8-2. RECRUITMENT AND SELECTION POLICIES:

In order to assure that the Town provides a high quality of service to the public, the Town will hire from among the most competent individuals available according to the following policies and procedures, with consideration given to present Town employees if equally qualified with other applicants.

- A. **RECRUITMENT POLICY:** Recruitment efforts and publicity will be directed to all appropriate sources of applicants in a geographical area as wide as necessary to attract an adequate number of qualified candidates and to assure open opportunity for the public to apply and be considered for employment by the Town on the basis of ability and potential.
- B. **SELECTION AND APPOINTMENT POLICIES:** Selection and appointment to all Town positions will be based solely upon job-related requirements and the applicant's demonstration that he possesses the skills, knowledge, abilities and other characteristics necessary for successful job performance and career development.

8-3. RECRUITMENT PROCEDURES:

- A. **DEFINING THE JOB:** When a vacancy occurs, the Department Head will review the job description and salary for the position. Any proposed changes in the description will be reported to the Town Administrator.

B. **ESTABLISHING THE QUALIFICATION REQUIREMENTS:** After defining the job, the Department Head will determine the minimum qualification requirements for successful performance on the job based on the job description as well as any other special requirements necessary for the specific position.

C. **ADVERTISING THE VACANCY**

1. The Town Administrator will be responsible for advising the public of the Town's intention to fill the vacancy and to assure that all interested and qualified individuals, including Town employees, are informed of the position's title, the position's essential functions, the time, place and manner of making application, requirements or qualifications, the Town's EOE position, and any other information which may be useful to applicants.
2. The methods of advertising vacancies will vary depending upon the nature and requirements of the position being filled. The following methods are typical of those which may be used by the Town for recruitment: posting notices on public bulletin boards in Town offices, the post office, college placement offices; advertising in professional journals and newspapers with local and statewide circulation; and listing the job with the State Employment Service.
3. The Town Administrator, with input from the Department Head, shall decide when the notice is to go into the newspaper, how long it should run, closing date for receiving applications, and when candidates will be interviewed. In order to allow sufficient time for candidates to apply for the position, applications will be received for at least ten days after the vacancy is initially advertised.

8-4. APPLICATION FOR EMPLOYMENT: All candidates applying for employment in the Town must file an official application and/or submit a resume prior to the close of business on the date specified in the vacancy announcement or advertisement. The applicant's signature shall serve to verify the truth of all statements offered. Deliberately false or misleading statements in attempting to secure employment will be grounds for rejecting an applicant or dismissal after employment.

8-5. SELECTION PROCEDURES: The Town's selection process will comply with all state and federal laws, including the requirements of the Americans with Disabilities Act, Civil Rights Act, and NH law against discrimination. All qualification standards, employment tests and selection criteria will be job-related and consistent with business necessity. Reasonable accommodation will be made to the known physical or mental limitations of disabled individuals.

A. The evaluation and offer process will be conducted as follows, with assistance from the Town Administrator:

1. The Department Head will review the applications of all candidates to determine whether each candidate meets the minimum requirements established for the position. Candidates who do not meet these requirements will be so notified and eliminated from further consideration.
2. A final ranking of each candidate as unqualified, qualified, highly qualified or most qualified will be derived from the results of the review process.

3. Finalists will be interviewed and may be required to take a test, depending on the needs of the department. The Department Head will notify the Select Board of all new hires.
 4. The successful candidate will be provided with a written conditional offer of employment, stating the position applied for, rate of pay, benefits offered, and other relevant information. It will also indicate that the candidate must undergo a criminal background check, and a drug and alcohol test for those employees engaged in a safety sensitive position.
 5. For positions where physical requirements constitute a bona fide occupational qualification, a pre-employment physical may be required of a job applicant only after a job offer has been made in order to assure that the individual is physically able to perform the duties of the position. Similarly, the Town may require incumbents of such positions to periodically take a physical examination to assure that they are still physically able to perform the duties of their position. When required, the physical examination shall be performed by a practicing physician contracted by the Town and acceptable to the individual. The Town shall pay for the cost of the examination.
- B. **ORIENTATION:** Employee orientation should take place on the employee's first day of work. The Department Head (or designee,) the Finance Officer, and the Town Administrator will conduct the orientation.
1. All Employees will receive a copy of this manual and sign an acknowledgement form (See Appendices), complete an I-9 (Employment Eligibility Verification); and W-4(Employee's Withholding Allowance Certificate. Driver's License, Birth Certificate and/or U.S. Passport are required.
 2. Full-time employees will complete the forms necessary for enrollment in the NH Retirement System, Medical Benefit Plans, Short-Term and Long-Term Disability programs, and Life Insurance Plan.
 3. An employee whose first day of work is the first of the month should complete these forms at least one week prior so as not to delay enrollment in these benefit plans, which all begin on the first day of the month following the date of hire.
 4. Employees may also sign up for Direct Deposit at this time.
- C. **NOTIFICATION OF APPLICANTS OF SELECTION OR NON-SELECTION:** Candidates who were interviewed will be informed in writing in a timely manner of their selection or non-selection for the position.
- D. **DOCUMENTING THE SELECTION PROCESS:** A record of the recruiting, examining, and appointing procedures will be retained for one year after the vacancy is filled for purposes of documenting the job-relatedness and equity of each. This record will include: a copy of the appropriate job description; vacancy announcements; a listing of the sources and methods of recruitment; the applications of all those who applied; and each candidate's score (if applicable).

- 8-6. REVIEW BY THE TOWN ADMINISTRATOR:** Any person who believes he was discriminated against on account of his age, race, sex, genetic information, creed, color, marital status, physical or mental disability, religion, national origin, gender, should request a review of the decision by the Town Administrator.

CHAPTER 9

PROMOTION, DEMOTION, SEPARATION, AND LAYOFF

All original documentation on all employees shall be forwarded to the Town Administrator for inclusion in the employee's personnel folder, except for Police Officers. Those records shall be retained by the Police Chief. The Personnel Action Form shall be utilized when an employee's status changes. Unless altered by contract or law, this Chapter does not alter an employee's at-will status, which means that either the employee or the Town may terminate the employment relationship at any time, with or without cause. The Police Department maintains its own policy for promotions.

9-1. PROMOTION POLICY: The Town encourages employees to develop new skills, expand knowledge of their work, assume greater responsibilities and make known their qualifications for promotion.

- A. No Department Head shall deny an employee permission to apply for a vacant position in any Town office or department which will afford a promotional opportunity.
- B. To assure that employees are afforded opportunities for promotion, every vacancy will be advertised in all Town Departments.
- C. Current employees are encouraged to apply for any vacancy for which they meet the requirements of the position, according to the procedures outlined in Chapter 8 for all applicants.
- D. When a Town employee's qualifications are equal to those of outside applicants, the Town employee shall be given preference.
 - 1. If an employee is promoted into a new position, his new salary will typically be the minimum of the pay range for the higher classified position, provided that represents an increase from his current salary. The Select Board may approve an increase up to the midpoint of the new range. Such an adjustment shall be based on exceptional qualification and subject to the availability of funds.

9-2. SEPARATION: Separation is the dismissal of an employee from employment by the Town through retirement, resignation, layoff, or dismissal.

- A. **RETIREMENT:** Retirement is the separation of an employee in accordance with the provisions of the New Hampshire Retirement System.
 - 1. Regular employees should notify the Department Head at least 30 days in advance of the planned retirement date.
 - 2. Department Heads should notify the Select Board at least 30 days in advance of the planned retirement date
- B. **RESIGNATION:** Resignation is the separation of an employee by his voluntary act. When an employee resigns from the Town service, he must submit the reasons for and the effective date of his resignation in writing to the Department Head at

least fourteen (14) calendar days in advance. The resignation letter will be forwarded to the Town Administrator by the Department Head as to the resigned employee's service performance and pertinent information concerning the cause of resignation.

1. All employees who terminate their employment will be asked to participate in an exit interview with the Town Administrator. The purpose of the exit interview is to discuss any relevant separation benefits and benefit continuation, and to receive feedback on ways in which the Town can improve operations and retention of employees. Employees who are supervised by the Town Administrator will meet with the Police Chief for an exit interview.

D. **DISMISSAL:** Dismissal is an involuntary separation of an employee as a result of disciplinary action, inability to perform the essential functions of the position, or for other reasons at the discretion of the Town.

1. The Department Head must provide his reasons in writing for recommending dismissal to the Select Board. The Police Chief has the authority to dismiss his employees and shall provide notification to the Select Board.

2. After the Select Board approves the dismissal, a letter outlining the reason for dismissal and other pertinent information will be drafted by the Town Administrator, and will be presented to the employee in person by the Department Head, who will collect any Town-owned property from the employee at that time.

E. **RETURN OF TOWN PROPERTY:** Town property of any type or value may not be used or removed from Town premises without authorization from a Department Head. All tools, equipment, documents, or records must be delivered to the Town prior to an employee's last day of work or at any other time upon request.

CHAPTER 10

PERFORMANCE EVALUATION

Department Heads and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. The initial performance evaluation allows the Department Head and employee to discuss the job responsibilities, standards and performance requirements of the new positions.

Additional formal performance evaluations are conducted to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths and discuss positive, purposeful approaches for meeting goals.

Annual performance evaluations shall be completed in December of each year. The evaluation shall cover the previous twelve month period and shall be completed on all employees. An "Employee Performance Evaluation Form" is included in the Appendices at the back of this manual.

All observations of the work performance of an employee shall be made openly to the rated employee. All written evaluations of an employee will be shown to the employee prior to being forwarded to the Town Administrator and being placed in the employee's personnel file, and the employee shall acknowledge receipt of a copy of the evaluation in writing.

The Department Head will send the original performance evaluation on each employee to the Town Administrator within thirty (30) days after the end of the period covered by the report. This documentation will be placed in the employee's Town personnel file.

CHAPTER 11

DISCIPLINARY ACTIONS

- 11-1. DISCIPLINE:** The Town is proud of its employees and the manner in which they conduct themselves. The Town relies on individual good judgment and a sense of responsibility, so all employees are expected to observe the policies and regulations of the Town of Lee. However, it is the policy of the Town to discipline an employee whenever he or she violates a rule, regulation, endangers the safety of others, or performs unsatisfactorily. Unless altered by contract or law, this Chapter does not alter an employee's at-will status, which means that either the employee or the Town may terminate the employment relationship at any time, with or without cause.
- 11-2. PROCESS:** When an employee's work performance or personal conduct is unacceptable, certain guidelines will be followed to ensure fair and consistent treatment for all employees. Where a problem exists, the Department Head will discuss the problem with the employee, identify causes, outline corrective action steps, and establish a time in which to correct the problem. The employee will be made aware of the consequences of repeated infractions or continued deficient performance. All disciplinary action taken shall be documented in writing and the original paperwork along with any other documentation shall be placed in the employee's personnel file.
- A. **DEPARTMENT HEAD RESPONSIBILITIES:** Department Heads are responsible for the proper and efficient operation of their departments and for enforcing Town policies and regulations. Department Heads are authorized to apply such disciplinary measures as may be necessary. In a case where a Department Head takes disciplinary action against any employee of his department, they shall, within forty-eight (48) hours of action taken, report to the Town Administrator in writing of the specific nature of the infraction and the disciplinary action taken by him.
- B. **TYPES OF DISCIPLINARY ACTION:** The type of disciplinary action taken will vary with the severity of the situation and may include the following measures: counseling, verbal warning, participation in additional training or assistance to correct the cause of the problem, written reprimand, disciplinary probation, suspension, and discharge. The Select Board must first approve all discharges, with the exception of Police employees.
- C. **REASONS FOR DISCIPLINARY ACTION:** From time to time, it may be necessary for the Town to invoke disciplinary action in instances of inappropriate conduct or conduct which interferes with or threatens to obstruct the effective and efficient performance of job duties and acceptable relations with the public. Although it would be impossible to forecast and list all those situations in which disciplinary action may be imposed, the following is an illustrative and not inclusive list of examples:
1. Neglect of or negligence in the performance of assigned duties.
 2. Incompetence and/or repeated avoidable mistakes, poor work performance, unacceptable work product, or lack of efficiency or productivity.

3. Violations of Town or department policies and regulations, including safety regulations, State and Federal laws; and/or conviction of a felonious crime.
4. Misuse, misappropriation, negligence, or destruction of Town property or conversion of Town property to personal use or gain.
5. Frequent tardiness or absence from duty, or tardiness or absence from duty without prior approval.
6. Failure or refusal to carry out an official order or the directions of a Department Head or Select Board; acts of insubordination toward any Department Head or elected official.
7. Use of intoxicating beverages, narcotics, drugs or other controlled substances on the job, on Town property, or in such a manner as to interfere with job performance or bring the Town into disrepute.
8. Testing positive for illegal substances during working hours and/or while on duty, including mandated random or post-accident testing.
9. Criminal or dishonest conduct or conduct which interferes with effective job performance or has an adverse effect on the efficiency of the Town service.
10. Accepting cash gifts or other valuable items or performing special favors through any municipal service.
11. Uncivil or discourteous attitude and the use of indecent, abusive, lewd, and slanderous language toward the public or fellow employees including harassment and discrimination, and/or creating any type of disturbance, complaining in front of visitors, uncooperativeness, abuse or neglect of visitors or residents.

11-3. DISCIPLINARY ACTION: Generally, disciplinary action may consist of any one of the following, depending upon the nature of the offense:

1. Counseling
2. Verbal warning
3. Written warning
4. Suspension without pay
5. Dismissal

The above sequence need not be followed if an infraction is sufficiently severe to merit immediate suspension or discharge. The Town reserves the right to take disciplinary action in a matter consistent with the efficiency of operations and appropriate to the infraction involved.

11-4. REPRIMAND PROCEDURE: The Department Head may determine that a verbal warning or written reprimand is the appropriate disciplinary measure. Written reprimands and verbal reprimands (which must be reduced to writing) will become part of the employee's personnel record and will specify the issue or reason for the warning, a

corrective action plan for remedying the issue, and the consequences if the action or performance continues.

- 11-5. SUSPENSION PROCEDURES:** With notification to the Select Board, a Department Head may suspend an employee without pay for a period of time depending upon the severity of the action. The employee will receive a written notice stating the reasons for the suspension period and the effective date.
- 11-6. DISMISSAL PROCEDURES:** If, after remedial and/or disciplinary measures have been tried, an employee's performance, conduct or other unsatisfactory behavior does not improve, it may be necessary to discharge the employee. From time to time, certain offenses or circumstances may occur which are of such seriousness that immediate dismissal of an employee may be necessary.
- A. Upon recommendation from a Department Head, the Select Board may dismiss an employee by giving the employee written notice of the reasons for the discharge and the effective date.
 - B. When gross misconduct or other dangerous or unsafe conduct has occurred or in the case of an emergency, the Department Head may send the employee home immediately with the appropriate paperwork to follow.
- 11-7. GRIEVANCE POLICY:** An employee may request a review of any disciplinary action taken against him in accordance with Chapter 12 of this Personnel Policy.
- 11-8. REMOVAL OF DISCIPLINARY ACTION RECORD:** Records of disciplinary actions which have been in an employee's personnel file for five years may be reviewed by the Town Administrator and, upon recommendation of the Department Head such records may be removed from the file.
- 11-9. SAFETY EMPLOYEES:** Due to the nature of their professions, Police Department and Fire Department employees may be subjected to more stringent rules and regulations, and Standard Operating Policies and Procedures than these listed above. The Department Head in accordance with recognized professional standards of conduct will issue these rules, regulations, and Standard Operating Policies and Procedures.
- 11-10. DISCIPLINE OF DEPARTMENT HEADS:** Should it become necessary to discipline, suspend or terminate a Department Head, the above steps shall be undertaken by the Select Board, with the assistance of the Town Administrator, taking into consideration any process that may be required by separate Working agreement and/or State law.

CHAPTER 12

GRIEVANCE POLICY

12-1. INFORMAL GRIEVANCE: Employees who are upset with some aspect of their job or feel that they have not been treated fairly are encouraged to discuss their concerns with their Department Head. So as to provide for an orderly process of discussion, it is suggested that employees utilize the channels and sequence of steps set forth in this chapter. Every employee is urged to follow through with concerns rather than be dissatisfied. Any complaint will be investigated and the findings and determination reported back to the employee.

Employees' suggestions and comments on any subject are important so the Town encourages everyone to take every opportunity to discuss them with his Department Head. No one's job will not be adversely affected in any way if this procedure is chosen.

12-2. PROCEDURES: If an employee has a claim or dispute arising out of the application or interpretation of this Policy, the grievance shall be processed in the following manner. All time frames in this procedure exclude weekends and holidays.

Due to the nature of their professions, Police Department and Fire Department employees will adhere to grievance procedures outlined in their department rules and regulations, whenever applicable.

A. The grievance shall take the following form:

1. A statement of the grievance, date of grievance, and the facts upon which it is based;
2. The sections(s) claimed to have been violated;
3. The remedy or correction requested;
4. The signature of the grievant and the date signed.

Any grievance which does not contain these minimal elements shall not be considered valid under this grievance policy.

B. Step One: An employee having a grievance must notify his Department Head in writing within five (5) working days from the date of the event giving rise to the grievance. Such grievance shall be discussed between the employee and a Department Head at a mutually agreed upon time. The Department Head shall give his written decision within five (5) working days from the date of the discussion with the employee.

C. Step Two: If the grievance remains unresolved following the decision of the Department Head, then such grievance may be submitted to the Town Administrator. It must be submitted in writing within five (5) working days from the date of the decision of the Department Head. The Town Administrator shall render his written decision within ten (10) working days from the date that the grievance was received. In the event that the Town Administrator was the official involved at Step One, the employee may proceed directly to Step Three.

- D. Step Three: If the decision of the Town Administrator is found to be unsatisfactory, or if no decision has been rendered during the time period specified above, either party may within ten (10) days request that the matter be submitted to the Select Board. The Board shall conduct its first meeting dealing with the grievance within fifteen (15) calendar days from the date of its receipt and shall render its decision in writing within thirty (30) calendar days from the close of any final meeting on the matter. All opinions and findings of the Board shall be final.

12-3. RIGHTS OF APPLICANTS AND EMPLOYEES: Applicants and employees who believe they have been discriminated against on account of their age, sex, genetic information, color, marital status, race, religion, national origin, or physical or mental disability, are strongly encouraged to notify the Town Administrator and to refer to those sections of this Personnel Policy addressed to Equal Opportunity and Harassment.

CHAPTER 13

CONDUCT OF EMPLOYEES

Any group of people who have come together for a common purpose must have rules that promote consistency, harmony, and support the objectives and missions of the Town.

There are certain standards of common honesty and decent behavior that all employees are expected to follow. The Town believes that the following rules are necessary to the proper conduct of our business.

13-1. GENERAL POLICY: A Town employee is prohibited from engaging in any conduct which could reflect unfavorably upon Town service. Town employees must avoid any action which might result in or create the impression of using public office for private gain or giving preferential treatment to any person.

13-2. APPEARANCE: Town employees are expected to dress appropriately and maintain their personal appearance in accordance with their work duties and work setting. Each Department Head is expected to establish appropriate dress for his department.

13-3. GIFTS AND GRATUITIES: A Town employee, either individually or as a member of a group, is prohibited from directly or individually soliciting, accepting, or receiving any gift, gratuity, favor, service, loan, entertainment or any other thing of monetary value for personal use from any person with whom the employee has had or may reasonably expect to have official relations or from any person within or outside Town employment whose interests may be reasonably expected to be affected by the employee's performance or non-performance of official duties. Any such gratuities or gifts which may be tendered shall be returned forthwith to the sender with an expression of thanks and explanation of the Town's policy.

A. EXCEPTIONS:

1. The acceptance of unsolicited advertising or promotional materials which have negligible commercial value and which are distributed to the general public or other town employees without charge.
2. The acceptance of unsolicited food or product(s) which are distributed without charge.
3. Any solicitation in reference to fund raising and/or sponsorship for individual groups and/ or events (ex., Fire Dept. fundraising, penny sales, etc.)

13-4. TELEPHONE USE: Employees' personal calls on Town telephones shall be held to a minimum and be of short duration. Cell phones are issued for Town of Lee business and may be used for minimal personal use only.

13-5. POLITICAL ACTIVITY:

- A. GENERAL POLICY:** All employees of the Town shall be free and encouraged to exercise their rights as citizens, to cast their votes and to express their opinions on all political subjects.

- B. **LIMITATIONS:** Every citizen has the right as an individual to take part in public debate or engage in social and political activity. However, since personal views and activities may be interpreted as representative of the department in which a staff member is employed, proper precaution should be taken to distinguish between private actions and actions taken in an official capacity.

Employees may not:

1. Use their official authority or influence for the purpose of interfering with or affecting the results of an election or nomination for office;
2. Directly or indirectly attempt to coerce, advise or command other Town employees to pay, lend or contribute to a party, committee, organization or person for a political purpose.

13-6. NEPOTISM: It is the policy of the Town that nepotism is detrimental to the effective management of the Town. Therefore, the following nepotism policy shall be followed:

- A. A prospective employee should not be appointed when that person is to supervise or be supervised, either directly or indirectly, by a member of his immediate family.

For the purposes of this section, immediate family shall mean the employee's spouse, mother, father, step-mother, step-father, foster mother, foster father, father-in-law, mother-in-law, grandmother, grandfather, grandchild, sister, brother, child, stepchild, foster child or any other relative living in the same household.

- B. Two persons who are married shall not be employed within the same department.
- C. This policy shall not affect any persons employed by the Town at the time of adoption of this policy.
- D. This policy may be waived at the discretion of the Select Board in extraordinary situations or based upon the advice and recommendation of the appropriate Department Head.

13-7. CONFLICT OF INTEREST: No appointed employee of the Town can, at the same time, hold the office of Select Board or any other appointing authority or be a member of the Advisory Budget Committee. *NH RSA 669:7*

13-8. SOLICITATIONS: No solicitation of any kind is permitted during working time, unless first approved by the Department Head. "Solicitation" is defined as requests for contributions, donations, raffles, lotteries, and membership in organizations, attendance at events, or other similar conduct. "Working time" is defined as time during which the employee is scheduled to be working, exclusive of established break periods, meal times, or time before or after work hours. This rule applies to solicitation for both charitable and non-charitable causes.

No distribution of any non-work-related written materials is permitted in any work area at any time, unless first approved by your Department Head. "Work areas" are defined as any Town office or facility, other than designated break areas. Employees may solicit or

distribute materials only during break time. Persons not employed by the Town are likewise prohibited from distributing materials or soliciting employees on Town premises at any time.

13-9. MOTOR VEHICLE VIOLATIONS: All employees who operate Town vehicles are required within 72 hours to notify their Department Head if they have been convicted of or plead nolo contendere to any and all motor vehicle violations. If the license of any employee who operates a Town vehicle[s] is suspended, revoked, or otherwise restricted, the employee shall notify his Department Head immediately upon learning of the suspension, revocation, or restriction. Employees who are required but unable to drive and/or who fail to comply with this policy may be subject to discipline, up to and including termination of employment.

13-10. TOWN PROPERTY: Town property of any type or value shall not be used or removed from Town premises without written authorization of the Department Head. All Town equipment, memoranda, records, communications, computer data, disks, or other documents made or compiled by an employee or made available in connection with the business of the Town shall be delivered to the Town promptly upon separation or at any other time upon request.

CHAPTER 14

RETIREMENT, INSURANCE, AND OTHER BENEFITS

Full-time employees will be eligible for coverage on the first of the month following their date of hire as a full-time employee. All eligibility rules shall be in accordance with the various insurance providers and any applicable state or federal law. The Town offers a comprehensive benefit program consisting of health, dental, life insurance, and Short and Long Term Disability. The Town reserves the right to change, add, and/or delete any such coverage at its full discretion. All policies and procedures governing these plans are determined by the various providers and not the Town.

- 14-1. RETIREMENT:** Retirement benefits are provided for full-time employees through the New Hampshire Retirement System and are based on their full time date of hire. The employee's share of the cost will be automatically deducted from his pay check in accordance with State law. The eligibility requirements and benefits provided are established by the State legislature under NH RSA 100-A.
- 14-2. SOCIAL SECURITY/MediCare:** Old Age and Survivor Benefits under the Federal Social Security Act are provided by the Town to all employees, except for regular full time police officers and firefighters. Full time Fire and Police Officers contribute toward Medicare. The cost will be shared as specified by law. Employee deductions will be made in each payroll period in accordance with the law. Benefits shall be as established by Federal legislation.
- 14-3. WORKER'S COMPENSATION:** Worker's Compensation Insurance provides for the payment of medical expenses and disability insurance to partially offset the loss of income that may result from a service-connected illness or injury which occurred while the employee was performing his duties and which has been accepted as such by the Town's Worker's Compensation Insurance carrier. All worker's compensation claims shall be handled in accordance with the State of NH Worker's Compensation Law (*NH RSA 281-A*.)
- A. Employees are responsible for reporting all accidents, illness, or injuries occurring during employment, regardless of how minor, to their Department Head immediately. The Department Head shall advise the Town Administrator of the incident, who will then be responsible for filing the required state and insurance reports. A Department Head should report his own injury to the Town Administrator.
 - B. If the employee is also eligible for Family Medical Leave Act leave ("FMLA"), the terms and conditions under that policy will also apply if the employee is unable to report to work as a result of the work-related injury or illness. See Chapter 7 for the full FMLA policy. Employees who are not eligible are required to either use sick and/or vacation leave, or, if none is available, request "Discretionary Leave Of Absence Without Pay" from the Select Board.
 - C. In order to maintain coverage under the Town's medical and dental insurance, the employee must also be covered under the FMLA or be receiving compensation from the Town through the use of accrued sick and/or vacation leave. The employee must continue to contribute his same portion of the premiums for all

benefits. Payment must be received by the first of each month or coverage may be terminated.

- D. If an employee has exhausted all FMLA, sick and/or vacation leave, his medical and dental benefits will be terminated. If he is eligible to receive coverage through The Consolidated Omnibus Budget Reconciliation Act of 1985 (“COBRA”), he will be notified of such by the Town's insurance provider and will be responsible for paying the full cost.
- E. **Temporary Alternative Duty:** Employees with work-related injuries may also be entitled to temporary alternative duty in accordance with New Hampshire’s workers’ compensation laws. Employees with non-work-related disabilities who require accommodations to perform their jobs should make accommodation requests to their Department Head. Please refer to The Americans with Disabilities Act policy in this Personnel Manual for more information.
- F. **Reinstatement:** A full-time employee who has sustained an on-the-job injury will be reinstated to his or her former position upon request within eighteen (18) months of the initial injury if the position exists and is available, and the employee is too disabled to perform the duties of the position. A fitness-for-duty certificate may be required before an employee is permitted to return to work.
Under New Hampshire law, an employee’s reinstatement rights expire eighteen (18) months from the date of injury. Also, an employee will not be reinstated if he/she has accepted a job with another employer at any time after the date of the injury or if there is a medical determination that the employee cannot return to his/her former position. Other circumstances concerning reinstatement will be governed by the New Hampshire Department of Labor requirements.

14-4. DISABILITY INSURANCE: The Town provides Short-Term and Long-Term Disability Insurance for all full-time employees, which provides payments that partially offset the loss of income resulting from non-work related illness and injuries.

- A. Employees must notify the Town Administrator of the need for disability leave as soon as possible and provide a physician's certification of the need for disability leave and the expected duration.
- B. If an employee is eligible for short-term and/or long-term disability payments from the Town’s insurance carrier, the Town Administrator will provide the forms necessary for the employee to apply and will coordinate disability leave requirements with the Finance Officer.
 - 1. If the employee is also eligible for Family Medical Leave Act leave ("FMLA"), the terms and conditions under that policy will also apply. See Chapter 7 for the full FMLA policy. Employees who are not eligible are required to either use sick and/or vacation leave, or, if none is available, request "Discretionary Leave Of Absence Without Pay" from the Select Board.

2. In order to maintain coverage under the Town's medical and dental insurance, the employee must be covered under the FMLA or be receiving compensation from the Town through the use of accrued sick and/or vacation leave. The employee must continue to contribute his same portion of the premiums for all benefits. Payment must be received by the first of each month or coverage may be terminated.
3. If an employee has exhausted all FMLA, sick and/or vacation leave, and is still unable to return to work, his medical and dental benefits will be terminated, effective the first of the month following the issuance of his last paycheck. If he is eligible to receive coverage through The Consolidated Omnibus Budget Reconciliation Act of 1985 ("COBRA"), he will be notified of such by the Town's insurance provider and will be responsible for paying the full cost of the premiums.
4. Employees should contact the Town Administrator for plan details.

14-5. UNEMPLOYMENT INSURANCE: Individuals laid off from employment by the Town may be eligible for unemployment compensation benefits in accordance with regulations of the New Hampshire Department of Employment Security.

14-6. EMPLOYEE INSURANCE PROGRAM:

- A. Health Insurance Plan: All eligible full-time employees and their dependents may be included on the Town's Health Insurance Plan. Each employee will be required to secure health insurance for himself, unless he can provide proof of coverage elsewhere. Employees may receive a buyout in lieu of coverage provided they show satisfactory proof of coverage under another employer-sponsored health insurance policy.
 1. Employee contribution rates and the specific plan summary are available from the Town Administrator.
- B. Dental Insurance Plan: All eligible full-time employees and their dependents may be included on the Town's Dental Insurance Plan. Each employee will be required to secure dental insurance for himself, unless he can provide proof of coverage elsewhere. Employees may receive a buyout in lieu of coverage provided they show satisfactory proof of coverage in another employer-sponsored dental insurance policy.
 1. Employee contribution rates and the specific plan summary are available from the Town Administrator.
- C. Life Insurance: All eligible full-time employees will be included in the Town's life Insurance Policy. The premium for such coverage will be paid by the Town and participation is mandatory.
- D. Short-Term and Long-Term Disability: All eligible full time employees will be enrolled in the Town's Disability Policies. The premiums for such coverage will be paid by the Town and participation is mandatory.

- E. Optional Insurance Policies: Employees may be offered other optional insurance by a carrier chosen by the Town. The premiums for these policies will be paid 100% by the employee and might not be tax deductible.

14-7. UNIFORMS AND SPECIAL CLOTHING: At the Town's discretion, employees may be required to wear uniforms, protective gear or other types of special clothing. The Town will provide the uniform, protective gear or special clothing for those employees whose work requires that specific clothing be worn. The Town reserves the right to determine what uniforms are to be worn, who will wear uniforms, what protective gear is required and how such gear will be worn or used.

Employees who are required to wear safety work boots may purchase the boots and submit the original receipt to the Town for partial reimbursement. Such reimbursement shall be a maximum of \$120.00 per year.

14-8. TRANSPORTATION AND TRAVEL:

- A. When an employee is required to travel on Town business, the employee must make arrangements with his Department Head to obtain a Town-owned vehicle. If a Town-owned vehicle is available and the employee chooses to use his or her personal vehicle, mileage will not be reimbursed. If a Town-owned vehicle is unavailable and the employee receives authorization to use his personal vehicle for town business, the employee of the Town shall be reimbursed at the current IRS rate.
- B. Town-owned vehicles shall be operated by properly trained employees who possess a valid and appropriate State Driver's license for the vehicle being operated. All traffic laws, rules, motor vehicle regulations, and safe vehicle operating procedures will be adhered to at all times. All drivers and passengers are required to use seatbelts at all times when in any Town-owned vehicle. Additionally, passengers should be limited to Town Employees or Elected Officials unless otherwise required for the performance of services for the Town.
- C. Town-owned vehicles are NOT for personal use and are provided solely for the purpose of performing services for the Town. Employees normally assigned a Town-owned vehicle shall have their vehicle temporarily re-assigned by the Select Board while the employee is unavailable for callback to work after hours, such as in the case of vacations or extended illnesses. If the vehicle is not re-assigned, the vehicle will be garaged on Town property and made available for other employees during that time period.
- D. Requests for reimbursement of business-related travel will be submitted to your Department Head for approval. Reimbursement requests must be completed on an Expense Report (see Appendices) and shall be signed by the Department Head prior to being submitted to the Finance Officer.

CHAPTER 15

PERSONNEL RECORDS

15-1. PERSONNEL RECORDS: The Town Administrator shall be responsible for the maintenance of personnel records for each employee, with the exception of Police Department employees, including the original application for employment, the results of all tests and examinations taken to demonstrate qualifications, history of employment actions, current position classification and salary, attendance and leave records, commendations, record of disciplinary actions, and any other records pertinent to the employee's service.

- A. **MAINTENANCE AND RETENTION OF RECORDS:** All personnel records shall be maintained on a current basis for each employee and shall not be disposed of within the lifetime of the employee, except as provided in Chapter 11-8 (Removal of Disciplinary Action Record).
- B. **EMPLOYEE'S ACCESS TO RECORDS:** Any employee may request to see his personnel records. However, employees may not be permitted to review their personnel file if they are subject to an investigation at the time of their request and disclosure of such information would prejudice law enforcement or a government security investigation. An employee may read his personnel file, but may not remove any portion of the file. Upon request, an employee will be provided with a copy of all or part of the personnel file. The employee may be charged a fee for copies of any such records; however, such fee shall be reasonably related to the cost of supplying the requested documents.
- C. **DISPUTE:** If upon inspection of your personnel file, you disagree with any of the information contained in such file, you may submit a written statement explaining your version of the information together with evidence supporting such version. The Town will maintain such statement as part of your personnel file and will include the statement in any transmittal of the file to a third party.
- D. **ACCURACY OF INFORMATION:** It is important that your personnel file includes accurate information regarding who should be contacted in case of emergency, current address, personal information, etc. Employees shall notify the Town Administrator as soon as possible of any changes in name, address, telephone number, marital status, dependents and/or beneficiaries.
- E. **OTHER ACCESS TO PERSONNEL RECORDS:** Only authorized Town employees may access employee personnel records.

15-2. PERSONNEL ACTION FORMS: Personnel Action Forms are used to ensure accurate maintenance of personnel records relative to leave, employment and personal status changes. Submissions of these forms are to be made according to the following procedures:

- A. **STATUS CHANGES:**
 - 1. Personnel Action Forms indicating new hire, changes in position, salary, appointment, dismissal, suspension, transfer, or promotion should be initiated

by the Department Head at least two weeks prior to the effective date of such action and forwarded to the Town Administrator's office.

2. Notification indicating changes in address, name, telephone number, marital status, dependents, etc., should be initiated by the employee and submitted to the Department Head two weeks prior to the effective date of such action or as soon as possible. The Department Head will then forward the forms to the Town Administrator.
3. Notification indicating retirement of regular employees should be initiated by the employee and submitted to the Department Head at least 30 days in advance of the planned retirement date.
4. Notification indicating retirement of Department Heads should be initiated by the employee and submitted to the Town Administrator at least 30 days in advance of the planned retirement date.
5. The Town Administrator is to receive a copy of the written notification of the retirement of employees.

CHAPTER 16

SMOKING POLICY

16-1 BACKGROUND AND PURPOSE: The Town of Lee is committed to providing a healthy, comfortable, professional and productive work environment for our employees and the citizens with whom they interact. According to NH RSA 155:64 et seq. (Indoor Smoking Act), smoking is prohibited in all enclosed places of public access and publicly owned buildings and offices, including work places.

16-2 POLICY: The Town of Lee prohibits smoking and any other use of tobacco products in all enclosed places of public access and publicly owned buildings and offices, including work places and vehicles. Smoking and tobacco product use is also prohibited during work time, which does not include approved breaks. Tobacco products include but are not limited to cigarettes, cigars, bidi cigarettes, smokeless tobacco, snuff, pipe tobacco, and chewing tobacco.

SMOKING AND ANY OTHER USE OF TOBACCO PRODUCTS IS PROHIBITED THROUGHOUT ALL TOWN BUILDINGS AND VEHICLES AND DURING WORKING HOURS.

1. Department Heads may designate a limited outdoor smoking and tobacco product use area for their facilities, well away from any means of entrance and egress.
2. The designated smoking and tobacco product use areas shall be used only during approved breaks and not during work time.
3. In the event an employee has a legitimate medical condition related to nicotine dependency, the Town will consider requests for reasonable accommodations such as reasonable additional approved breaks, use of nicotine gum at work, time off for medical treatment, etc.
4. Smoking and tobacco product use shall not result in unsanitary work conditions, litter or unprofessional hygiene while on duty.

Discipline will be imposed according to the procedures outlined in this Policy for an employee who violates this Policy.

CHAPTER 17

SAFETY AND HEALTH

The Town is committed to providing a safe and healthy working environment for all employees. With their assistance, resources can be used to identify and control work-related hazards. All employees are required to bring known and potential hazards and safety issues to the attention of a Department Head. Failure to do so may result in an injury that could otherwise have been avoided.

A Joint-Loss Safety Committee ("JLMC") has been established in accordance with NH RSA 281-A:64 and is comprised of employee and employer representatives from various Town departments. The purpose of the committee shall be to research, study, and review matters and to develop recommendations pertaining to safety and health issues. A copy of all accident/incident investigation reports for worker's compensation and property and liability claims shall be given to the committee for their review. Recommendations are to be submitted to the Town Administrator for further consideration and possible action.

The Committee will hold regularly scheduled meetings and may hold special meetings whenever necessary. Written minutes of each meeting shall be made available to all committee members, Town Department Heads and the Town Administrator. Any implementation of the recommendations of the Joint Loss Safety Committee will be subject to the availability of appropriated funds.

The cooperative effort of each employee and Department Heads in the awareness, acceptance, participation, and preservation of a functional Health and Safety Program is essential and welcomed so suggestions to improve safety should be brought to the attention of a Department Head and/or the JLMC.

A. SAFETY PROGRAMS AND POLICIES:

1. **Seat Belts:** Employees are required to wear seat belts while in the employ of the Town on Town business, whether in a Town vehicle, personally owned vehicles, or the vehicles of others. In addition, passengers are required to wear seat belts in all Town-owned vehicles.
2. **Safety Gear:** Employees are required to wear safety gear, e.g., vests while directing traffic, bullet proof vests, safety helmets, protective eye wear, leather chaps while using chainsaws, etc., in the regular performance of their duties, as determined by their Department Head, and/or local, state or federal laws and guidelines, including any Town insurance providers.

B. SECURITY: It is each employee's responsibility to help ensure that proper security measures are exercised at all times. Employees should be familiar with emergency exits and with alarm systems and the proper steps to take upon hearing an alarm. Any suspicious person or events should be called to the immediate attention of the Lee Police Department.

1. Unfortunately, violence in the workplace has become a reality for many employers. Violence and verbal and physical threats of violence of any kind in the workplace or on Town property will not be tolerated, and employees engaging in

such conduct will be subject to discipline, up to and including termination of employment. If an employee becomes aware of any violence or threat of violence, he must immediately report the matter to the Town Administrator and/or the Police Department.

CHAPTER 18

ANTI-HARASSMENT AND NON-DISCRIMINATION POLICY

- 18-1. OBJECTIVE:** The Town will not discriminate against any employee or applicant for employment because of race, color, sex, marital status, sexual orientation, genetic information, national origin, religion, age, physical or mental disability, or veteran status, or any other characteristic protected by law.

The Town has established the following Complaint Procedures to address all types of discrimination complaints. Employees have the right to use these procedures without jeopardizing their current or prospective employment status.

The Town believes that each individual employed by us has the right to be free from illegal discrimination or harassment because of **race, creed, color, religion, national origin, age, sex, marital status, sexual orientation, genetic information, physical or mental disability or veteran status**. All employees should be able to work in an environment free from all forms of discrimination, intimidation and harassment, including sexual harassment. All employees must treat each other with courtesy, consideration and professionalism.

To achieve the goal of providing a workplace free from sexual and other illegal harassment and discrimination, the conduct that is described in this policy will not be tolerated and a procedure has been provided by which inappropriate conduct will be dealt with. Where inappropriate conduct is found, the Town will act promptly to eliminate the conduct and impose such corrective actions as are necessary including disciplinary action or termination where appropriate.

Please note that while this policy sets forth the goals of promoting a workplace that is free of sexual or other illegal harassment, the policy is not designed or intended to limit the Town's authority to discipline or take remedial action for workplace conduct which is deemed unacceptable, regardless of whether that conduct satisfies the definition of illegal or sexual harassment or discrimination.

18-2. Definition of Sexual and Other Illegal Harassment

- A. **Harassment** refers to unreasonable conduct or behavior which is personally offensive or threatening, impairs morale, or interferes with the work effectiveness of employees. Examples of harassment include conduct or comments that threaten physical violence; offensive, unsolicited remarks; unwelcome gestures or physical contact, display or circulation of written materials, items or pictures degrading to any gender, racial, ethnic, religious, age, disability or other group listed above; and verbal abuse or insults about or directed at any employee, or group of employees because of their relationship in any of the groups listed above.
- B. **Sexual harassment** includes unwelcome sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

1. submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions; or,
2. such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment.

The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a workplace environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

- C. **Examples of Conduct:** While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which, if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:
1. Verbal: sexual innuendoes, racial or sexual epithets, derogatory slurs, off-color jokes, propositions, threats or suggestive or insulting sounds;
 2. Visual/Non-verbal: derogatory posters, cartoons, or drawings; suggestive objects or pictures; graphic commentaries; leering; or obscene gestures;
 3. Physical: unwanted physical contact including touching, interference with an individual's normal work movement or assault, and;
 4. Retaliation: making or threatening reprisals as a result of a negative response to harassment.
- D. Each employee must exercise his or her good judgment to avoid engaging in conduct that may be perceived by others as harassment.
- E. Harassment can come from superiors, fellow employees, clients, visitors, or vendors. Men as well as women can be victims of sexual or other harassment. **It cannot be stressed enough that the Town will not tolerate any form of illegal discrimination or harassment. Violations of this policy, whether intended or not, will not be permitted.**
- F. All employees should take special note that retaliation against an individual who has complained about sexual or other harassment or discrimination, and retaliation against individuals for cooperating with an investigation of a sexual or other harassment or discrimination complaint is unlawful and will not be tolerated by the Town.

- 18-3.** Harassment/Discrimination Grievance Procedure: Should you feel that you are being harassed or discriminated against or that you have observed harassment or discrimination, please follow these guidelines to help us remedy the problem.
- A. Harassment or discrimination by other employees or by clients or vendors should immediately be brought to the attention of the Town Administrator or the Select Board. These individuals are also available to discuss any questions or concerns you may have and to provide information to you about our policy on sexual or other illegal harassment and discrimination and our complaint process.
 - B. Do not allow an inappropriate situation to continue by not reporting it, regardless of who is creating the problem. No employee of this Town is exempt from this policy.
 - C. If, at any point in the process, a complaining employee is dissatisfied with the investigation being conducted, the employee should bring it to the attention of the individuals listed above.
- 18-4.** Harassment/Discrimination Investigation: When a complaint of harassment or discrimination is filed, the Select Board will promptly coordinate an investigation into the allegation. Complaints will be kept confidential to the extent consistent with the obligation to look into and remedy any harassment or discrimination. For most matters, the investigation will include an interview with the person filing the complaint, an interview with the person alleged to have committed the harassment, and to the extent necessary, interviews with co-employees or other witnesses. All employees are expected to be truthful, forthcoming and cooperative in connection with a complaint investigation. Once the investigation is complete, the Select Board will, as much as possible, inform the person filing the complaint and the person alleged to have committed the conduct of the results of the investigation.
- A. If it is determined that inappropriate conduct occurred, the Select Board will act promptly to eliminate the offending conduct, and where it is appropriate, will impose disciplinary action.
 - B. There may be instances when, depending upon the nature of the allegations of harassment or discrimination, an alleged wrongdoer will be suspended, with pay, pending investigation. Suspension pending investigation should not be considered as a conclusion of wrongdoing.
- 18-5.** Disciplinary Action: The Town will not condone, permit or tolerate unlawful harassment or discrimination in any manner whatsoever. Any employee who is found to have engaged in harassment or discrimination contrary to this policy will be subject to disciplinary action, up to and including suspension or termination, depending, among other things, on the nature of the conduct. As stated previously, this sexual and anti-harassment and discrimination policy is not designed or intended to limit the authority to discipline or take remedial action for workplace conduct which is deemed unacceptable, regardless of whether that conduct satisfies the definition of illegal or sexual harassment or discrimination.
- 18-6.** Retaliation: The Town also prohibits any form of retaliation against any employee for filing a good faith complaint under this policy or for assisting in a complaint investigation.

Anyone found to have engaged in such retaliation against a person who has registered a complaint under this policy or to have retaliated against anyone for assisting in the investigation of a complaint, will be subject to disciplinary action up to and including suspension or termination. Any employee who believes that he or she is being retaliated against should bring it to the attention of the Town Administrator or the Select Board, so that appropriate action may be taken.

CHAPTER 19

DRUG & ALCOHOL FREE WORKPLACE POLICY

- 19-1. GENERAL POLICY:** The purpose of this policy is to implement the Federal Drug Free Workplace Act of 1988 by providing for a safe and productive work environment that is free from impaired performance caused by employee use or abuse of alcohol, controlled substances, and/or medication. Compliance with this policy is a condition of employment with the Town of Lee.
- 19-2. EMPLOYEE RESPONSIBILITIES.**
- A. No employee shall unlawfully manufacture, dispense, possess, use, or distribute any controlled substance, medication, or alcohol.
 - B. Any employee convicted under a federal or state statute regulating controlled substances shall notify the Town Administrator within five (5) days after the conviction.
 - C. Employees are prohibited from consuming alcoholic beverages within 4 hours before reporting to work, during work hours, or while at work during breaks or lunches.
 - D. No employee shall be impaired by alcohol, illegal drugs, or medication during work hours, and shall not operate any town vehicle after consuming alcoholic beverages, illegal drugs or medications.
 - E. No employee shall represent the Town in an official capacity while impaired by alcohol, illegal drugs, or medication.
 - F. No employee using medication that may impair performance shall operate a motor vehicle or engage in safety sensitive functions while on duty for the Town.
 - G. If an employee is using prescription or non-prescription medication that may impair the ability to safely perform duties, the employee shall report that fact to his/her Department Head.
- 19-3. DISCIPLINARY ACTION:** Because of the serious nature of illegal use or abuse of alcohol, controlled substances, and/or medication, violations of this policy will lead to appropriate disciplinary action, up to and including termination.
- 19-4. DRUG & ALCOHOL TESTING:** The Town requires that some employees submit to drug and alcohol testing as a condition of employment, in accordance with 49 CFR Federal Motor Vehicle Safety. Employees who are required to carry a CDL license will be provided with a copy of the "Drug & Alcohol Testing for D.O.T. Compliance" Policy.

CHAPTER 20

AMERICANS WITH DISABILITIES ACT POLICY

The Town is committed to providing equal employment opportunities to qualified individuals with disabilities, which includes providing reasonable accommodation to qualified applicants to allow them to perform essential job duties. In general, it is your responsibility to notify your Department Head of the need for an accommodation of any physical or mental disability, which substantially limits a major life activity. When appropriate, we may need your permission to obtain additional information from your physical or other medical or rehabilitation professionals to document that you have a disability and to assist us in assessing any functional limitations for which a reasonable accommodation may be needed. All medical information will be treated as confidential in accordance with the American with Disabilities Act (ADA).

The Town will take all requests for accommodations seriously and will promptly determine whether the employee is a qualified individual with a disability and whether a reasonable accommodation exists, which would allow the employee to perform the essential functions of the job without imposing an undue hardship on the Town or other employees.

CHAPTER 21

EMPLOYEE EMAIL, INTERNET, AND COMPUTER USE POLICY

21-1. INTRODUCTION: This chapter provides guidelines for employees' use of technology and electronic communication. It is intended to promote the safe and suitable use of Town of Lee electronic resources and communications. Computers, telephones, email, voicemail, facsimile, and all accompanying systems are valuable resources for the success of the Town and for our employees. These resources (hereinafter "Communication Systems") are the Town's property and it is the employee's responsibility to ensure that these resources are used for proper business purposes and in a manner that does not compromise the confidentiality of the Town's proprietary, confidential or other sensitive information. Employees shall have no expectation of privacy in the use of such Town property. This policy applies to each and every employee of the Town, and to any other person who uses the Town's computers, email, telephones, voicemail or other systems. It is the responsibility of the individual employees and department heads to adhere to the following sections.

A. **DEFINITIONS:** for the purposes of this Policy:

1. "IT" refers to either the Town employee in charge of these "Communication Systems" or the outside consultant that provides these services to the Town.
2. "Employee" refers to a person who is either employed by the Town or is an authorized volunteer, such as Committee or Commission members and elected officials.

21-2. EQUIPMENT: The Town Communication Systems, including but not limited to telephones, cell phones, computers, projectors, Global Positioning System (GPS) receivers, video, or audio equipment shall not be operated by non-Town employees. Department Heads are responsible for proper use of all equipment used and/or maintained by their departments.

21-3. COMMUNICATIONS SYSTEMS: Access to the Town of Lee Communication Systems is provided to Town employees to promote communication with people and access to resources both within and outside the Town's network. Network access is provided for official Town business purposes and will be authorized individually for each employee by their Department Head in conjunction with IT. Work done on the Town's Communication Systems can be monitored. Employees should be aware that all work performed on the network remains the property of the Town.

21-4. COMPUTER EQUIPMENT AND SOFTWARE INSTALLATION: Town software shall not be downloaded onto an employee's personal computer. Town software use must be consistent with licenses and agreements. IT must be notified and approve any downloading and installation of software. Departments engaging in software licensing, maintenance agreements, and/or computing equipment shall consult with IT before implementation.

21-5. GENERAL COMPUTER USE: Certain uses are prohibited for Town computers. In order to maintain the confidentiality of individual workers, accessing the files of others without permission is prohibited, except by IT as provided for under section 21-8. One

also shall not log onto the network with a login name belonging to someone else. Employees must not reveal their passwords except to their own Department Head and IT. If an employee is uncomfortable revealing a password it will be reset to allow work on those systems. Employees shall complete a training session before they are authorized to use the network. Computer use is a privilege and employees are expected to use good judgment while using the computer system.

A. ACCESS: Employees shall not share passwords, or provide email/voice mail access to an unauthorized user, or access another user's email/voice mail without authorization. Employees shall not post, display or make easily available any systems access information, including, but not limited to, passwords, host names, addresses, etc. Employees shall not leave files, sessions, or connections open, unattended or otherwise available.

1. In order to preserve limited resources, emails, voice mails, files, directories, folders, etc., should be deleted through the normal course of business, unless otherwise required by law to preserve certain information.
2. Certain departments, such as the Police and or Finance, may need to maintain control of passwords due to outside regulatory or State or Federal agency requirements.

21-6. ELECTRONIC COMMUNICATION PRIVACY ACT (ECPA of 1986): The Town's email and internet communications are not private and may be monitored.

21-7. EMAIL AS MUNICIPAL RECORD: A professional demeanor must be adhered to at all times, similar to telephone use. How email differs from telephone use is that words said on the telephone are lost to the moment, whereas email software retains a permanent record of all messages sent. Emails should be considered as if each will be publicized and so a civic writing style should be developed. Temptations to concede to a casual style of communication should be avoided. Another way in which computer communication is unlike other styles of communication is that data is never truly deleted. Email can be subpoenaed and used in lawsuits. E-mails drafted at work or even at home may be regarded as a public record under certain circumstances per RSA 91-A.

21-8. NO PRESUMPTION OF PRIVACY: Employee email communications are not private despite any such designation either by the sender or the recipient. Users shall have no expectation of privacy with respect to anything they create, store, send or receive in connection with their use of the Town's Communication Systems. Passwords and user IDs are designed to protect the Town's confidential, private and/or proprietary information from outside parties, not to provide users with personal privacy in the messages. All data in the Town's Systems may be accessed, monitored or reviewed by the Town even if the information has been deleted, or has been entered into the system on a "confidential" or "personal" basis. The Town reserves the right to disclose the contents of any such material for any purpose and to any person the Town's management deems appropriate. Employees who use their own equipment to connect to the Town from outside the Town premises or from home should know that any communications that are delivered to or sent through the Town's Communication Systems may leave copies behind on the Town system, and are subject to all of the terms and provisions of this policy. Employees should also be aware that system-wide back-ups are routinely made, meaning that deleted messages may be recovered and reviewed. If employees wish to communicate privately, do not use the Town's Communication Systems.

21-9. N.H. RIGHT TO KNOW LAW: New Hampshire's Right to Know Law (RSA 91-A) is founded on the principle that "openness in the conduct of public business is essential to a democratic society." This ensures the greatest possible public access to the actions, discussions, and records of all public bodies, and their ensuing accountability to the people. These laws include email and other computer communications.

The Town expects that emails shall be composed in a manner consistent with other public communications representing the Town. Employees must also avoid discussing public business in chat rooms, personal email, social or professional networking websites, or any private forum.

21-10. FORWARDING: It is important not to forward confidential communication, such as discussions with the Town's Attorney(s) over email. The accidental or purposeful forwarding of this message could destroy attorney/client privilege. Any email can be forwarded, so it is important not to communicate in a way which could be disconcerting at a later point in time for the writer.

21-11. INAPPROPRIATE COMMUNICATIONS: Materials which are fraudulent, harassing, embarrassing, sexually explicit or offensive (including subjectively offensive), profane, obscene, intimidating, defamatory, or otherwise unlawful or inappropriate shall not be sent via email from Town Offices or viewed or displayed via the internet on the Town network. Any such violation shall result in disciplinary action, up to and including termination.

21-12. PERSONAL USE OF TOWN COMPUTERS: Short personal emails during the workday that are not otherwise in violation of Town policy or applicable law are acceptable. This is similar to personal telephone use. It is expected that employees will limit their personal email use to those situations which cannot otherwise be handled during nonworking hours, such as during lunch. The Town reserves the right to limit or withdraw the right to use Town computers by Town employees at any time, for any reason. As with personal email and phone calls, short duration personal use of Internet is permitted to the extent it does not otherwise violate this policy or interfere with work performance or productivity. This personal use is limited to said employee's work station.

21-13. PROHIBITED USES AND SOCIAL MEDIA/INTERNET USE: Employees shall not use Town computers, e-mail systems, and Internet access accounts for personal reasons except as noted herein. Employees that browse Internet web sites should please be aware that their activities may be monitored, without prior notice and without any advance warning apart from this policy. Internet access will be authorized to employees who have a need for this business tool at the discretion of their respective Department Head. The employee who has access to the Internet should be aware that a transaction log is kept of all internet sites visited by each employee. These logs may be reviewed to identify inappropriate use of the internet. In order to protect the Town of Lee's computer resources, downloading non-work related software is prohibited. Further, the Town prohibits certain activities, which are not appropriate in a professional business environment.

A. While it is impossible to list every type of activity that would be considered an improper use of the Town's Communication Systems and is therefore prohibited, the following is a non-exhaustive list of specific examples of activities that are not permitted.

1. Use in violation of any other Town policy;
2. Downloading software, songs, movies;
3. Utilizing bandwidth-intensive Internet-based services such as music/MP3 sites and video;
4. Using the Town's computer resources for any unlawful purpose or to store or transmit unlawful material. Examples of unlawful materials include child pornography, libelous and defamatory material, including material that disparages members of the public, Town Board members, officials, employees or Town vendors, and copyrighted, trademarked, and other proprietary or confidential material used without proper authorization from the owner of the rights thereto;
5. Transmitting, retrieving, downloading, printing or storing messages or images that are offensive, derogatory, off-color, sexual in content, or otherwise inappropriate in a business environment;
6. Using the Town's computer resources to harass other employees or members of the public, including making remarks regarding age, marital status, race, creed, sex, genetic information, color, national origin, physical or mental disability status or sexual orientation, or other protected classification in violation of the Town's Anti-Harassment Policy, including making remarks which are derogatory or defamatory toward any person; making remarks that could be construed as harassment, including sexual harassment;
7. Using threatening, obscene or abusive language in connection with the use of the Town's computer system;
8. Disclosure of an individual's personal information without appropriate authorization;
9. Transmission of confidential or sensitive employee health-related or genetic information, to anyone unauthorized to access that information;
10. Forwarding of email from legal counsel or the contents of that mail, to individuals outside of the Town without the express authorization of counsel;
11. Using the Town's computer resources to pursue a business not part of the general business of the Town;
12. Gambling or wagering;
13. Storing or transmitting programs containing viruses, worms, Trojan horses, or tools to compromise the security of the Town or other sites with the exception of materials used in the course of the Town's business;
14. Discussing the Town's confidential or proprietary information on any part of the computer system that is publicly accessible. Transmitting to any third person the Town's confidential or proprietary information without written permission from the Town. Employees may not communicate information about the Town's business anonymously online. This includes participation in chat rooms, bulletin boards, email discussions, personal websites, social media websites, and web logs (BLOGS).

- B. The Town recognizes the growing use of blogs, social networking and media sites for communication and dissemination of information, i.e. Facebook, Twitter, LinkedIn, etc. It also recognizes the growing use by Town Departments of these as an opportunity to communicate and take public input. Improper use may lead to disciplinary action as outlined in section 21-15. When posting on behalf of the

Town to any website or social media website, employees are asked to follow the following guidelines:

1. Be relevant to your area of expertise
2. Do not be anonymous
3. Maintain professionalism, honesty and respect
4. Apply a “good judgment” test for every activity related to the Town: Could this be a breach of confidentiality or a violation of the Town’s code of conduct? Is it negative commentary regarding the Town of Lee?

- C. Exceptions to the above mentioned prohibited acts that are not otherwise in violation of Town policy or applicable law can only be granted by the Select Board.

21-14. COPYRIGHTED MATERIALS: The Town’s Communication Systems cannot be used to illegally send or receive copyrighted materials, trade secrets, proprietary financial information, or other confidential information, without authorization from the proper authority. If an employee is uncertain about the nature of the information being sent, then that employee must obtain clarification.

21-15. VIOLATIONS: If an employee violates these policies, the following actions may be taken.

- A. The Town will limit the employee’s administrative access to his system, such as the ability to install updates, or download programs and files.
- B. Any employee who violates this policy may be subject to discipline, from warning up to and including termination. Unlawful use may also result in referral for criminal prosecution.

CHAPTER 22

FRAUD PREVENTION POLICY

22-1. INTRODUCTION: The Town of Lee recognizes the importance of protecting the municipality, its taxpayers, its employees and its assets against financial risks, operational breaches, and unethical activities. Therefore, the Select Board and management must clearly communicate the Fraud Prevention Policy to both internal and external customers, vendors and employees.

The Town recognizes a zero tolerance policy regarding fraud and corruption. All complaints raised by any source will be taken seriously and properly investigated. This policy covers all Town employees and officials. Additionally, this policy covers all vendors, agents and contractors and employees to the extent that any Town resources are involved or impacted.

A. Fraud is defined as an intentional deception, misappropriation of resources or the manipulation of data to the advantage or disadvantage of a person or entity. Some examples of fraud include:

1. Falsification of expenses and invoices
2. Theft of cash or fixed assets
3. Alteration or falsification of records
4. Failure to account for monies collected
5. Knowingly providing false information on job applications
6. Knowingly providing false information in requests for funding
7. Using Town equipment, facilities, supplies or funds for purposes unrelated to Town business.
8. Obtaining Town funds or compensation through dishonesty.

B. The impact of fraud may include:

1. The actual financial loss incurred
2. Damage to the reputation of the Town and its employees
3. Negative publicity
4. The cost of investigation
5. Loss of employees
6. Loss of public confidence
7. Damaged relationships with our contractors and suppliers
8. Litigation
9. Damage to employee morale

C. Corruption is defined as the offering, giving, soliciting or accepting of an inducement or reward that may improperly influence the action of a person or entity. Some examples of corruption include bribery, conspiracy and extortion.

22-2. PURPOSE: The purpose of this policy is to communicate the Town's policy regarding the deterrence and investigation of suspected fraud and corruption by employees and others, and to provide specific instructions regarding appropriate action in case of suspected violations.

22-3. RELATED POLICIES: This is a Town Policy which is designed to augment other Town policies and is not intended to replace or preclude them. Should an overlap arise between the application of this policy and any other policy, the policy most specific to the situation will apply.

22-4. REPORTING OF FRAUD OR CORRUPTION: Allegations and concerns about fraudulent or corrupt activity may come from various sources including employees, vendors, members of the public, results of internal or external audit reviews, or from any other interested parties.

- A. All employees and officials have a duty to report concerns they have or information provided to them about the possible fraudulent or corrupt activity of any officer, employee, vendor or any other party with any association with the Town. Any person who has a reasonable basis for believing fraudulent or corrupt acts have occurred has a responsibility to report the suspected act immediately.
- B. Concerns should be reported to one of the following, depending on the circumstances: the employee's Department Head, the Town Administrator, or the Select Board. All reports will be taken seriously and will be investigated appropriately.
- C. Retaliation and retribution will not be tolerated against any employee or officer who reports suspected fraudulent or corrupt activities. The Town also recognizes that false statements of fraud may have serious effects on innocent people. Employees found to have made false statements of fraud will be subject to disciplinary action including possible termination of employment.

22-5. RESPONSIBILITIES: Due to the important yet sensitive nature of the suspected violations, effective professional follow up is critical. Department Heads, while appropriately concerned about "getting to the bottom" of such issues, should not under any circumstance perform investigative or other follow up steps on their own. Concerned but uninformed employees represent one of the greatest threats to proper incident handling. All relevant matters, including suspected but unproved matters, should be referred immediately to those with follow up responsibility.

A. Additional Responsibilities of Department Heads: All employees have a responsibility to report suspected violations. However, employees with supervisory and review responsibilities at any level have additional deterrence and detection duties. Specifically, personnel with review authority have three additional responsibilities.

- 1. First, you must become aware of what can go wrong in your area of authority.
- 2. Second, you must put into place and maintain effective monitoring, review and control procedures which will prevent acts of wrongdoing.
- 3. Third, you must put into place and maintain effective monitoring, review and control procedures which will detect acts of wrongdoing promptly should prevention efforts fail.

B. Authority to carry out these additional responsibilities is often delegated to subordinates. However, accountability for their effectiveness cannot be delegated and will remain with Department Heads.

22-6. AUTHORITY FOR INVESTIGATION AND FOLLOW UP: The Town Administrator, under the direction of the Select Board, shall have the primary responsibility for all investigations involving the Town and all departments. Should the Town Administrator have a conflict of interest, the Police Chief shall have primary responsibility. Should the Police Chief have a conflict of interest, an appropriate replacement shall be appointed who may be a member of an outside investigatory agency such as the State Police or the Office of the State Attorney General. Such appointment shall be made by the Select Board.

- A. **INVESTIGATIVE TEAM:** In cases where the Town Administrator does not have a conflict of interest, the Town Administrator, under the direction of the Select Board, shall be responsible for appointing an investigatory team, which shall in all cases include the Police Chief, or his designee if the Police Chief is the subject of the investigation. The Town Administrator may request the assistance of the Finance Officer in any investigation, including access to periodic examinations and evaluations of internal controls.
- B. Subject to applicable laws, properly designated members of the investigative team will have:
 - 1. free and unrestricted access to all municipal records
 - 2. the authority to examine, copy and/or remove all or any portion of contents of files, desks, cabinets, and other storage facilities (whether in electronic or other form) without the prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of investigative or related follow up procedures
- C. All investigations of alleged wrongdoing will be conducted in accordance with applicable laws and town procedures.

22-7. REPORTED INCIDENT FOLLOW UP PROCEDURES: Care must be taken in the follow up of suspected fraud and corruption to avoid acting on incorrect or unsupported accusations, to avoid alerting suspected individuals that follow up and investigation is underway, and to avoid making statements which could adversely affect the town, an employee, or other parties. Investigative or other follow-up activity will be carried out without regards to the suspected individual's, position or level, or relationship with the municipality.

- A. Accordingly, the general procedures for follow-up and investigation of reported incidents are as follows:
 - 1. Employees and others who discover, suspect, or are informed of fraudulent or corrupt activity must immediately report all factual details to their Department Head and/or Town Administrator.
 - 2. Any Department Head made aware of an incident or activity by any individual shall immediately communicate the reported activity or incident to the Town Administrator.
 - 3. The Town Administrator has the responsibility for follow up on all reports and, if appropriate, ordering investigation of all reported incidents.

4. All records related to the reported incident will be retained wherever they reside.
5. Except when warranted as part of the investigation, no individuals involved in the investigation shall communicate with the suspected individuals or organizations about the matter under investigation
6. The Town Administrator will also notify the Auditors, if necessary.
7. The Town Administrator may also obtain legal advice at any time throughout the course of an investigation or other follow up activity on any matter related to the report, investigation steps, proposed disciplinary action or any anticipated litigation.
8. Except as determined by the Town Administrator when in the best interest of the Town, neither the existence nor the results of investigations or other follow up activity will be disclosed or discussed with anyone other than those persons who have a legitimate need to know in order to perform their duties and responsibilities effectively.
9. All inquiries from an attorney or any other contacts from outside of the municipal government, including those from other law enforcement agencies or from the employee under investigation, should be referred to the Town Administrator.

22-8. CORRECTIVE ACTION: Final determination regarding action against an employee, vendor, recipient or other person found to have committed fraud or corruption will be made by the Select Board.

- A. Offenders at all levels of the Town will be treated equally as the facts warrant regardless of their position or years of service with the Town. Determinations will be made based on a finding of facts in each case, actual or potential damage to the Town, cooperation by the offender and legal requirements.
- B. Depending on the seriousness of the offense and the facts of each individual case, action against an employee can range from written reprimand and a probationary period up to termination and pursuit of legal action – either civil or criminal.
- C. Depending on the seriousness of the offense and the facts of each individual case, action against non-employees, will be termination of contracts up to pursuit of legal action—either civil or criminal.
- D. Upon conclusion of an investigation, recommendations may be made to the Town Administrator and appropriate Department Head where required in order to minimize future risk. Management is responsible for implementing the appropriate controls to prevent reoccurrence.
- E. The Town will pursue recovery of monetary losses when appropriate.

22-9. QUESTIONS OR CLARIFICATIONS RELATED TO THIS POLICY: All questions or other clarifications of this policy should be addressed to the Town Administrator, who shall be responsible for the administration, revision, interpretation, and application of this policy.

APPENDICES

**RECEIPT AND ACKNOWLEDGMENT
OF PERSONNEL POLICIES AND PROCEDURES MANUAL**

This Personnel Policies and Procedures Manual is an important document intended to help you become acquainted with the Town. This Manual will serve as a guide; it is not the final word in all cases. Individual circumstances may call for individual attention.

Please read the following statements and sign below to indicate your receipt and acknowledgment of this Manual.

1. I understand that it is my obligation to read the Personnel Policies and Procedures Manual. I understand that the policies described in this Manual are subject to change at the Town's sole discretion at any time.
2. I acknowledge that I have the right to terminate my employment with the Town at any time without notice. In turn, I acknowledge that the Town has the right to terminate my employment in its sole discretion, subject to any statutory or federal or state constitutional requirements.
3. I am aware that the descriptions of benefits in this Manual are not contractual in nature and do not guarantee any continuance of said benefits.
4. I am aware that during the course of my employment, confidential information may be made available to me. I understand that this confidential information must not be given out or used outside of Town premises or with non-Town employees, except as required by law.
5. I understand that my signature below indicates that I have read and understand the above statements.

I have received a copy of the Personnel Policies and Procedures Manual, adopted by the Select Board on _____

Employee Name (please print)

Employee Signature

Date

PART 1 - CURRENT DATA

Name of Employee _____

Date _____

Department _____

Title _____

Labor Grade/Step _____

| | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------|--------------------------|-------------------|--------------------------|--------------------|--------------------------|-------------|
| <input type="checkbox"/> | Full Time | <input type="checkbox"/> | FLSA Exempt | <input type="checkbox"/> | Pay Status | <input type="checkbox"/> | Rate of Pay | | |
| <input type="checkbox"/> | Part Time | <input type="checkbox"/> | Yes | <input type="checkbox"/> | Hourly | <input type="checkbox"/> | Hrs/week | <input type="checkbox"/> | \$ per hour |
| <input type="checkbox"/> | OnCall/Temp/ Seasonal | <input type="checkbox"/> | No | <input type="checkbox"/> | Salaried | <input type="checkbox"/> | \$ per week | <input type="checkbox"/> | \$ per year |

PART 2 - ACTION REQUESTED**REASON FOR REQUEST**

| | | | | | | | |
|--------------------------|----------------------------|--------------------------|---------------------------|--------------------------|------------------------|--------------------------|-------------|
| <input type="checkbox"/> | New Hire | <input type="checkbox"/> | Pay Increase | <input type="checkbox"/> | Promotion | <input type="checkbox"/> | Transfer |
| <input type="checkbox"/> | Resignation/ Retirement | <input type="checkbox"/> | Termination | <input type="checkbox"/> | Completed Probation | <input type="checkbox"/> | Bonus Pay |
| <input type="checkbox"/> | Suspension With Pay | <input type="checkbox"/> | Suspension Without Pay | <input type="checkbox"/> | Leave Without Pay | <input type="checkbox"/> | Other _____ |

NEW STATUS (COMPLETE ONLY ITEMS WHICH HAVE CHANGED FROM PART 1)

Position Title: _____ Grade/Step: _____

| | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------|--------------------------|-------------------|--------------------------|--------------------|--------------------------|-------------|
| <input type="checkbox"/> | Full Time | <input type="checkbox"/> | FLSA Exempt | <input type="checkbox"/> | Pay Status | <input type="checkbox"/> | Rate of Pay | | |
| <input type="checkbox"/> | Part Time | <input type="checkbox"/> | Yes | <input type="checkbox"/> | Hourly | <input type="checkbox"/> | Hrs/week | <input type="checkbox"/> | \$ per hour |
| <input type="checkbox"/> | OnCall/Temp/ Seasonal | <input type="checkbox"/> | No | <input type="checkbox"/> | Salaried | <input type="checkbox"/> | \$ per week | <input type="checkbox"/> | \$ per year |

EFFECTIVE DATE FOR CHANGE _____

PART 3 - AUTHORIZATION

Department Head _____

Signature _____

Date Approved _____

PART 4 - ACKNOWLEDGEMENT

I certify that I have received a copy of this PAR. I understand that this Personnel Action Request may require further approval of the Board of Selectmen

Employee Signature _____ Date _____

REQUEST TO WAIVE THE LUNCH OR EATING PERIOD

RSA 275:30-a Lunch or Eating Period. – An employer may not require an employee to work more than 5 consecutive hours without granting him a 1/2 hour lunch or eating period, except if it is feasible for the employee to eat during the performance of his work, and the employer permits him to do so.

I _____ understand that the Town of Lee offers a lunch or eating time as defined in RSA 275:30-a. I am requesting not to take this time as offered. I also understand that at any time I wish to take the lunch or eating time I will be allowed to do so.

Employee signature

Date

Witness

Date



**TOWN OF LEE
DEPARTMENT HEAD LEAVE NOTICE**

This form is to be completed and submitted to the Town Secretary so that leave may be deducted from your leave accruals. In most cases, notice should be submitted prior to leave being taken and, in the case of sick leave taken because of unexpected illness, this form is to be submitted immediately upon your return to work.

DATE OF REQUEST: _____ DATE(S) OF LEAVE: _____

TOTAL HOURS REQUESTED: _____

TYPE OF LEAVE REQUESTED (check one):

- Vacation
- Sick
- Personal Day
- Bereavement
- Other _____

Explanation (if necessary): _____

Print Name

Signature

Vacation leave of more than five working days and other forms of leave under certain circumstances must be approved by the Board of Selectmen prior to leave being taken, and sick leave may require medical certification (please see Personnel Policy & Procedures Manual for details.)

Approval: _____
Chairman, Board of Selectmen

Date: _____

Denied

Reason: _____



TOWN of LEE, NEW HAMPSHIRE
7 Mast Road, Lee, New Hampshire 03861

Request for Payment in Lieu of Vacation

Date _____

Dear Select Board,

Per the "Personnel Policies and Procedures Manual for Town of Lee"

I _____ respectfully request vacation pay in lieu of time off
(EMPLOYEE NAME)

in the month of _____ 20__ in the amount of \$_____.
(MONTH) (YR) (WEEKLY EARNINGS)

I have _____ hours/_____ days of accrued vacation time.
(Vacation Hours) (Vacation Days)

I understand that the granting of this request is also contingent upon there being sufficient funds in the 4155-49 Account – Payment in Lieu of Vacation for this Fiscal Year.

Employee Signature

Department Head Signature

I have confirmed that this employee's date of hire is _____ and, as of the date of this request, has more than ten (10) years of service with the Town of Lee and receives at least fifteen (15) days of earned vacation per year. As of the date of this request, there is \$_____ in the 4155-49 Account – Payment in Lieu of Vacation.

Town Administrator Signature

Select Board Signatures:

At the discretion of the Board of Selectmen, employees with more than ten (10) years of service who receive at least fifteen (15) days of earned vacation per year may elect to work during one (1) week of vacation and receive regular earnings as well as vacation pay. There is no other provision for an employee to cash in vacation for pay in lieu of time off. Employees having vacation accruals must submit a request in writing to the Board of Selectmen through their Department Head.

TOWN OF LEE EMPLOYEE PERFORMANCE EVALUATION

Employee Name: _____
Job Title: _____
Department: _____
Date of Hire: _____
Date Evaluated: _____
Evaluation Period: From _____ to _____
Evaluator: _____

Date Received: _____
Date Reviewed: _____
Reviewed by: _____
Date Filed: _____
Date Returned w Comment: _____
File Updated: _____

RATING SCHEDULE (Based on job complexity and/or length of time in the position and applies to Job Knowledge, Initiative/Motivation, Teamwork, and Service to Public, Multitasking/Time Management, and Attention to Safety):

- 5= Exceeds Expectations- Consistently Exceeds all Performance Expectations.
4= Performs Effectively- Consistently Performs in an Effective Manner.
3= Making Good Progress- Progressing Satisfactorily.
2= Needs Improvement- Not Progressing Satisfactorily.
1= Does Not Meet Minimum Requirements- Results Show Deficiencies, Which Seriously Interfere with Attainment of the Minimum Performance Level.

Job Knowledge: _____
(Employee has skills to perform the responsibilities and tasks of the job. See job description.)

Initiative/Motivation: _____
(Employee initiates action to solve problems and resolve issues. Employee is self motivated and demonstrates positive motivational skills with peers. The ability to see what needs to be done without being told; makes suggestions through the proper channels for improved services, procedures and policy.)

Teamwork: _____
(Employee has the ability to work with supervisors, peers, and subordinates. Employee participates in departmental activities above core responsibilities and assignments.)

Service to Public: _____
(Employee is helpful, knowledgeable, respectful, and attentive to the public.)

Multitasking/Time Management: _____
(Employee has the ability to juggle competing projects and or tasks; prioritizing to allow for timely completion of assignments.)

Attention to Safety: _____
(Employee adheres to safety rules and practices to protect staff, patrons and Town property.)

Attendance: Acceptable or Not Acceptable (Please Circle Choice)

Punctuality: Acceptable or Not Acceptable (Please Circle Choice)

Overall Assessment: _____
(The assessment of the employee's performance in all performance dimensions including Attendance and Punctuality.)

Recommendations for Change, if needed:

Employee Signature and Date:

I have read and understand my assessment.

SELECTMEN'S MEETING

December 8, 2014

CONSENT AGENDA ITEMS

(Individual items may be removed by any Selectman for separate discussion and vote)

SIGNATURES REQUIRED

- Abatements (5)
- Veteran Tax Credit Application

INFORMATION ONLY

ABATEMENT RECOMMENDATION

TO: Select Board
Town of Lee

FROM: Scott P. Marsh, CNHA
Municipal Resources Inc.
Contracted Assessor's Agents

DATE: December 1, 2014

RE: United States of America
US Army Corps
100 W Oglethorpe Ave
Savannah, GA 31401

Property Tax Map 19 Lot 7
Address: 18 Demeritt Avenue

Tax Year: 2014
Assessment: \$242,400

The subject was a conventional style home on a 3.02-acre parcel. The property was transferred in late August to the above and is now exempt. As this is the case, it is recommended that an abatement in the amount of \$3,713 plus any applicable interest be granted.

Abatement Granted

Abatement Denied

Dated _____

ABATEMENT RECOMMENDATION

TO: Select Board
Town of Lee

FROM: Scott P. Marsh, CNHA
Municipal Resources Inc.
Contracted Assessor's Agents

DATE: December 1, 2014

RE: Dana Nunan
4 Molly Road
Georgetown, MA 01833

Property Tax Map 26 Lot 2-C08
Address: C08 Wadleigh Campground

Tax Year: 2014
Assessment: \$9,200

The subject was a camper on rented land. The camper and other items were previously removed and it is recommended that an abatement in the amount of \$273 plus any applicable interest be granted.

Abatement Granted

Abatement Denied

Dated _____

ABATEMENT RECOMMENDATION

TO: Select Board
Town of Lee

FROM: Scott P. Marsh, CNHA
Municipal Resources Inc.
Contracted Assessor's Agents

DATE: December 1, 2014

RE: Pattie and William Bourque
59 Jackson Street
Sanford, MA 04073

Property Tax Map 26 Lot 2-H13
Address: H13 Wadleigh Campground

Tax Year: 2014
Assessment: \$7,400

The subject is a camper on a rented site. Information was submitted regarding the camper being registered and it is recommended that an abatement in the amount of \$220 plus any applicable interest be granted.

Abatement Granted

Abatement Denied

Dated _____

ABATEMENT RECOMMENDATION

TO: Select Board
Town of Lee

FROM: Scott P. Marsh, CNHA
Municipal Resources Inc.
Contracted Assessor's Agents

DATE: December 1, 2014

RE: Michael and Tamara Rury
Rury Family Revocable Trust
221 Lee Hook Road
Lee, NH 03861

Property Tax Map 32 Lot 4-1000
Address: 221 Lee Hook Road

Tax Year: 2014
Assessment: \$348,540

The subject was a contemporary style home on a 12.73-acre parcel. The reason for the recommendation is that inadvertently the above incorrect owner was listed in the assessing system and subsequently the billing system. As this is the case, it is recommended that an abatement in the amount of \$5,027.50 plus any applicable interest be granted.

NOTE: Supplement to correct owner is being processed.

Abatement Granted

Abatement Denied

Dated _____

**SUPPLEMENT
RECOMMENDATION**

TO: Select Board
Town of Lee

FROM: Scott P. Marsh, CNHA
Municipal Resources
Contracted Assessor's Agents

DATE: December 1, 2014

RE: Lyndi and Ryan Sergeant
221 Lee Hook Road
Lee, NH 03861

Property Tax Map 32 Lot 004-1000
Address: 221 Lee Hook Road

Tax Year: 2014

The above referenced property is a contemporary style home on a 12.73-acre site. The reason for the recommendation is that inadvertently a veteran tax credit was applied and the incorrect owner was listed in the assessing system. As this is the case, it is recommended that a supplement tax bill in the amount of \$5,527.50 be issued.

NOTE: Abatement to incorrect owner is being processed.

Supplement Approved

Supplement Denied

Dated _____

**TAX CREDIT/EXEMPTION
APPLICATION RECOMMENDATION**

To: Select Board
Town of Lee

Date: December 1, 2014

From: Scott Marsh, CNHA
Municipal Resources
Contract Assessors' Agents

RE: Veteran Tax Credit Application
Tax Map 8 Lot 5-100

The above application and discharge paperwork was provided and reviewed. Based on my review it appears that Kimberly Urice does qualify for the Veterans Tax Credit. It is recommended that the application be approved for the 2015 tax year.

If there are any questions, please let me know.

RECEIVED

NOV 10 2008

FORM PA-29

NEW HAMPSHIRE DEPARTMENT OF REVENUE ADMINISTRATION
PERMANENT APPLICATION FOR PROPERTY TAX CREDIT/EXEMPTIONS
DUE DATE APRIL 15th PRECEDING THE SETTING OF THE TAX RATE
CALL YOUR CITY/TOWN FOR INCOME AND ASSET LIMITS

TOWN ASSESSOR

There is a separate page of instructions (pages 3 & 4) that accompany this form. If you do not receive the instructions, please visit our web site at www.revenue.nh.gov or contact your city/town. Note: "CU Partner" stands for "Civil Union Partner".

Form with multiple sections: STEP 1 NAME AND ADDRESS, STEP 2 VETERANS' TAX CREDITS/EXEMPTION, STEP 3 OTHER EXEMPTIONS, STEP 4 IMPROVEMENTS, STEP 5 RESIDENCY, STEP 6 OWNERSHIP, STEP 7 SIGNATURES, WHEN TO FILE, APPEAL PROCEDURE. Includes fields for name, address, military service dates, and various exemption checkboxes.

PROPERTY OWNER'S NAME
PROPERTY OWNER'S NAME
TAX MAP/LOT

NEW HAMPSHIRE DEPARTMENT OF REVENUE ADMINISTRATION
PERMANENT APPLICATION FOR PROPERTY TAX CREDIT/EXEMPTIONS
TO BE COMPLETED BY CITY/TOWN ASSESSING OFFICIALS

MUNICIPAL AUTHORIZATION

| VETERANS' TAX CREDIT | | | | | |
|---|-----------------|-------|-------------------------------------|--------------------------|-------|
| CITY/TOWN TAX MAP # | BLOCK # | LOT # | Granted | Denied | Date |
| <input checked="" type="checkbox"/> Veterans' Tax Credit (\$50 minimum to \$500) | Amount \$ _____ | | <input checked="" type="checkbox"/> | <input type="checkbox"/> | _____ |
| <input type="checkbox"/> Service Connected Total & Permanent Disability (\$700 minimum to \$2000) | Amount \$ _____ | | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| <input type="checkbox"/> Surviving Spouse/CU Partner of Veteran Who Was Killed or Who Died on Active Duty (\$700 minimum to \$2000) | Amount \$ _____ | | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| <input type="checkbox"/> Review Discharge Papers (Form DD214), Form # _____ | | | | | |
| <input type="checkbox"/> Other Information _____ | | | | | |

| VETERANS' EXEMPTION | | | | | |
|--------------------------|--------------------------|---------------------------------|--------------------------|--------------------------|-------|
| Total Exemption | (a) Veteran | (b) Surviving Spouse/CU Partner | Granted | Denied | Date |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____ |

| APPLICABLE ELDERLY AND DISABLED EXEMPTION (OPTIONAL) INCOME AND ASSET LIMITS | | | | | |
|--|--------------------|-------------------|------------------------------------|----------|--|
| Income Limits | Disabled Exemption | Elderly Exemption | Elderly Exemption Per Age Category | | |
| Single | \$ _____ | \$ _____ | 65 - 74 years of age | \$ _____ | |
| Married | \$ _____ | \$ _____ | 75 - 79 years of age | \$ _____ | |
| Asset Limits | | | 80 + years of age | \$ _____ | |
| Single | \$ _____ | \$ _____ | | | |
| Married | \$ _____ | \$ _____ | | | |

| OTHER EXEMPTIONS | | | | | |
|---|-----------|--------------------------|--------------------------|-------|--|
| | Amount \$ | Granted | Denied | Date | |
| <input type="checkbox"/> Elderly Exemption | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Disabled Exemption | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Improvements to Assist the Deaf | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Improvements to Assist Persons with Disabilities | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Blind Exemption | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Deaf Exemption | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Solar Energy Systems Exemption | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Woodheating Energy Systems Exemption | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |
| <input type="checkbox"/> Wind-Powered Energy Systems Exemption | _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | |

A photocopy of this Form (Pages 1 & 2) or a Form PA-35 must be returned to the property owner after approval or denial before July 1st.

The following documentation may be requested at the time of application in accordance with RSA 72:34, II:

- List of assets, value of each asset, net encumbrance and net value of each asset.
- * Statement of applicant and spouse's/CU partner's income.
- * Federal Income Tax Form.
- * State Interest and Dividends Tax Form.
- * Property Tax Inventory Form filed in any other town.

* Documents are considered confidential and are returned to the applicant at the time a decision is made on the application.

Municipal Notes

| Selectmen/Assessor(s) Printed Name | Signatures(s) of Approval (in ink) | Date |
|------------------------------------|------------------------------------|------|
| | | |
| | | |
| | | |
| | | |