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Town of Pembroke, New Hampshire



Pembroke Town Library

Annual Report
Fiscal Year Ending December 31, 2002

Town Hall Hours of Operation Monday -Friday, 8:00 A.M. - 4:00 P.M.
Town Clerk Monday - Friday, 8: 00 A.M. - 4:00 P.M. & Thursday, 5:00 P.M. - 7: P.M.

Department Addresses & Phone Numbers		
DEPARTMENT	ADDRESS	PHONE NUMBER
<p>TOWN HALL</p> <p style="text-align: center;">E-mail: townhall@pembroke-nh.com Web Site: http://www.pembroke-nh.com</p> <p>Assessing Department Board of Selectmen Tax Collector Town Clerk Town Administration Planning and Land Use Department</p>	<p>311 Pembroke Street</p>	<p>485-4747</p>
<p>AMBULANCE Tri-Town Volunteer</p>	<p>Central Street</p>	<p>EMERGENCY - 911</p>
<p>COMMUNITY ACTION PROGRAM</p>	<p>15 Glass Street</p>	<p>485-7824</p>
<p>FIRE DEPARTMENT</p>	<p>247 Pembroke Street</p>	<p>EMERGENCY - 911 all other - 485-3621</p>
<p>HIGHWAY DEPARTMENT</p>	<p>8 Exchange Street</p>	<p>485-4422</p>
<p>LIBRARY</p>	<p>261 Pembroke Street</p>	<p>485-7851</p>
<p>POLICE DEPARTMENT</p>	<p>4 Union Street</p>	<p>EMERGENCY - 911 all other - 485-9173</p>
<p>SCHOOL DEPARTMENT</p> <p>Superintendent Pembroke Academy Three Rivers School Hill School Village School</p>	<p>267 Pembroke Street 209 Academy Road 243 Academy Road 300 Belanger Drive 30 High Street</p>	<p>485-5187 & 485-5188 485-7881 485-9539 485-9000 485-1807</p>
<p>SEWER DEPARTMENT</p>	<p>311 Pembroke Street</p>	<p>EMERGENCY - 485-5600 Billing & Service - 485-8658</p>
<p>WATER WORKS</p>	<p>212 Main Street</p>	<p>485-3362</p>
<p>WELFARE DEPARTMENT</p>	<p>311 Pembroke Street</p>	<p>485-4747</p>

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2002
Citizen of the Year
Lorette Girard

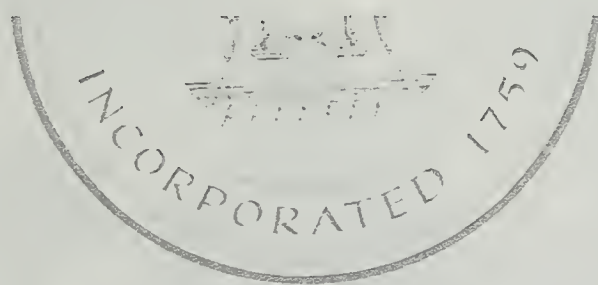


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Dedication

The 2001 Annual Report of the Town of Pembroke is dedicated in memory of Armand "Tom" Martel.

Tom served six terms on the Board of Selectmen, over three different decades. He was one of the organizers of the VFW Ambulance Service, now known as Tri-Town Ambulance Service. He was active in the Suncook Revitalization Project. Tom helped to develop Veterans Park and he spent many hours tending to the gardens in the Park. He was named Citizen of the Year in 1991. His dedication to the Town will be missed.

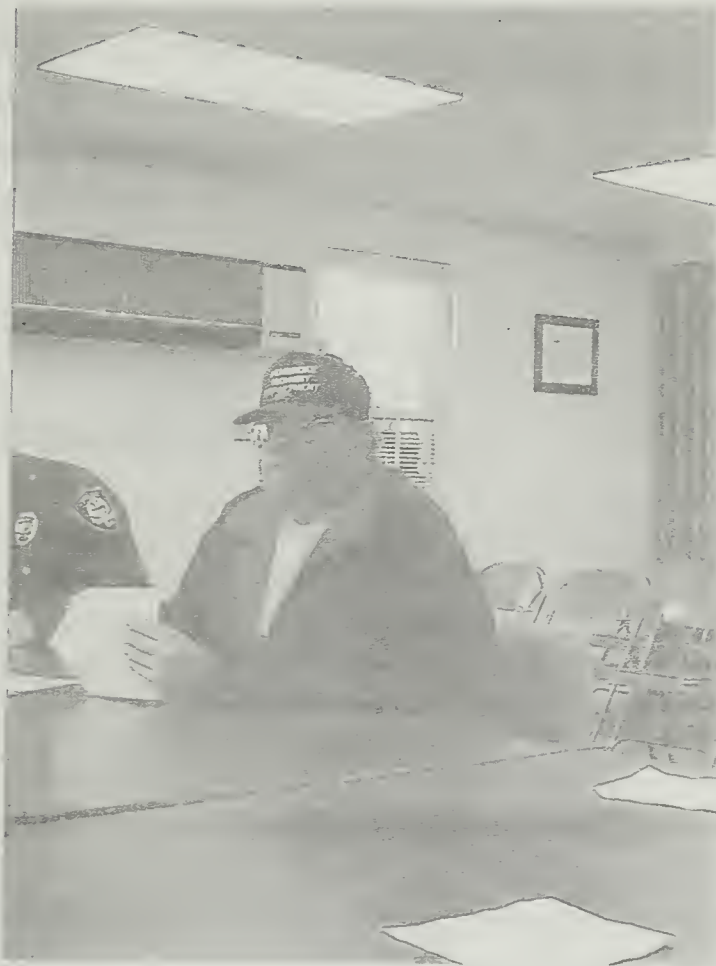




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In Appreciation



**Henry Malo
Road Agent**

**Retired
(27 Years of Service)**

TABLE OF CONTENTS

Town Officers.....	page 6
Town Departments and Officers	7
Boards, Committees, Commissions.....	8
How Your Local Government Works	9
Town Organizational Chart.....	10
Board of Selectmen Report	11
Report of the Optional Fiscal Year Study Committee.....	13
Report of the Public Works Study Committee	15
Minutes of the Annual Town Meeting	23
Minutes of Special Town Meeting	38
Summary Inventory of Property.....	39
2002 Tax Rate	40
Breakdown of 2002 Tax Rate.....	41
Net Amount Taxes to be raised History.....	42
Comparative Statement of Expenditures	43
Long Term Debt	44
Inventory.....	45
Capital Improvement Program	47
2001 Audit.....	48
2000 Audit Response	56
Town Clerks Report.....	69
Tax Collector's Report	70
Treasurer's Report	72
Fire Department	73
Highway Department.....	74
Pembroke Town Library	75
Planning & Land Use.....	77
Police Department	82
Recreation Commission	88
Sewer Department	89
Supervisors of the Checklist.....	90
Water Works	91
Trustees of Trust Funds	95
Town Wage Schedule	100
Overview of Town Employee Salaries and Benefits	101
School District Reports	104
Vital Records	end

TOWN OFFICERS

Board of Selectmen

Gerald R. Belanger, Chairman (2003); John B. Goff (2004); Brian Tufts (2005)

Town Treasurer

Julie Lustig (2003)

Deputy Treasurer

Cindy Pesaturo

Town Clerk

James F. Goff (2003)

Town Moderator

Thomas E. Petit (2003)

Assistant Town Moderator

Charles Mitchell

Supervisors of the Checklist

Patricia Crafts (2008); Roland Young (2006); Florence Woods (2003)

Library Trustees

Marilyn Ross, Chair (2005); Joyce Belanger (2005); Mark Cioffi (2004);
Susan Lonergan (2004); Charles Mitchell (2003); Alt. Marie Brezosky (2003);
Alt. Theresa Caplette (2003); Alt. Heather Tiddes (2003)

Trustees of Trust Funds

Gerard Fleury, Chair (2005); Janice Edmonds (2004); Normand Provencher (2003)

Water Commission

William Stanley, Chair (2003); Maurice Lavoie (2004); Kevin Brasley (2005);
Helen Petit ((2006); Edward Lavalley (2007)

Sewer Commission

Paulette Malo, Chair (2005); Harold Thompson (2004);
Jules "Andy" Pellerin (2003)

TOWN DEPARTMENTS AND OFFICES

Town Administration Department

David L. Stack, Town Administrator
Dawn M. Armour, Finance Director
Cindy Pesaturo, Municipal Secretary
Muriel Previe, Welfare Director

Emergency Management

Larry W. Young, Sr., Director

Fire Department

Harold Paulsen, Fire Chief
Paul Gagnon, Deputy Fire Chief
John Theuner, Assistant Fire Chief
Erik Paulsen, Captain
Robert Farley, Lieutenant
Terrance Judge, Lieutenant
Brian Lemoine, Lieutenant

Health Department

Dr. Vincent E. Greco, Health Officer

Highway Department

Emile Lacerte, Road Agent (acting)
Reno Nadeau, Foreman
Paulette Malo, Secretary

Tax Collection

Nancy B. Clifford, Tax Collector
Peggy Yeaton, Deputy Tax Collector

Planning and Land Use Department

Kerrie Diers, Director of Planning and Development
Peter Rowell, Code Enforcement Officer
Elaine Couturier, Planning and Land Use Clerk

Police Department

Wayne A. Cheney, Chief of Police
Scott Lane, Lieutenant
Michael Crockwell, Sergeant
Dwayne Gilman, Detective Sergeant
Glenn Northrup, Sergeant
MaryAnn Ricciotti, Administrative Secretary
Annette Alley, Secretary

BOARDS, COMMITTEES AND COMMISSIONS

Budget Committee

David Freeman-Woolpert, Chair (2005); Regina Baxter (2005); Emily Cooper (2003); Justine "Tina" Courtemanche (2004); Kenneth Plourde (2004); Jim Powers (2005); Tim Sattler (2004); Kristi Walsh (2005); Sel. Brian Tufts (Board of Selectmen Representative); Gerry Fleury (School Board Representative)

Cemetery Commission

Howard Robinson, Chair (2004); William Stanley, Vice-Chair (2004); Kenneth A. Fowler (2005); James Garvin (2003); Robert Richards (2004)

Conservation Commission

Philip T. Harte, Chair (2004); Frank W. Davis, Vice-Chair (2004); Janet Fortnam (2003); Ammy Heiser (2005); Kris Strassner (2003); Matt Tansey (2005); Kerry York (2005); Alt. David Beauchesne (2005); Alt. Kevin Gagne (2004); Alt. Stetson Heiser (2005)

Economic Development Committee

Dan Chase, Chair (2003); Marie Ayles (2003); David Bibbins (2005); Robert A. Baxter (2005); Nate Chapman (2003); Dana Carlucci (2004); Jocelyn Carlucci (2003); Wendy Keeler (2005); John B. Goff (Selectmen Rep.); Regina Baxter (Budget Committee Rep.)

Planning Board

Normand Provencher, Chair (2003); George Fryer, Vice Chair (2003); David J. Beauchesne (2004); Cindy Lewis (2004); Robert E. Bourque (2004); William Pritchard (2005); Alt. Richard Kelsea (2005); Alt. Roland Lemoine (2003); Alt. Rebeca Vorgele (2004); Sel. Gerald Belanger (Selectmen Rep.)

Recreation Commission

Rose Galligan, Chair (2005); Robert M. Musil, (2005); Michelle Carvalho (2003); David Seavey (2004)

Roads Commission

Floyd Smith, Chair (2004); Gary Seidner (2004); Maurice Lavoie (2004); Oscar Plourde (2005); Emile Lacerte (Acting Road Agent); Alt. Richard Stewart (2004)

Zoning Board of Adjustment

William Bonney, Chair (2004); Bruce Kudrick, Vice Chair (2003); Catherine A. Roche, Secretary (2005); Vincent A. Flewelling (2003); Dana Carlucci (2005); Alt. David Sheldon (2005); Alt. Mark McAlpine (2005)

HOW YOUR TOWN GOVERNMENT WORKS

The Town of Pembroke operates under the Town Meeting/Board of Selectmen form of government. The Town Meeting, held in March, is the yearly meeting of the registered voters of the Town. The purpose of the Town Meeting is to elect the Town's officers and to conduct the Town's business, including the adoption of the Town's annual budget. The Town Meeting serves as the legislative branch of Town government.

The Board of Selectmen is composed of three elected members, with each Selectman serving a three year term. One of the seats on the Board is filled by election on an annual basis. The Board functions as the executive branch of the Town, and as the agent to carry out the actions taken at the Town Meeting. The Board of Selectmen does have the authority, without Town Meeting approval, to regulate town highways and commons, layout highways, make expenditures from certain capital reserve funds, and to appoint citizens to various Town boards, committees and commissions. The Board does not govern or manage the Pembroke School District. The School District holds its an Annual Meeting and the executive branch of the District is the elected School Board.

The overall day-to-day operations of the Town are managed by the Town Administrator, who is appointed by the Board of Selectmen. The Town Administrator coordinates the daily functions of the Town and the Town Administration Department, and he provides administrative direction to department heads, develops new ordinances and amendments, and administers the personnel and purchasing policies of the Town. The Town Administrator does not have the powers or authority of a town manager.

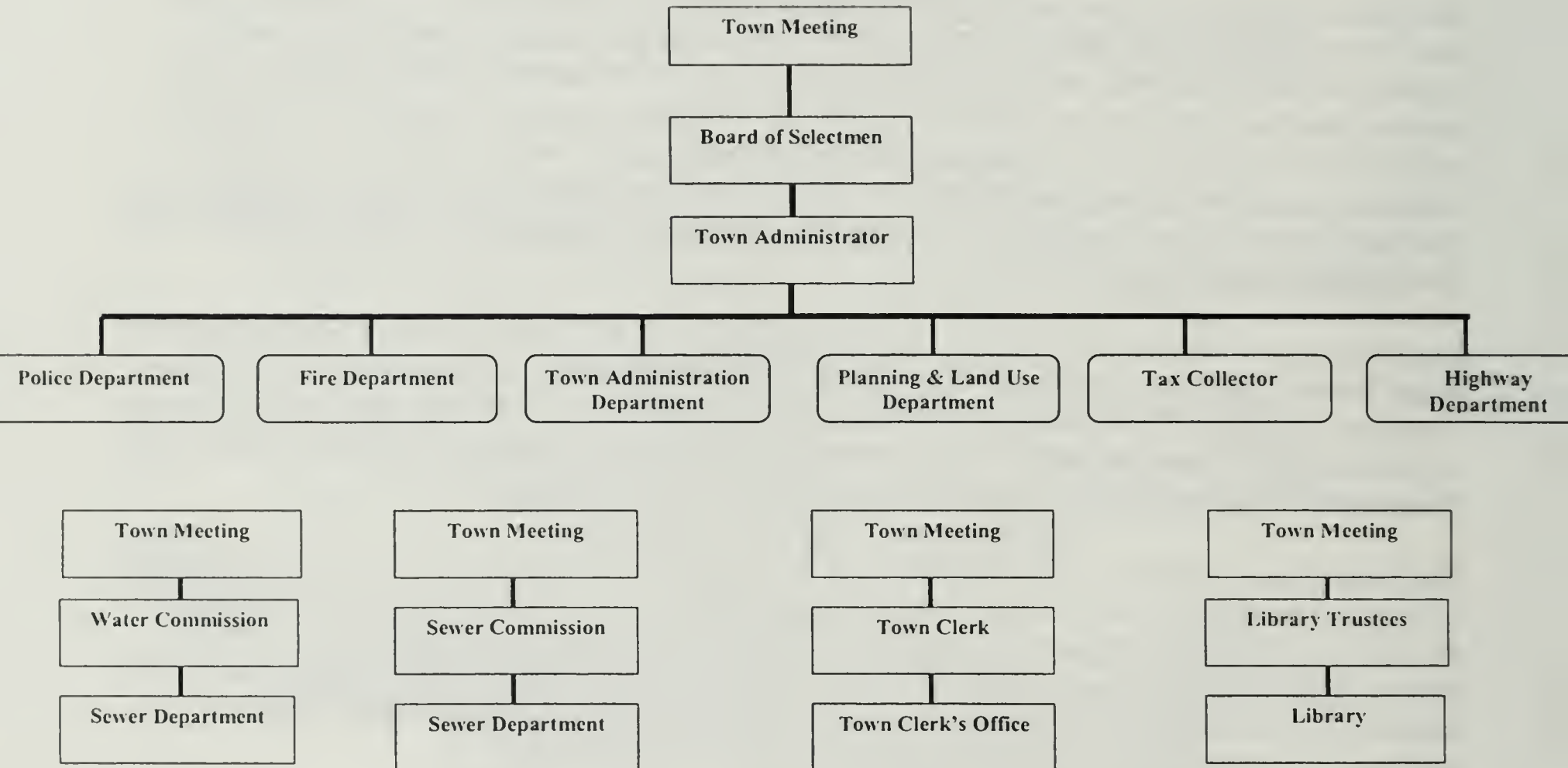
The Town Library and Library Funds are governed and managed by a Board of Library Trustees consisting of five Trustees elected by the Town and three (3) alternate Trustees appointed by the Board of Selectmen. Per NH RSA 202-A:6, the Library Trustees have the "entire custody and management" of the Town's Public Library. The Trustees are responsible for developing an annual budget for the library; expending all monies raised and appropriated for library purposes; and appointing a librarian, and other library employees, and setting their compensation and other terms of employment.

The Water Works and the Water Fund are governed and managed by an elected five member board of water commissioners to manage the water system. State legislation adopted in 1913 permitted the Town to place the construction, management, control, and direction of the Water Works in a board of water commissioners. A Special Town Meeting held in the spring of 1913 adopted the provisions of the statute.

The Sewer Department and Sewer Fund are governed by an elected Board of Sewer Commissioners consisting of three commissioners and the powers of Commission are detailed in NH RSA 149-I. Per the statute, a town may establish a board of sewer commissioners, "which board shall perform all the duties and possess all the powers in the town otherwise hereby conferred upon the selectmen." The current Board of Sewer Commissioners was established by Town Meeting vote in 1971.

TOWN ORGANIZATIONAL CHART

Town of Pembroke Organizational Chart



BOARD OF SELECTMEN REPORT

The Board of Selectmen had a very active year in 2002.

The Board was saddened at the passing of Armand "Tom" Martel just after the 2002 Town Meeting. Tom dedicated most of his life to serving both his nation when it was at war and his local community. Tom served as a Selectman for nineteen years, for six plus separate terms over four different decades. His dedication to the Town will be missed.

The Board worked on many projects over the year, including the following:

Public Works Alternatives: The Board appointed a committee to undertake a study of the Town's current highway, sewer, and water operations and develop alternative ways to reduce the funding needed to continue to operate three separate operations. The Committee's report follows this report. The Board has voted to recommend that the Town merge the Highway, Water and Sewer Departments into one public works department. This proposal will be up for consideration at the 2004 Town Meeting.

Police Station Study Committee: The Board reactivated the Police Station Study Committee and charged the committee with developing a proposal for presentation at the 2003 Town Meeting. The Committee took a close look at the proposal that was brought before the voters in 2002 and they were able to trim approximately \$600,000 from the amount that was proposed in 2002. The complex is still very much needed, particularly with the current condition of the Police Station and the number of building code and fire safety problems that exist at the current facility. Selectman Belanger represented the Board of the Selectmen on this committee.

Solid Waste Facility: The Board continued to work with its engineering firm, Dufresne-Henry, Inc. to prepare for the statutorily required closure of the old landfill portion of the Town Solid Waste Facility. The closure process must be completed before the State will grant the Town a permit to operate the existing transfer station. Funds are included in the proposed 2003 budget to perform the closure.

Optional Fiscal Year: The Board appointed a committee to study the optional fiscal year (June 30-July 1), both with the employment of semi-annual tax collection and without. The Board asked the Committee to determine whether or not it would be beneficial to the Town to change its current calendar financial year to the optional fiscal year. The Committee's report follows this report. This proposal was last studied and voted on in 1997. The Town's voters voted at that time to retain the annual, or once per year, tax collection method. The Committee has recommended that the Town implement semi-annual tax collection. This proposal will be on the Warrant for the 2004 Town Meeting. Selectman Tufts represented the Board of Selectmen on this committee.

BOARD OF SELECTMEN REPORT

Health Insurance Options: The Board reviewed available options for health insurance coverage, and determine that it made the most fiscal sense to continue to purchase the insurance through the HealthTrust consortium. HealthTrust was created in 1984 by New

Hampshire Municipal Association to meet the health insurance needs of communities and the Town has been a member since 1985. By participating in this program, the Town receives the benefit of competitive rates achieved through the purchasing power of the combined members of the Trust.



REPORT OF THE OPTIONAL FISCAL YEAR STUDY COMMITTEE

Selectmen's Optional Fiscal Year Committee

Committee Charge: To study the fiscal management benefits associated with the adoption of an optional fiscal year and to report whether sufficient benefits support its adoption. Optional Fiscal Year.

Findings: The study committee met to consider fiscal management issues, including the number of municipalities which have adopted the optional fiscal year and noted which of those collect their property taxes on a semi annual basis, considered the implications of state laws RSA 31 :94-a, for the adoption of an optional fiscal year, RSA 31 :94b prescribes the adoption process, and RSA 31 :94c determines the impact on local property tax rates. The committee's understanding of these statues and their effect on the community were verified with the state department of revenue administration.

Conclusions:

1. Fiscal Management. The adoption of the optional fiscal year provides that the budget committee prepare and present to the voters of the town a budget for their approval at the traditional town meeting, some three months before the beginning of the fiscal year. Current practice provides for the approval at the traditional town meeting of a budget some two months after the beginning of the fiscal year. The school district operates in a fiscal year that begins on July 1, 2000x and ends .on June 30, 2000x+ 1 and approves its budget before the beginning of its fiscal year.
2. Property Tax Bill Issue. State law requires that the conversion or transition by a town to the optional fiscal year be completed in 18 months. It further requires that a town, wishing to adopt the optional fiscal year, must budget and appropriate the sums it believes are necessary to provide for town services, administration and debt service for the period beginning January 1, 200x to June 30, 200x+ 1.
3. Mitigation. To mitigate increases in the property tax rate, the transition could take place when there is a substantial increase in taxable property, when there is a reasonable amount of town surplus funds, or pursuant to RSA 35:1a, establish a capital reserve for the purpose of transitioning to the optional fiscal year. Further, RSA 31:94-d provides that the town to minimize tax increases due to the transition may incur debt for not more than 20 years, not to exceed 1/3 of all taxes assessed excluding debt service. We conclude that the selectmen have many tax mitigating avenues available to them and because of those options the tax requirements for the transition period (six months) would not necessarily translate into a substantial one-time increase in the town tax rate.

REPORT OF THE OPTIONAL FISCAL YEAR STUDY COMMITTEE

4. Recommendation. The committee having considered the requirements, the likely tax rate increases, and the tax mitigation possibilities, recommend the selectmen pursue at the appropriate time, using the process of their choice to convert the town's fiscal year to the optional fiscal year.

Semi-annual Tax Collections.

The committee also considered what tax or financial benefit if any the community could expect were it to collect property taxes semi annually, rather than annually as is the current practice. The committee concluded that because the financial benefit is dependent upon such variables, as current interest rates, the amount of uncollected taxes, and the prudent management of funds, no universal formula or rule of thumb could be applied to determine the value of the financial benefit to Pembroke taxpayers. The purpose for this change is to reduce the need for the town to borrow funds in anticipation of taxes. The anticipated result is reduced interest expense and the applicable reduction in the tax rate. Current practice is for one payment generally by December 1, of the operating year, one month before the end of the year, which were it not for surpluses being carried forward, would require the town borrow substantial sums to meet its payroll and pay its bills. Semi annual collections however, provide that approximately half of the year's taxes are due July 1, six months into the operating year and the remainder on December 1, reducing the need for borrowed funds in anticipation of taxes thereby lowering the town's interest expense. Additionally, semi annual collections could reduce the need to maintain substantial surpluses to meet working capital needs.

Recommendation. The committee acknowledges the selectmen's authority, if they so elect, to change the present practice of collecting property taxes annually to semi-annually. We also understand the one time cash flow effect this will have on the town and the town's property taxpayers. It is with those issues in mind that we recommend the selectmen prepare an advisory article (Suggested article below) for consideration at the t March 2003 town meeting.

Respectfully Submitted,

The Committee

Suggested Advisory Article

Article xx.

To see if the town will vote to approve the semi-annual collection of property taxes beginning with calendar year 2004. The purpose for this change is to reduce by an unspecified amount, the interest expense associated with the sale of tax anticipation notes.

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

Report of the Public Works Study Committee to the Pembroke Board of Selectmen November 12, 2002

One of the goal's set by the Board of Selectmen for 2002 was to undertake a study of the Town's current highway, sewer, and water operations in order to determine where cost savings may be achieved and efficiency increased in the public works operations of the Town. The Board created a Public Works Study Committee Study Committee (the PWSC) consisting of two citizens (Ry Weisiger and Ken Plourde); one representative from the Sewer Commission (Paulette Malo, Commission Chair), one representative from the Water Commission (Kevin Brasley, Commissioner); one representative from the Highway Department (Henry Malo, Road Agent); and the Town Administrator (David Stack) to perform this evaluation and present its findings and recommendations to the Board of Selectmen.

Study Objectives: The Board of Selectmen charged the PWSC with the following objectives:

- 1) Review the operations of four entities: Pembroke Highway Department, Pembroke Roads Commission, Pembroke Sewer Department, and the Pembroke Water Works;
- 2) Determine where and if savings may be achieved through employee and equipment sharing, task assignment or re-assignment, and other possible methodologies, including possible re-organization possibilities if re-organization is termed to be beneficial; and
- 3) Review costs of currently contracted services (engineering, pump station maintenance, etc.) and determine whether or not savings and efficiency may be achieved by bringing these services in-house, through a mix of privatization and public entity provision, or through possible re-organization.

Review Process: The PWCS met five times from September 2002 through November 2002. The Committee reviewed the background and history of each entity being studied, the current responsibilities and duties of the four entities; and their equipment inventories, financial operations, and engineering costs. The study also included the review of the operations of an existing public works department, the Raymond Public Works Department.

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

Current responsibilities: The public works operations of the Town of Pembroke are currently performed by four separate entities. The entities and their responsibilities are as follows:

Pembroke Highway Department: Responsible for winter and summer street maintenance and repair; winter snow plowing; winter maintenance of fire hydrants; issuance and monitoring of excavation permits; monitoring of Town road projects and subdivision road construction; curbside rubbish collection; solid waste facility operations; cemetery grave digging; and fleet maintenance for all Town vehicles. **Employees:** 1 road agent; 2 foremen; 2 drivers; 6 laborers; 1 fleet mechanic; 1 PT secretary - 20 hours per week

Pembroke Sewer Department: Governed by elected Board of Sewer Commissioners consisting of three commissioners; powers of Commission are detailed in NH RSA 149-I. Per the provisions of the statute, a town may establish a board of sewer commissioners, "which board shall perform all the duties and possess all the powers in the town otherwise hereby conferred upon the selectmen." The current Board of Sewer Commissioners was established by Town Meeting vote in 1971. Perform deduct meter readings; preparation and mailing of sewer bills (bills are collected by Tax Collector); and Dig Safe marking. Contract out pump station maintenance and repair, new line installation, line repairs. **Employees:** 1 PT secretary - 20 hours per week

Pembroke Water Works: Legislation adopted in 1913 permitted the Town, if it desired, to place the construction, management, control, and direction of the Water Works in a board of water commissioners. Special Town Meeting held in the spring of 1913 adopted provisions for creation of a five member board of water commissioners to manage the water system. Perform meter readings; perform line and hydrant repairs; maintain hydrants (summer only); maintain pump stations; Dig Safe marking; prepare, mail and collect water bills. **Employees:** 1 superintendent; 2 laborers; 1 part-time laborer; 1 office manager

Pembroke Roads Commission: Established by Board of Selectmen in 1989, the Commission consists of 5 regular members (Road Agent, Planning Board representative and 2 members of general public) and 2 alternates (from general public). The duties of the Commission are to update and maintain the Town Road Management Plan; advise the Board of Selectmen on all matters pertaining to maintenance and construction of all town roads; develop road design and acceptance policies; and review subdivision plans, as needed, for possible off-site effects on the road system. **Employees:** none

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

Employee position roster: The combined list of the current positions in the Highway, Water and Sewer Departments is as follows:

Position Roster Highway/Water/Sewer combined

- 1 Road Agent - H
- 1 Superintendent - W
- 2 Foremen - H
- 2 Drivers - H
- 8 Laborers - H,W
- 1 Part-time laborer - W
- 1 Fleet Mechanic - H
- 1 PT Secretary - 20 hours per week - H
- 1 PT Secretary - 20 hours per week - S
- 1 Office manager - W

Equipment inventory: The Committee reviewed the inventory of equipment currently being used by the Highway Department, Sewer Department and the Water Works. The review included a discussion of the purpose, age, etc. of all of the equipment, vehicles, and machinery on the list. The combined equipment inventory of the Highway, Water and Sewer Departments is as follows:

Equipment/Vehicle Inventory

- 3 pickup trucks - H,H,W
- 1 van - W
- 1 utility box truck - W
- 3 cars - H,H,S
- 4 large dump/plow/ 3 with sanders - H
- 2 one ton dump trucks (with plow/sander attachments) - H,W
- 1 one ton dump trucks (with plow) - H
- 2 garbage packers - H
- 2 backhoes - H,W
- 1 tractor/backhoe - H
- 1 loader - H
- 1 Trackless sidewalk plow/roadside cutter - H
- 1 18 ton trailer - H
- 1 chipper - H
- 1 line jetter - S
- 1 compressor - W
- 1 hole hog - W
- 1 eak detector - W

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

Financial operations: The Committee spent a session reviewing the financial operations of each entity with the Town Finance Director, Dawn Armour. Ms. Armour reported to the Committee that there were problems with the financial accounting systems that are currently in place for the Water and Sewer operations.

Currently the Town's accounting system is decentralized, meaning it has three sets of employees performing the same duties for each separate public works entity. Since its inception in 1971, the Sewer Fund has been accounted for on the cash basis of accounting, however the accounting should have been performed on an accrual basis. Additionally, the Water Fund has been excluded from the Town's financials, causing an exception in the Town's audit opinion for the past 15 years. As a result of these issues, the Town of Pembroke will receive an Adverse Audit Opinion for the Fiscal Year End 2001. If these issues are not corrected, and a new clean audit report is not issued, the Town will not be able to borrow in anticipation of taxes in 2003. This will severely hamper the ability of not only the Town to operate, but the School District as well. Therefore, these issues must be resolved prior to March 2003. Furthermore, new accounting regulation (GASB #34) will impact the Town's financials beginning with statements *issued* for Year End 2003. GASB #34 raises the standards of accounting applied to government entities, and will result in significant changes in methodology. If the Town is noncompliant, it will prevent the Town from borrowing its Tax Anticipation Note for Year Ended 2003. As with any major new accounting pronouncement, there are many "gray" areas with GASB #34, and the Town needs to ensure it is prepared for the cause and effect of future interpretations.

Engineering costs: The Committee reviewed and discussed a chart provided by the Finance Director detailing the Town's average annual costs of contracting outside engineering support for new subdivision and site plan review, engineering administration and monitoring of roads constructed by outside developers, and engineering design and administration for Town road reconstruction projects.
(Appendix A)

Review and discussion of operations - Raymond Public Works Department: The Committee met with Dennis McCarthy, Public Works Director from the Town of Raymond, NH to discuss how a public works department operates. The Raymond Public Works Department (RPWD) consists of the following six divisions: Highway; Cemeteries; Building and Grounds; Maintenance; Water; and Solid Waste (Transfer/Recycling Facility). A Public Works Director is responsible for the overall administration and operations of the RPWD. The Part-time employees in each division are shared among all divisions.

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

Highway Division: Responsible for maintaining all the Town's 100 miles of roadway, including plowing and treating the roads, trimming the side of the roads, building and maintaining catch basins and roadways, patching potholes, street sweeping, and installing, repairing and replacing signs. This department also provides support to all other public works divisions. **Employees:** 1 foreman; 5 full-time employees

Cemeteries Division: Provides maintenance to the town cemeteries consisting of mowing, raking, trimming, along with tree planting and access road maintenance. **Employees:** 2 part-time employees

Building and Grounds Division: The Public Works Staff is responsible for cleaning, repairing, snow removal and general upkeep of the town buildings (Safety Complex, Old Fire House, Library, Town Office Building, Highway Garage and Maintenance Shed) plus outside area. **Employees:** 1 Foreman; 1 part-time employee

Maintenance Division: Maintains all of the town's equipment (trucks, cruisers, fire apparatus, tractors, mowers, trailers, etc.) Currently, the town owns approximately 65 pieces of rolling stock. **Employees:** 1 full-time mechanic; 1 part-time mechanic

Water Division: The Water System serves much of the downtown area with town water and has approximately 125 fire hydrants. The hydrants in the town are maintained by this department and are flushed in April and October. Meters are read by all employees of the PWD. **Employees:** 1 Foreman; 2 part-time water service technicians

Solid Waste (Transfer/Recycling Facility) Division: The operation of this facility falls under the general direction of the Public Works Director and Highway Foreman. The Transfer/Recycling Facility is open Saturday 8:00 a.m. to 4:00 p.m. and Sunday 12:00 noon to 4:00 p.m. Curbside trash pickup is performed by contract with a private hauler. **Employees:** Staffed by 1 Highway Division employee and 2 part-time employees

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

Recommendations:

After much discussion, the Committee has developed two options for the Board to consider. The Committee was evenly split as to which option it wished to endorse. The options are as follows:

Option 1) Create a Public Works Department - The Committee recommends that the Town take all action necessary to create a Public Works Department. The steps that need to be taken to accomplish this are as follows:

Change the current Road Agent position to a Public Works Director position. The cost of this position could be recovered by the fees that the Town charges to developers for site plan/subdivision review and construction administration (see Appendix A). Even if the Town charges one half of the amount of the fees that it currently charges, the cost of the Director may still be recovered.

Take action at the 2003 Town Meeting to eliminate both the Water and Sewer Commissions and place the responsibility for these functions into the new Public Works Department.

The new Department would consist of the following divisions:

Administration Division: This division would consist of a Public Works Director and a Secretary. The Public Works Director would be a licensed civil engineer and be responsible for planning board plan review and road construction design and construction monitoring, as well as running the department.

Highway Division: Responsible for maintenance of all Town roadways and sidewalks, including winter snow removal and treatment on roads and sidewalks; building and maintaining catch basins and roadways; patching potholes; sweeping of streets, sidewalks, municipal parking lot and town building parking areas; cleaning, repairing, snow removal and general up-keep of all Town buildings, including outside areas; grave openings and closings and administration of the cemetery and town property maintenance contract. The Highway Division also provides support to all other divisions.

Solid Waste Division: Responsible for curbside rubbish collection and op-

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

eration and maintenance of the Town solid waste facility.

Water/Sewer Division: Responsible for maintenance and repair of all water lines, fire hydrants, water and sewer pump stations. Division employees also perform winter snow clearing.

Building and Grounds Division: Responsible for cleaning, repairing, snow removal and general upkeep of the town buildings (Town Hall, Police Station, Fire Station, Library, and Highway Garage) plus outside area.

Fleet Maintenance Division: Responsible for maintenance and repair of all Town vehicles and equipment.

Option 2) Merge Water and Sewer Departments into one department. Create Utilities Commission to oversee operations. The steps that need to be taken to accomplish this are as follows:

Take action at the 2003 Town Meeting to eliminate both the Water and Sewer Commissions and place the responsibility for these functions with a new Utilities Commission.

Analysis of Options 1) and 2):

Fiscal: The Committee has determined that it is not fiscally sound to have three separate accounting systems being operated by three separate employees, as is the case with the current setup. The financial operations of all Town departments and funds need to be in compliance with the standards and regulations found in GASB #34. Compliance, or non-compliance, GASB #34 will impact the Town's financials beginning with statements *issued* for Year End 2003. If the Town is noncompliant, it will prevent the Town from borrowing its Tax Anticipation Note for Year Ended 2003. **Option 1** merges the three financial operations into one. **Option 2** merges the Water and Sewer accounting functions into one and leaves two separate accounting functions in the Town. .

Billing: Sewer and water billing are being performed separately on two different computer systems by two different employees. The collection of water bills is being performed by two separate employees. These separate billing and collection systems need to be merged into one. Both **Option 1** and **Option 2** achieve this task.

REPORT OF THE PUBLIC WORKS STUDY COMMITTEE

Equipment: There is machinery and equipment on the inventory of the Highway Department and Water Works that appear to overlap. Some equipment may be eliminated and common equipment that is needed could and should be shared by the Highway and Sewer Departments. **Option 1** allows equipment to be shared among the three functions. **Option 2** would allow equipment to be shared by the water and sewer functions.

Employees: The Committee determined that there is an adequate number of employees to perform all of the functions required of the entities; however, there should be the ability to move the employees around to various tasks as the need arises. **Option 1** would allow this to happen. **Option 2** would allow water and sewer employees to be shared, with the highway department employees remaining separate.

Further recommendations:

The Committee also makes the following recommendations to the Board:

- 1) Change all positions from Driver and Laborers to Driver/Laborer. This would allow all Department employees to drive the large plows during snow clearing operations. Savings may be achieved through assigning shifts for this work and reducing over-time costs.
- 2) Amend fee schedule for solid waste disposal to include electronics, propane tanks, etc.

MINUTES OF THE ANNUAL TOWN MEETING

MARCH 12, 2002

The meeting was opened by Moderator Petit at 11:00 a.m.

A motion was made to read and act on Articles #1 and #2 and the remaining articles to be read and acted upon at the deliberative session on March 16, 2002 at the Pembroke Academy Auditorium.

MOVED: Roland Young, Jr. SECONDED: Charles Mitchell

VOTE: YES MOTION PASSED

ARTICLE #1. To choose all necessary officers for the year ensuing.

*Denotes elected

Town Clerk for one year:
vote for not more than one
James F. Goff 696*

Moderator for two years:
vote for not more than one
Thomas E. Petit 697*

Treasurer for one year:
vote for not more than one
Julie Lustig 629*

Selectman for three years
vote for no more than one
Armand "Tom" Martel 125
Victor A. Martin, Sr. 101
Brian B. Tufts 504*

Checklist Supervisor for six years
vote for not more than one
No one filed
Patricia Crafts 40 write in votes*

Sewer Commissioner for three years
vote for not more than one
Paulette A. Malo 559*

Sewer Commissioner for three years:
vote for not more than one
no one filed
Roger Bilodeau, Jr. 114 write in votes*

Water Commissioner for five years:
vote for not more than one
Edward R. Lavallee 636*

Library Trustee for three years:
vote for not more than two
Joyce Belanger 565*
Marilyn Ross 520*

Library Trustee for two years
vote for not more than one
Marie A. Brezosky 608*

Trust Fund Trustee for three years
vote for not more than one
Gerard E. Fleury 610*

MINUTES OF THE ANNUAL TOWN MEETING

Amendment #4: To amend Chapter 143, Article VI, Section 43 of the Code of the Town of Pembroke, entitled Agricultural Uses, to delete and repeal items C and D and replacing them with a new item C to read as follows:

3. The keeping of agricultural livestock shall be in accordance with “Guidelines for Space and Housing of Farm Animals” per University of New Hampshire Cooperative Extension guidelines, 01/99 as amended.

YES: 507 NO: 158 AMENDMENT #4 PASSED

Amendment #5: To amend Chapter 143 of the Code of the Town of Pembroke, entitled Zoning, to add a new article to be known as Article IX-A Soucook River Development District which creates a new zoning district for commercial/industrial uses governed by performance standards, and to amend Article III, section 143-9 Division into Districts to reflect the new district.

YES: 537 NO: 152 AMENDMENT #5 PASSED

ARTICLE #3: Shall we permit the public library to retain all money it receives from its income-generating equipment to be used for general repairs and upgrading and for the purchase of books, supplies and income-generating equipment?

YES: 573 NO: 138 ARTICLE #3 PASSED

DELIBERATIVE SESSION MARCH 16, 2002

Moderator Petit opened the meeting at 10:15 a .m. The pledge of allegiance was led by the local Boy Scouts, Girl Scouts, Cub Scouts and Brownie Troops. The moderator then read the results of the election held on Tuesday, March 12.

Recognition was given to Lorette Girard as Pembroke’s Citizen of the Year.

Moderator Petit then reads Warrant Article #'s 4 through 19.

ARTICLE #4: To see if the Town will vote to raise and appropriate the sum of two million six hundred thousand dollars (\$2,600,000) for the purpose of constructing a new safety complex; such sum to be raised through the issuance of bonds or notes under and in compliance with the Municipal Finance Act, RSA 33:1 et seq., as amended; to authorize the Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Selectmen to take any other action or to pass any other vote relative thereto.
Recommended by Board of Selectmen and Budget Committee. (2/3 ballot vote required).

MINUTES OF THE ANNUAL TOWN MEETING

MOVED: Gerald Belanger

SECONDED: Harold Paulsen

Bill Boudreau, Chair of the committee formed to study the adequacy of the police station, spoke about how and why the committee was formed. He stated that they looked at the options of renovating the current police station which is a converted fire station, building a stand-alone police station and the option of adding on to the current fire station. All on the committee felt that the third option was the best route to go. The breakdown of the 2.6 million dollar appropriation was 1.6 million dollars for the addition and 1 million dollars for the renovation of the existing fire station.

Police Chief Wayne Cheney spoke about the inadequacies of the current police station. The building and cells are not ADA compliant, substandard bathroom facilities for both officers and inmates, substandard office facilities, and no decontamination room.

Fire Chief Harold Paulsen spoke about the updates to the fire station that need to be done and have been put off over the years such as emergency generator, sprinkler system throughout the building, heating system, installation of an emergency operations center, decontamination room, room for the women's auxiliary who provide emergency food and services to the personnel while at a fire, and more office space. All of this is part of the article.

Christie Walsh asked if any grants had been applied for.

Bill Boudreau stated that they could not apply for grants until the project is approved.

Keith Momberger stated that he felt that Pembroke taxes and spending are out of control and that the town could not afford to build the safety complex and the library that was voted in last year. He stated that the safety complex is an important issue and since we haven't built the library yet, we should vote to use the library money for the safety complex.

Cathy Lindsey stated that she didn't believe the money was transferable from last year's library article to this years safety complex article.

Cindy Lewis stated that the issue is not that this is needed, just the cost of it. If the price could be dropped, she felt the townspeople would be more in favor of it.

Ron Clouser stated that this one item if voted in will cost the taxpayers over \$1 per thousand on next years tax bill.

Nick Halias speaks in favor of the article.

There was a motion made to "amend Article 4 to \$1.6 million. if approved – Grant money could be obtained and complex built."

MOVED: Sharon D. Caldwell

SECONDED: James Vannest

MINUTES OF THE ANNUAL TOWN MEETING

VOTE ON AMENDMENT: NO AMENDMENT TO ARTICLE #4 FAILED

Kristi Walsh asked why the library money voted in last year could not be used for the safety complex.

Moderator Petit explained that an item of that magnitude would have had to have been put on the town meeting warrant either by petition or by the selectmen so that there could have been a public hearing for action at this town meeting.

The polls for voting on Article #4 were opened at 11:49 a.m.

The moderator closes the polls for voting on Article #4 at 12:55 p. m. after they were open for more than an hour and all registered voters in attendance who wanted to vote had done so.

MODERATOR PETIT GIVES THE RESULTS TO BALLOT ARTICLE #4.

434 BALLOTS CAST YES 183 NO 251

ARTICLE #4 DEFEATED

At this point Selectman Gerald Belanger acknowledges Armand "Tom" Martel for more than 21 years of service to the Town of Pembroke.

ARTICLE #5: To see if the Town will vote to raise and appropriate the sum of five hundred dollars (\$500) to be added to the Sewer and Water Extension Capital Reserve Fund previously established.
Recommended by Board of Selectmen and Budget Committee. (Majority vote required)

MOVED: Harold Paulsen

SECONDED: Brian Lemoine

VOTE: YES ARTICLE #5 PASSED

ARTICLE #6: To see if the Town will vote to raise and appropriate the sum of one hundred and ten thousand dollars (\$110,000) to be added to the Town Equipment Capital Reserve Fund previously established.

Recommended by Board Selectmen and Budget Committee. (Majority vote required)

MOVED: Peter Mehegan

SECONDED: Chester Martel

Joe Crowley asked what the balance in the fund is now.

Gerard Fleury, Trustee of the Trust Funds, states that the balance is \$209,000.

MINUTES OF THE ANNUAL TOWN MEETING

David Currier asks what is on the equipment replacement list and if the list can be printed in the Town Report.

David Stack reads off the list for the next five years and states that the list can be put in the Town Report.

There was a motion made “move to Table article 6 and take up article 13 at this time.”

MOVED: Dan Crean

SECONDED: Bill Boudreau

VOTE ON MOTION: YES MOTION PASSED

ARTICLE #13: To see if the Town will vote to raise and appropriate the sum of **\$4,885,680** which represents the operating budget. Said sum does not include special or individual articles addressed.

MOVED: David Freeman-Woolpert

SECONDED: John B. Goff

Richard Kelsea asked if they can still vote in favor of all the other articles and still have the budget go up no more than 5%. He also asked why the budget committee did not make any line by line recommendations on the budget, that they only gave a bottom line recommendation.

David Freeman-Woolpert, Budget Committee Chair, explained that although previous budget committees had made line by line recommendations, since he has been on the budget committee they have never tried to dictate where the cuts should go, other than on specific dollar amounts on warrant articles. They propose a total appropriation on the operating budget, and how the Selectmen get to that point would be up to them.

Richard Kelsea asked if the voters could make recommendations on individual lines.

David Freeman-Woolpert stated that the way he understands it, if the voters asked for certain cuts he felt the selectmen would be crazy not to honor the vote.

Town Administrator, David Stack stated that he disagrees with the Budget Committee Chair’s analysis of the budget process. On the last budget meeting, one of the committee members came up with his own list of itemized cuts showing how they came up with their bottom line amount. The budget committee does influence what cuts will be made to the budget by the Board of Selectmen and does share in the burden of where the cuts will be made.

Clint Hanson, School Board Chair, stated that there has been a correction to the state tax which will mean another \$76,000 dollars in cuts for the school district to make but would make an increase of 4.26% in taxes instead of the projected 5% if this budget is passed as recommended. He also stated that he would convey the budget committee’s apologies to those people he will have to pink slip next week.

Gerard Fleury states that there doesn’t seem to be any language in any of the articles this year to recognize that we officially received the reports of agents and auditors and such and nowhere do we

MINUTES OF THE ANNUAL TOWN MEETING

accept the Town report. He stated that it concerns him because as they are looking at the millions of dollars that they are being asked to appropriate, it perhaps ducks the issue of whether or not these funds that they are being asked to spend are well cared for. He stated that he was disappointed that neither the town nor school district warrants and budgets were in the town report. He also has concerns about the auditors report of "material weakness" on pages 41 and 42 and hopes that someone will explain what has been done to address this. He states that there are errors made in the printing of the town report on pages 45 through 48 where the report of the Trustees of the Trust Fund was not printed as they were submitted by the Trustees.

A motion was made "To amend pages 35,36,37 and 38 of the 2001 Town Report and accept replacement text which reads in keeping with schedules originally submitted by the trustees."

MOVED: Gerard Fleury

SECONDED: Henry Munroe

VOTE ON MOTION: YES MOTION PASSED

David Stack explained that the warrants and budget were not in the town report because by the time the budget committee made their final approval, they were past the printer's deadline to include the warrants and budgets in the town report. He stated that the budget committee needs to look at their schedule and plan a little bit better so that the warrant and budgets can be included in the town report. As far as the trustees report, David Stack apologized for the errors and will take steps to avoid it happening again. David Stack went on to address the questions about the audit. He stated that it is the year 2000 audit and that the townspeople be assured that their money is being well taken care of. In the past, the town's audit firm had given the town stellar audit reports, they provided comments on the reports and that the town was up and running properly and everything was fine with maybe the exception of how we handle the enterprise fund with the sewer department. Then for the year 2000 audit, the auditing company hired a new auditor who came in and took a good hard look at our operation and said that we have some problems with the way we are operating. Dave Stack stated that his main reaction was that he as the town administrator had been led to believe over the years by our accounting firm that everything was all right and was in shock to find out that everything wasn't right. Not only with the town's handling of the general fund but there were also concerns with the elected library trustee's bookkeeping practices and our elected sewer commissions bookkeeping practices. He stated that there are some good points made about our internal controls that can improve our process. One of the things the Board of Selectmen had done was to stick with the concept of the old town bookkeeper for a nominal amount of money and found that it just doesn't happen anymore. The sophistication and the amount of what the town does and the amount of money it handles has made the town's operation grow beyond the concept of bookkeeper to the position of finance director. Based on the 2000 audit and the problems the town has incurred, in the fall of 2001 the selectmen looked at the concept of hiring a finance director, they did a lot of research with towns of similar size and found that most of these towns had a full time finance director with an accounting background and also a clerk to do payables and payroll. The selectmen also consulted with one of the principles of our accounting firm who strongly suggested they look for someone with an accounting background and upgrade the position of bookkeeper to finance director.

MINUTES OF THE ANNUAL TOWN MEETING

There was a “Motion to reduce the bottom line by \$100,000 (with the message to the town administrator and selectmen that the townspeople want that 100,000 to come from proposed salary increases.)”

MOVED: Kathy Cruson

SECONDED: Keith Momberger

After some discussion there was a motion made to vote on the amendment.

MOVED: Roy Annis, Jr.

SECONDED: Roy Annis, Sr.

VOTE ON THE MOTION MADE BY ROY ANNIS, JR.: YES MOTION PASSED

VOTE ON THE MOTION MADE BY KATHY CRUSON: YES MOTION PASSED

James Vannest, vice chair of the budget committee, stated that for the years that he has been on the budget committee, every year the committee has made recommendations on specific areas where they would like to see cuts, year after year they have made suggestions to the selectmen on hiring and payroll cuts and year after year the selectmen have made cuts where they feel the cuts should be made. So when the selectmen say that the budget committee has not given them any guidance as to cuts, the selectmen have been ignoring them. This year the budget committee were told by the Selectmen that trying to hold the budget to a 5% increase was ridiculous and the people of the town would come in and raise the budget, this was their vision of what the town should be. He suggested that the voters should stick with what they just voted for and send the appropriate message to the Board of Selectmen.

Ron Clouser spoke about employee health insurance. He stated that currently the town pays for a family plan eleven hundred eleven thousand and eight hundred and eighty five thousand dollars, this is a blue cross walk in and they take your coat and tie, for a two person plan is \$7,950 and for a single person plan is \$3,972. The approximate cost of this plan is about \$300,000. He stated that if the town would go out and get an HMO where the employee pays a \$10 co-pay and not have a doctor of choice, they would probably reduce the cost of insurance by somewhere between \$75,000 to \$100,000. He stated that the Town has their insurance with Blue Cross Blue Shield through the Municipal Association, which is a group of people who are formed together as a profit making organization that makes money off the town. He recommends that the selectmen direct the town administrator to go out and get competitive bids on insurance and try to save some money.

Town Administrator David Stack stated that in reality the town does not have a luxurious blue cross program, the town employees have blue choice which is a point of service plan, they have to have a primary care physician, managed care, they do have a co-pay of \$10 per visit.

Mark Cioffi addressed the library audit comments. He stated that he is currently the treasurer of the library and was not the treasurer during the time period the audit covers. Item #2; they have an internal system of purchase orders whereby the library director requests the expenditure of funds and the treasurer or trustees approve them. Item #3; there is a separate and distinct checking account for the

MINUTES OF THE ANNUAL TOWN MEETING

building fund which is not handled by the treasurer. He stated that the Pembroke Women's Club donated money for the purchase of books which was put in the operating budget because they have a line item for books and the money was then expended for books. The salary increase for the library which overall represents 2% of the Town budget, a significant portion of the increase was to add hours to existing staff so that two people would be on site as opposed to the one because they have had theft of moneys from the current staff.

Fire Chief Harold Paulsen addressed a comment made that the fire department is going to get a 55% pay increase stating that it was not true, they are getting a 20% increase. In 1997 the fire department members were put into the town labor grades. For the next five years they did not know that those amounts had changed so they did not get a raise. This increase will put the members pay where it should be.

Linda Johnson stated that in her office the family plan for health insurance was \$7,800 verses \$11,800 for the town plan. She stated that she did not think that the town had a competitive bid even if it is an HMO. She then asked what would happen if they voted no on the budget.

Moderator Petit stated that the town would have to stop doing business the next day and come back and do this over again because the budget is the money to run the town.

Linda Johnson stated that she felt they would have to start over and go back and look at the budget again, then have another town meeting.

VOTE ON AMENDED ARTICLE #13: YES AMENDED ARTICLE #13 PASSED

ARTICLE #6

Moderator Petit now opens up for discussion and vote tabled Article #6.

Vote on Article #6 is so close the moderator decides to count the voter cards.

YES 136 NO 137 ARTICLE #6 DEFEATED

ARTICLE 7: To see if the Town will vote to raise and appropriate the sum of twenty-one thousand six hundred and sixty-three dollars (\$21,663) to be added to the Fire Equipment Capital Reserve Fund previously established. *Recommended by Board Selectmen and Budget Committee.* (Majority vote required)

MOVED: Thomas Veinotte

SECONDED: Henry Munroe

VOTE: YES ARTICLE #7 PASSED

MINUTES OF THE ANNUAL TOWN MEETING

ARTICLE #8: To see if the Town will vote to raise and appropriate the sum of six thousand five hundred and thirty-eight dollars (\$6,538) to be added to the Fire Department Small Equipment Fund previously established. *Recommended by Board of Selectmen and Budget Committee.* (Majority vote required)

MOVED: Harold Paulsen

SECONDED: Arthur Perron

VOTE: YES ARTICLE #8 PASSED

ARTICLE #9: To see if the Town will vote to raise and appropriate the sum of twenty thousand dollars (\$20,000) to be added to the Solid Waste Facility Closure/Maintenance Fund previously established. *Recommended by Board of Selectmen and Budget Committee.* (Majority vote required)

MOVED: John Goff

SECONDED: Thomas Veinotte

Gregg Chadwick asked how much will the town owe and when will it have to be paid.

Town Administrator David Stack explained that when the town is done paying for the engineering study it will have about \$50,000 left in the account. With this \$20,000 the town should be able to do the closure of the solid waste facility at 8 exchange street. The town will cap the landfill, take care of the steep slopes, and fence in the area.

VOTE: YES

ARTICLE #9 PASSED

ARTICLE #10: To see if the Town will vote to establish a Capital Reserve Fund under the provisions of RSA 35:1 for the revaluation of property in the Town, and to raise appropriate the sum of forty-five thousand dollars (\$45,000) to be placed in this fund, and to designate the Board of Selectmen as agents to expend. *Recommended by Board of Selectmen and Budget Committee.* (Majority vote required)

MOVED: John Goff

SECONDED: Kenard Ayles

VOTE: YES ARTICLE #10 PASSED

ARTICLE #11: To see if the Town will vote to raise and appropriate a sum not to exceed one hundred thirty thousand dollars (\$130,000) to purchase a garbage packer and truck and to authorize the withdrawal of a sum not to exceed one hundred thirty thousand dollars (\$130,000) from the Town Equipment Capital Reserve Fund created for this purpose. *Recommended by Board Selectmen and Budget Committee.* (Majority vote required)

MOVED: Gerald Belanger

SECONDED: Sue Webb

Ron Clouser asks how old is the packer and can it go one more year.

MINUTES OF THE ANNUAL TOWN MEETING

David Stack explained that the packer is in use 5 days a week, it could probably go another year but it does have problems and will incur higher maintenance costs. It is part of the 5 year plan explained in the CIP program and is due for replacement. The money is already in the capital reserve fund so it would make no difference on the tax rate to put this off.

Ron Clouser then made a motion to reduce the amount to \$65,000.00 and do this over two years.

Moderator Petit explained that this article is appropriating out of a fund that already has the money in it. Ron Clouser then stated that he would vote to not do it this year to help offset the \$100,000 that was defeated.

Moderator Petit stated that the money is already in the bank for this article regardless of what happened in the earlier article.

There being no second to the motion made by Ron Clouser, Moderator Petit held the vote on Article #11 as written.

VOTE: YES ARTICLE #11 PASSED

ARTICLE #12: To see if the Town will vote to raise and appropriate a sum not to exceed twelve thousand dollars (\$12,000) to purchase rescue extrication tools and to authorize the withdrawal of a sum not to exceed twelve thousand dollars (\$12,000) from the Small Fire Equipment Capital Reserve Fund created for this purpose. *Recommended by Board Selectmen and Budget Committee.* (Majority vote required)

MOVED: Harold Paulsen SECONDED: Thomas Veinotte

Rosemary Michaud stated that as part of mutual aid, surrounding towns have this piece of equipment and usually they are there at fires so we could depend on them for this.

Moderator Petit stated that sometimes it takes 10 to 15 minutes for other towns to get to a situation where this is needed and that 10 to 15 minutes can seem like a long time if you are in that situation.

VOTE: YES ARTICLE #12 PASSED

ARTICLE #14: To see if the Town will vote to direct all revenues of future payments collected under the land use change tax, as set forth in RSA Chapter 79-A, be placed in the Conservation Fund in accordance with RSA 79-A:25,II. (Majority ballot vote required)

MOVED: Gerald Belanger SECONDED: Ron Clouser

Phil Harte, Conservation Commission chair stated that currently that money goes into the general fund and what this article does will redirect the money into the Conservation Fund to be used for land

MINUTES OF THE ANNUAL TOWN MEETING

acquisition to protect the town's open space.

A motion was made to "amend Art 14 to direct revenue from the land use change tax up to a sum of \$25,000 annually be added to a conservation fund in accordance with RSA 79-A:25,II"

MOVED: Richard Kelsea

SECONDED: Frank Davis

After some discussion there was a motion made to vote on the amendment.

MOVED: Ron Clouser

SECONDED: Sue Webb

VOTE ON MOTION MADE BY RON CLOUSER: YES MOTION PASSED

VOTE ON AMENDMENT: NO AMENDMENT FAILED

There was a motion made to vote on the article as originally written.

MOVED: Ron Clouser

SECONDED: Isabelle Racine

VOTE ON THE MOTION: YES MOTION PASSED

Moderator Petit opened the polls for voting on Article #14 at 2:14p.m.

The polls remained open until 2:37p.m. after all registered voters in attendance who wished to vote had done so.

The results are as follows:

231 votes cast YES 192 NO 39 ARTICLE #14 PASSED

ARTICLE #15: To see if the Town will vote to establish a Recreation Revolving Fund pursuant to RSA 35-B:2 II. The money received from fees and charges for recreation park services and facilities shall be allowed to accumulate from year to year, and shall not be considered to be part of the Town's general fund unreserved fund balance. The Town Treasurer shall pay out the same only upon order of the recreation program director (no further Town meeting approval required). These funds may be expended only for recreation purposes as stated in RSA 35-B, and no expenditure of other Town funds which have not been appropriated for that purpose. (Majority ballot vote required)

MOVED: Laurent Perron

SECONDED: William Stanyan

David Stack explained that the intent of this article is to have the recreation department become self sufficient and have users pay for the services that are provided through fees. If a person pays to participate in the summer recreation program, that money will stay in this fund and be used to pay for

MINUTES OF THE ANNUAL TOWN MEETING

the expenses for that program. Those funds already offset the costs, this will help to eliminate the reliance on property taxes and people pay individually for some of the services they receive.

Joseph Crowley, Cathe Roche and Daniel Crean spoke in opposition of this article.

There was a motion made to table Article #15.

MOVED: Daniel Crean

SECONDED: George Rainville

VOTE: YES ARTICLE #15 TABLED

ARTICLE #16: Shall we adopt the provisions of RSA 31:95-c to restrict one hundred percent (100%) of revenues from Special Police Details to expenditures for the purpose of covering personnel, vehicle and administrative costs to provide Special Police Details and expenditures shall be accounted for in a special revenue fund to be known as the Special Police Detail Fund, separate from the general fund. Any surplus in the said fund shall not be deemed part of the general fund accumulated surplus and shall be expended only after a vote by the legislative body to appropriate a specific amount from said fund for a specific purpose related to the purpose of the fund or source of the revenue. *Recommended by Board Selectmen.*

MOVED: William Stanyan

SECONDED: Nancy Clifford

VOTE: YES ARTICLE #16 PASSED

ARTICLE #17: (By petition) To see if the Town will vote to authorize the Moderator to appoint a committee of not less than five (5) citizens to research, prepare and present to the voters at the 2003 Town Meeting a Town Ordinance whereby the issuance of new home building permits by the Town may be limited.

MOVED: Laurent Perron

SECONDED: William Stanyan

Henry Munroe and Michael Payeur spoke in favor of this article.

Cheryl Tufts stated that she is on the Board of Directors for the Home Builders Association for the state and that we need to be very careful with this. She stated that right now the Town of Pembroke is not in compliance with our impact fees and that only two communities in the state are, they are Concord and Nashua. Pembroke is lucky that it is not being challenge on that. Cheryl stated Pembroke and the surrounding area does not have much housing or land for sale, so if a business wanted to relocate to this area they would come in and see if there was housing to support them, if there wasn't, the business would not relocate here. She felt that this should be left in the hands of the Planning Board.

William Stanyan asked about the master plan.

MINUTES OF THE ANNUAL TOWN MEETING

David Stack explained that the way growth is controlled is through planning and a good master plan. The Town of Pembroke has always been strong in planning but the town's master plan has not been updated since 1993 and unfortunately with \$700,000 worth of cuts to the budget, one of the things cut was the money to update the master plan.

Richard Kelsea stated that in regards to the future expansion of Rte 93, the State of New Hampshire DOT and the Office of State Planning included Pembroke as one of three towns in a program that would look at zoning and future growth in particular. He went on to say that a lot of the work necessary to update the master plan would be performed by the state in this program, so they may not have needed any money to update the master plan.

Kerri Diers, Director of Planning and Development, stated that she had applied to the state for this program. The program consists of two town wide meetings by the end of June to discuss growth development in Pembroke and consulting services. While this is a great program, it is only the beginning of the process. One of the things that the Planning Board will look at during the update of the master plan is growth management. Kerri stated that the money budgeted for the update was cut and doesn't feel that the master plan can be fully updated without it.

Daniel Crean stated that under state statutes, there are specified mechanisms for opposing growth and are initiated with the planning board. Whatever this committee would do, the only way it could legally be enacted would come back as a recommendation by the planning board.

VOTE: YES ARTICLE #17 PASSED

ARTICLE #18: (By petition) To see if the Town will limit the naming of any building or part thereof, road, path or byway, brook or body of water, or any property owned by the Town, after any person or persons except by a vote of the Town at the Town Meeting.

There was a motion made to amend Article #18 to delete the word "road".

MOVED: John Goff

SECONDED: Clint Hanson

VOTE ON AMENDMENT: YES

AMENDMENT PASSED

VOTE ON AMENDED ARTICLE #18: YES AMENDED ARTICLE #18 PASSED

ARTICLE #19: To transact any other business that may legally come before said meeting.

There was a motion made to "Have the meeting instruct the Board of Selectmen to expend up to \$5,000 to begin the update of the Town Master Plan".

MINUTES OF THE ANNUAL TOWN MEETING

MOVED: David Freeman-Woolpert

SECONDED: Ronald Clouser

VOTE ON MOTION: YES MOTION PASSED

There was a "Motion that the town report include all pay & benefits. of all Town employees".

MOVED: Ronald Clouser

SECONDED: Thomas Veinotte

VOTE ON MOTION: YES MOTION PASSED

Joseph Crowley stated that the audit report showed an awful lot of problems within our town. He then made a "motion - the Town Administrator and the Selectmen prepare a written response to each audit finding in the 2001 annual Report. Such report to be included in the Fy2002 annual report and their responses be voted on by the town for either accepting or rejecting said response by the town".

MOVED: Joseph Crowley

SECONDED: Keith Momberger

VOTE ON MOTION: YES MOTION ACCEPTED

There was a motion made to accept the Town Report with corrections supplied by Gerard Fleury to the Trust Fund Report. A copy of the corrections are attached to these minutes.

MOVED: Nancy Clifford

SECONDED: Cindy Pesaturo

VOTE ON MOTION: YES MOTION PASSED

There was a motion made to adjourn.

MOVED: Cindy Pesaturo

SECONDED: Nancy Clifford

VOTE ON MOTION TO ADJOURN: YES MEETING ADJOURNED AT 3:06 p.m.

Respectfully submitted,
James F. Goff
Town Clerk

MINUTES OF SPECIAL TOWN MEETING

MINUTES OF THE SPECIAL TOWN MEETING TOWN OF PEMBROKE JUNE 26, 2002

The meeting was opened by Moderator Thomas E. Petit at 7:06 p.m. and read the Warrant.

ARTICLE #1: To see if the Town will vote, pursuant to RSA 31:5-b., to legalize and ratify the action taken by the Town at its recessed meeting of April 21, 2001 where the Town passed Article 3 of the warrant for the Town's 2001 annual meeting and appropriated \$1,392,000 for the purpose of the construction of a new library building, \$400,000 of which was to come from the issuance of bonds and notes pursuant to the provisions of the Municipal Finance Act, RSA 33, as amended (the "Bond Issue"); the vote on the Bond Issue being procedurally defective due to the fact that the hearing held with respect to the Bond Issue on February 3, 2001 was more than sixty (60) days prior to the April 21, 2001 vote, in violation of the provisions of RSA 33:8-a(I).

Recommended by the Board of Selectmen and Library Trustees. (Two-thirds ballot vote required)

MOVED: Charles Mitchell

SECONDED: Mark Cioffi

Marilyn Ross gave a brief history of what had transpired to lead the town to this vote.

Charles Hamilton, Ronald Clouser and Donna Richardson spoke in favor of the article.

There was a motion made to vote on the article.

MOVED: Richard Chase

SECONDED: Robert Landry

VOTE ON THE MOTION: YES MOTION PASSED

Moderator Petit opened the polls for voting on Article #1 at 7:25 p.m.

Moderator Petit closed the polls at 8:26p.m. after all registered voters in attendance who wish to vote had done so.

The results are as follows:

509 ballots cast YES 388 NO 121 ARTICLE #1 PASSED

There was a motion made to adjourn.

MOVED: Marilyn Ross

SECONDED: Lorraine Good

VOTE ON MOTION TO ADJOURN: YES

MEETING ADJOURNED AT 8:55 p.m.

Respectfully submitted,
James F. Goff
Town Clerk

SUMMARY INVENTORY OF PROPERTY

Net Assessed Valuation Comparison
1999-2002
Town of Pembroke, NH

	1999	2000	2001	2002
LAND				
Current Use	992,700	974,085	945,481	936,450
Conservation Restriction Assess.	950	950	950	950
Discret. Easement				46,788
Residential	61,890,900	63,195,550	64,028,450	66,220,000
Commercial/Industrial	9,569,100	11,176,050	11,588,500	11,951,450
Land Total	72,453,650	75,346,635	76,563,381	79,155,638
BUILDINGS				
Residential	123,140,050	127,567,200	131,415,240	134,862,900
Manufactured Housing	1,438,600	1,422,400	1,437,600	1,452,600
Commercial/Industrial	24,667,450	26,119,550	29,280,650	33,942,770
Buildings Total	149,246,100	155,109,150	162,133,490	170,258,270
PUBLIC UTILITIES				
Gas				
Electric				
Utilities Total	7,633,550	7,756,000	7,922,600	7,747,400
<i>Gross Valuation</i>	229,333,300	238,211,785	246,619,471	257,161,308
<i>less exemptions</i>	1,732,500	1,611,450	1,586,450	1,459,850
Net Valuation \$	\$ 227,600,800	\$ 236,600,335	\$ 245,033,021	\$ 255,701,458
Net Increase	5,573,300	8,999,535	8,432,686	10,668,437

2002 TAX RATE CALCULATION

TOWN PORTION

Appropriations	5,021,381
Less: Revenues	2,379,882
Less: Shared Revenues	33,052
Add: Overlay	60,061
Add: War Service Credits	46,750

Net Town Appropriations 2,324,575

Approved Town Tax Effort 2,324,575

TOWN RATE
9.10

SCHOOL PORTION

Net Local School Budget	10,480,068
Less: Adequate Education Grant	(3,364,900)
Less: State Education Taxes	(1,713,994)

Approved School Tax Effort 5,401,174

LOCAL
SCHOOL RATE
21.12

STATE EDUCATION TAXES 5.80

Equalized Valuation
(no utilities) x 295,516,289 1,713,994

STATE
SCHOOL RATE
6.91

COUNTY PORTION

Due to County	824,001
Less: Shared Revenues	(7,395)

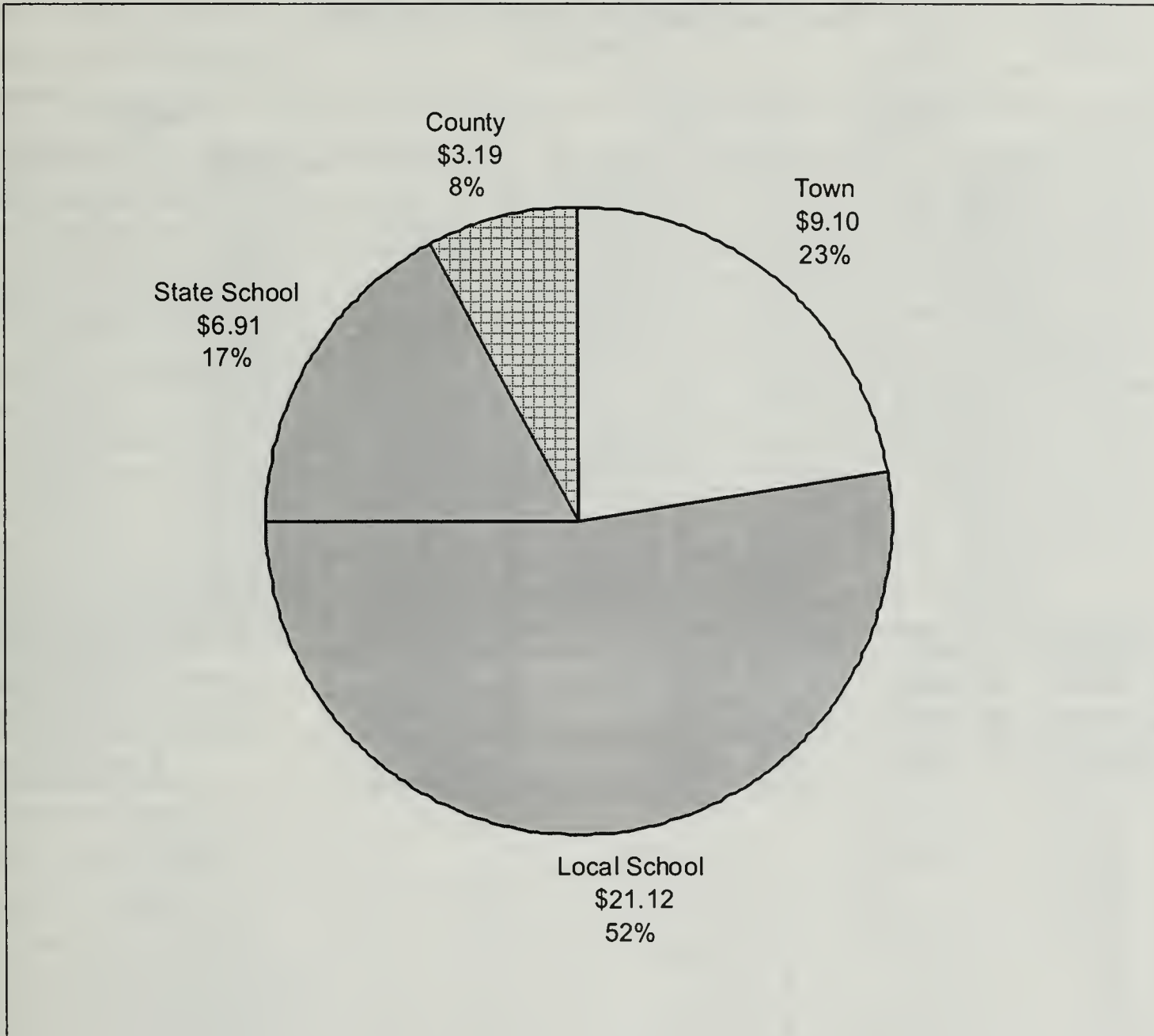
816,606

COUNTY RATE
3.19

TOTAL RATE
40.32

Total Property Taxes Assessed 10,256,349
Less: War Service Credits (46,750)
Total Property Tax Commitment 10,209,599

BREAKDOWN OF 2002 TAX RATE



NET AMOUNT OF TAXES TO BE RAISED HISTORY

Town of Pembroke
 Net Amount to Be Raised by Taxes History
 1990-2002

Year	Town		School		County	
	Amount	+/- increase	Amount	+/- increase	Amount	+/- increase
1990	1,973,685		3,885,869		404,650	
1991	1,819,611	-154,074	4,522,815	636,946	448,534	43,884
1992	1,417,951	-401,660	4,944,289	421,474	461,875	13,341
1993	1,491,929	73,978	4,954,655	10,366	459,862	-2,013
1994	1,895,458	403,529	5,408,321	453,666	430,077	-29,785
1995	1,721,341	-174,117	5,463,814	55,493	441,501	11,424
1996	1,747,226	25,885	5,771,034	307,220	418,880	-22,621
1997	1,750,886	3,660	5,739,634	-31,400	447,186	28,306
1998	1,937,384	186,498	6,192,849	453,215	491,095	43,909
1999	2,214,003	276,619	4,777,511	-1,415,338	499,789	8,694
2000	2,234,661	20,658	5,607,240	829,729	566,497	66,708
2001	2,412,910	178,249	6,304,475	697,235	712,203	145,706
2002	2,324,575	-88,335	7,116,168	811,693	816,606	104,403
Total net increase - 12 years		\$350,890		\$3,230,299		\$411,956
Percent increase - 12 years		17.78%		83.13%		101.81%
Average increase per year		\$29,241		\$269,192		\$34,330
Percent increase per year		1.48%		6.93%		8.48%
		Town		School		County

2002 COMPARATIVE STATEMENT OF EXPENDITURES

DEPARTMENT	APPROPRIATION	EXPENDED*	BALANCE
<i>Elected Officials</i>	\$ 14,129	\$ 13,550	\$ 579
<i>Town Administration</i>	\$ 257,654	\$ 246,828	\$ 10,826
<i>Town Clerk & Elections</i>	\$ 96,691	\$ 91,606	\$ 5,085
<i>Auditing Services</i>	\$ 18,000	\$ 18,000	\$ -
<i>Tax Collection</i>	\$ 62,599	\$ 58,887	\$ 3,712
<i>Budget Committee</i>	\$ 847	\$ 847	\$ -
<i>Revaluation Services</i>	\$ 47,650	\$ 50,500	\$ (2,850)
<i>Planning & Land Use</i>	\$ 181,040	\$ 172,675	\$ 8,365
<i>Planning & Zoning Board</i>	\$ 19,954	\$ 22,415	\$ (2,461)
<i>General Government Buildings</i>	\$ 86,234	\$ 56,634	\$ 29,600
<i>Cemeteries</i>	\$ 27,706	\$ 25,178	\$ 2,528
<i>Insurance</i>	\$ 124,297	\$ 112,526	\$ 11,771
<i>Police</i>	\$ 698,307	\$ 620,107	\$ 78,200
<i>Fire</i>	\$ 180,183	\$ 169,788	\$ 10,395
<i>Emergency Management</i>	\$ 434	\$ 434	\$ -
<i>Highway Administration</i>	\$ 212,578	\$ 178,120	\$ 34,458
<i>Highway Maintenance</i>	\$ 307,963	\$ 277,268	\$ 30,695
<i>Highway Construction</i>	\$ 102,533	\$ 100,802	\$ 1,731
<i>Street Lighting</i>	\$ 26,000	\$ 22,901	\$ 3,099
<i>Fleet Maintenance</i>	\$ 59,798	\$ 50,784	\$ 9,014
<i>Solid Waste Removal</i>	\$ 400,524	\$ 368,056	\$ 32,468
<i>Health & Welfare</i>	\$ 82,665	\$ 86,213	\$ (3,548)
<i>Culture & Recreation</i>	\$ 46,450	\$ 44,348	\$ 2,102
<i>Conservation Commission</i>	\$ 835	\$ 535	\$ 300
<i>Economic Development</i>	\$ 15,850	\$ 15,557	\$ 293
<i>Principal - Long Term Debt</i>	\$ 315,397	\$ 315,397	\$ -
<i>Interest - Long Term Debt</i>	\$ 106,733	\$ 104,654	\$ 2,079
<i>Interest on TAN</i>	\$ 92,850	\$ 55,107	\$ 37,743
<i>Capital Outlay</i>	\$ 275,220	\$ 259,519	\$ 15,701
<i>Library</i>	\$ 129,148	\$ 129,148	\$ -
<i>Sewer Commission</i>	\$ 418,599	\$ 418,599	\$ -
<i>Water Services</i>	\$ 453,319	\$ 453,319	\$ -
<i>Transfers to Capital Reserves</i>	\$ 93,701	\$ 93,701	\$ -
TOTAL	\$ 4,955,888	\$ 4,634,002	
NET BALANCE OF APPROPRIATIONS			\$ 321,886

(*) UNAUDITED AND INCLUDES ESTIMATES

LONG TERM INDEBTEDNESS

Purpose:	106 Sewer	Highway Garage	Library	
Amount:	3,155,947	430,000	400,000	
Year:	1994	1999	2001	
Interest:	3.9%	4.85%	5.25%	
Maturities	Amount	Amount	Amount	Total
2003	284,388	67,853	71,000	423,240
2004	276,166	65,185	68,375	409,726
2005	267,945	62,518	65,750	396,213
2006	259,724	29,850	63,125	352,699
2007	251,503	28,638	60,500	340,640
2008	243,281	27,425	57,875	328,581
2009	235,281	26,213	30,250	291,744
2010	226,839		28,938	255,777
2011	218,618		27,625	246,243
2012			26,313	26,313

INVENTORY OF TOWN OWNED PROPERTIES

MAP/LOT	LOCATION/DESCRIPTION	ACRES	LAND	BLDG
VE-1	172 Main Street-Lamiette (Veterans) Park	0.12	8,000	
VE-62	212 Main Street-Water Works	0.25	24,700	51,000
VE-165	Central Street-Municipal Parking Lot	0.75	69,100	
VE-195	Glass Street	1.50	3,000	
VW-113-L	116 Main Street-Town Clock Tower			4,500
VW-114-1	Main Street	0.02	2,900	
VW-117	4 Union Street-Police Station	0.27	26,050	104,150
VW-118	6 Union Street	0.11	14,000	
VW-129-1	5 Colonial Drive-Future Road	0.14	6,850	
VW-175	High Street	0.05	1,250	
VW-184	Exchange Street	2.51	5,000	
VW-186	Exchange Street	0.25	500	
VW-188	45 Pleasant Street-Memorial Field	29.70	145,400	40,600
VW-188-2-P	Memorial Field-Sewer Pump Station			3,950
VW-189	8 Exchange Street-Highway Garage	4.35	70,100	339,300
VW-190	Pleasant Street	0.09	3,000	
VW-203	28 Pleasant Street	0.09	1,000	
VW-227	1 Bridge Street Extension	0.20	6,550	
VW-228	2 Exchange Street-Highway Annex	0.40	22,850	33,000
256-10-2	865 Dover Road	0.41	5,250	
256-24	814 Ricker Road	1.44	19,350	
258-3-3	627 Robinson Road	1.15	1,600	
260-CM-8	Cross Country Road-Richardson Cemetery	0.06		
262-1-1	358 Pembroke Hill Road-Town Pound	0.06	1,850	
262-23-1	438 Cross Country Road	17.50	76,650	
262-CM-4	Fourth Range Road-Pembroke Hill Cemetery	0.49		
262-27	543 Cross Country Road	14.00	1,050	
264-32-1	244 Academy Road-Schuett Conservation Area	7.29	6,700	
264-79-1	346 Pembroke Hill Road	0.32	2,950	
266-7	34 Mason Avenue-Conservation Land	10.73	8,600	
266-24	Broadway-D.A.R. Park	1.36	16,700	
266-40	247 Pembroke Street-Fire Station	1.82	93,800	273,050
266-171	171-173 Buck Street	0.24	2,750	
266-CM-2	Buck Street-Evergreen Cemetery	9.55		
559-11	825 No Pembroke Road	0.30	4,550	
559-13	Suncook River	4.00	4,000	
561-17-1-P	147 Sheep Davis Road-Sewer Pump Station			7,550
561-34	402-408 Borough Road	9.00	79,500	
561-CM-7	Borough Road-Abbott Cemetery	0.13		
563-22-1-1	502 Third Range Road-Bragfield Pond Conservation	26.62	7,350	
563-39	226 Brickett Hill Road-Water Works Water Tower	0.92	28,800	127,050
563-94	305-325 Brickett Hill Road-Town Forest	28.48	143,900	
565-59	59 White Sands Road-Conversation Land	1.28	5,450	
565-81-A	Bow Lane-Conservation Land	0.65	9,250	

INVENTORY OF TOWN OWNED PROPERTIES

MAP/LOT	LOCATION/DESCRIPTION	ACRES	LAND	BLDG
565-81-B	White Sands Road-White Sands Conservation	31.64	84,700	
565-81-B-P	55 White Sands Road-Sewer Pump Station			5,500
565-81-C	444 Pembroke Street	34.3	80,850	
565-81-19	410 Nadine Road	0.55	9,000	
565-95	27 Whittemore Road-Conservation Land	5.02		
565-256	311 Pembroke Street-Town Hall & Library	2.99	74,950	269,150
565-CM-3	Pembroke Street-Pembroke Street Cemetery	2.37		
567-1-1	Merrimack River-Conservation Land	2.95	1,500	
632-3	635 Pembroke Street-Water Works Well	12	112,600	31,900
632-8-1-P	702 Keith Avenue-Sewer Pump Station			8,300
632-18-12	142 Sheep Davis Road-Water Works Well	14.94	54,550	16,350
634-46	572 Pembroke Street-Sewer Pump Station	0.11	24,000	
634-46-P	572 Pembroke Street-Sewer Pump Station			8,250
868-CM-1	Route 28-Buck Street Cemetery	2.51		
870-34	662 Thompson Road	0.13	22,250	
935-CM-5	No Pembroke Road-Old No Pembroke Cemetery	0.46		
937-CM-6	No Pembroke Road-New No Pembroke Cemetery	0.53		
939-67	501 Kimball Road-Whittemore Town Forest - Conservation and Recreation Area	135	119,700	

CAPITAL IMPROVEMENT PROGRAM

TOWN OF PEMBROKE CAPITAL IMPROVEMENT PROGRAM
 MAJOR EQUIPMENT REPLACEMENT SCHEDULE 2003-2008
 AS PROPOSED BY TOWN DEPARTMENTS

DEPARTMENT PROJECT	2003	2004	2005	2006	2007	2008
FIRE						
Major Equipment CRF	71,663	75,246	79,008	82,958	87,106	91,461
Small Equipment CRF	22,400					
Unit 62M1 (Pumper/Attack)				344,596		
Unit 62U1 (3/4 ton pick up)	35,000					
POLICE						
Police Cruisers	56,000	30,000	64,000	34,000	72,000	38,000
HIGHWAY						
Equipment Replacement CRF	100,000	100,000	100,000	100,000	100,000	100,000
1997 1 Ton #1	65,000					
Trackless Sidewalk Plow/Equip		75,000				
1994 International #5			105,000			
International #6				105,000		
Loader					150,000	
Chipper						28,000

2001 AUDIT REPORT



PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380

INDEPENDENT AUDITOR'S REPORT

To the Members of the Board of Selectmen
Town of Pembroke
Pembroke, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Pembroke as of and for the year ended December 31, 2001 as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The general purpose financial statements referred to above do not include the general fixed assets account group which should be included in order to conform with accounting principles generally accepted in the United States of America. As is the case with most municipal entities in the State of New Hampshire, the Town of Pembroke has not maintained historical cost records of its fixed assets. The amount that should be recorded in the general fixed assets account group is not known.

The Town has unclassified expenditures of \$65,448 and unclassified revenues of \$46,684 in the General Fund resulting from computer system error and lack of proper recordkeeping during the fiscal year. The Town's management has been unable to determine where these revenues and disbursements should be recorded for financial statement purposes. These amounts of \$65,448 and \$46,684 are material amounts in relation to the General Fund expenditures and revenues, respectively, in total.

The general purpose financial statements referred to in the first paragraph do not include the Pembroke Water Department (Enterprise Fund), which should be included to conform with accounting principles generally accepted in the United States of America. The omitted fund has reported assets, liabilities, operating revenues and operating expenditures of \$1,732,282, \$49,173, \$400,913 and \$362,002, respectively.

The general purpose financial statements referred to in the first paragraph also do not include the Pembroke Sewer Department (Enterprise Fund), which should be included to conform with accounting principles generally accepted in the United States of America. The assets, liabilities, operating revenues and operating expenditures of the Sewer Fund could not be determined.

2001 AUDIT REPORT

*Town of Pembroke
Independent Auditor's Report*

In our opinion, because of the effect of the matters discussed in the four preceding paragraphs, the general purpose financial statements referred to above do not present fairly, in conformity with accounting principles generally accepted in the United States of America, the financial position of the Town of Pembroke as of December 31, 2001, or the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements of the Town of Pembroke taken as a whole. The combining and individual fund financial statements listed as schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Pembroke. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, because of the aforementioned discrepancies in the General Fund expenditures and revenues, is also not fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

October 8, 2002

*Plodzik & Sanderson
Professional Association*

SCHEDULE A-1
TOWN OF PEMBROKE, NEW HAMPSHIRE
General Fund
Statement of Estimated and Actual Revenues
For the Fiscal Year Ended December 31, 2001

<u>REVENUES</u>	<u>Estimated</u>	<u>Actual</u>	<u>Over (Under) Estimate</u>
<u>Taxes</u>			
Property	\$ 2,353,262	\$ 2,286,459	\$ (66,803)
Land Use Change	46,000	100,617	54,617
Yield	775	2,622	1,847
Excavation	50,618	54,446	3,828
Excavation Activity	9,020	9,552	532
Payment in Lieu of Taxes	82,000	108,783	26,783
Interest and Penalties on Taxes	<u>115,000</u>	<u>121,035</u>	<u>6,035</u>
Total Taxes	<u>2,656,675</u>	<u>2,683,514</u>	<u>26,839</u>
 <u>Licenses, Permits and Fees</u>			
Business Licenses, Permits and Fees	29,125	22,321	(6,804)
Motor Vehicle Permit Fees	810,000	894,738	84,738
Building Permits	<u>30,000</u>	<u>68,512</u>	<u>38,512</u>
Total Licenses, Permits and Fees	<u>869,125</u>	<u>985,571</u>	<u>116,446</u>
 <u>Intergovernmental</u>			
<u>State</u>			
Shared Revenue	81,221	81,221	
Meals and Rooms Distribution	179,728	179,728	
Highway Block Grant	122,735	122,735	
Water Pollution Grants	75,462	75,462	
Other	<u>21,265</u>	<u>22,968</u>	<u>1,703</u>
Total Intergovernmental	<u>480,411</u>	<u>482,114</u>	<u>1,703</u>
 <u>Charges For Services</u>			
Income From Departments	<u>133,815</u>	<u>136,199</u>	<u>2,384</u>
 <u>Miscellaneous</u>			
Interest on Investments	115,000	61,811	(53,189)
Insurance Dividends and Reimbursements		28,254	28,254
Other		<u>17,150</u>	<u>17,150</u>
Total Miscellaneous	<u>115,000</u>	<u>107,215</u>	<u>(7,785)</u>
 Unidentified Receipts		 <u>46,684</u>	 <u>46,684</u>

EXHIBIT A
TOWN OF PEMBROKE, NEW HAMPSHIRE
Combined Balance Sheet
All Fund Types and Account Group
December 31, 2001

	Governmental Fund Types		Capital Projects	Fiduciary	Account Group	Total (Memorandum Only)
	General	Special Revenue		Trust and Agency	General Long-Term Debt	
ASSETS AND OTHER DEBITS						
<u>Assets</u>						
Cash and Equivalents	\$ 3,315,378	\$ 70,555	\$ 9,868	\$ 138,032	\$	\$ 3,533,833
Investments			8,274	1,882,046		1,890,320
Receivables (Net of Allowance For Uncollectible)						
Taxes	1,008,110					1,008,110
Accounts	51,704			25		51,729
Intergovernmental	15,033					15,033
Interfund Receivable	67,986	10,260	626,101	2,954,475		3,658,822
<u>Other Debits</u>						
Amount to be Provided for Retirement of General Long-Term Debt					2,662,965	2,662,965
TOTAL ASSETS AND OTHER DEBITS	<u>\$ 4,458,211</u>	<u>\$ 80,815</u>	<u>\$ 644,243</u>	<u>\$ 4,974,578</u>	<u>\$ 2,662,965</u>	<u>\$ 12,820,812</u>
LIABILITIES AND EQUITY						
<u>Liabilities</u>						
Accounts Payable	\$ 176,691	\$ 1,311	\$	\$	\$	\$ 178,002
Accrued Payroll and Benefits	7,530					7,530
Intergovernmental Payable	4,185			3,297,688		3,301,873
Interfund Payable	3,506,626	10,883	6,189	277,015		3,800,713
Escrow and Performance Deposits	624					624
General Obligation Bonds Payable					2,423,965	2,423,965
Accrued Landfill Closure and Postclosure Care					239,000	239,000
Total Liabilities	<u>3,695,656</u>	<u>12,194</u>	<u>6,189</u>	<u>3,574,703</u>	<u>2,662,965</u>	<u>9,951,707</u>
<u>Equity</u>						
<u>Fund Balances</u>						
Reserved For Encumbrances	26,139					26,139
Reserved For Endowments				551,517		551,517
Reserved For Special Purposes			638,054	848,358		1,486,412
<u>Unreserved</u>						
Designated For Special Purposes		68,621				68,621
Undesignated	736,416					736,416
Total Equity	<u>762,555</u>	<u>68,621</u>	<u>638,054</u>	<u>1,399,875</u>		<u>2,869,105</u>
TOTAL LIABILITIES AND EQUITY	<u>\$ 4,458,211</u>	<u>\$ 80,815</u>	<u>\$ 644,243</u>	<u>\$ 4,974,578</u>	<u>\$ 2,662,965</u>	<u>\$ 12,820,812</u>

The notes to financial statements are an integral part of this statement.

EXHIBIT B

TOWN OF PEMBROKE, NEW HAMPSHIRE

Combined Statement of Revenues, Expenditures and Changes in Fund Balances
 All Governmental Fund Types and Expendable Trust Funds
 For the Fiscal Year Ended December 31, 2001

	<u>Governmental Fund Types</u>			<u>Fiduciary</u>	<u>Total</u> <u>(Memorandum</u> <u>Only)</u>
	<u>General</u>	<u>Special</u> <u>Revenue</u>	<u>Capital</u> <u>Projects</u>	<u>Expendable</u> <u>Trust</u>	
<u>Revenues</u>					
Taxes	\$ 2,683,514	\$	\$	\$	\$ 2,683,514
Licenses and Permits	985,571				985,571
Intergovernmental	492,533	410			492,943
Charges for Services	136,199				136,199
Miscellaneous	107,215	5,471	68,335	27,569	208,590
Unidentified Receipts	46,684				46,684
<u>Other Financing Sources</u>					
Operating Transfers In	<u>196,110</u>	<u>33,820</u>	<u>618,116</u>	<u>409,451</u>	<u>1,257,497</u>
<u>Total Revenues and</u> <u>Other Financing Sources</u>	<u>4,647,826</u>	<u>39,701</u>	<u>686,451</u>	<u>437,020</u>	<u>5,810,998</u>
<u>Expenditures</u>					
<u>Current</u>					
General Government	808,668				808,668
Public Safety	876,957	2,560			879,517
Highways and Streets	1,244,193				1,244,193
Sanitation	365,127				365,127
Health	43,395				43,395
Welfare	62,330				62,330
Culture and Recreation	112,013	35,013			147,026
Conservation	237	3,084			3,321
Economic Development	20,931				20,931
Debt Service	535,930				535,930
Capital Outlay	218,144		37,190	28,611	283,945
Unidentified Expenditures	65,448				65,448
<u>Other Financing Uses</u>					
Operating Transfers Out	<u>710,770</u>		<u>63,689</u>	<u>375,271</u>	<u>1,149,730</u>
<u>Total Expenditures and</u> <u>Other Financing Uses</u>	<u>5,064,143</u>	<u>40,657</u>	<u>100,879</u>	<u>403,882</u>	<u>5,609,561</u>
<u>Excess (Deficiency) of Revenues and</u> <u>Other Financing Sources Over (Under)</u> <u>Expenditures and Other Financing Uses</u>	(416,317)	(956)	585,572	33,138	201,437
<u>Fund Balances - January 1</u> <u>(As Restated - See Note 5D)</u>	<u>1,178,872</u>	<u>69,577</u>	<u>52,482</u>	<u>718,457</u>	<u>2,019,388</u>
<u>Fund Balances - December 31</u>	<u>\$ 762,555</u>	<u>\$ 68,621</u>	<u>\$ 638,054</u>	<u>\$ 751,595</u>	<u>\$ 2,220,825</u>

The notes to financial statements are an integral part of this statement.

SCHEDULE A-1 (Continued)
TOWN OF PEMBROKE, NEW HAMPSHIRE
General Fund
Statement of Estimated and Actual Revenues
For the Fiscal Year Ended December 31, 2001

	<u>Estimated</u>	<u>Actual</u>	Over (Under) <u>Estimate</u>
<u>Other Financing Sources</u>			
<u>Operating Transfers In</u>			
<u>Interfund Transfers</u>			
Capital Project Fund		6,189	6,189
Enterprise Funds	85,502	105,516	20,014
<u>Trust Funds</u>			
Expendable	<u>90,774</u>	<u>84,405</u>	<u>(6,369)</u>
Total Operating Transfers In	<u>176,276</u>	<u>196,110</u>	<u>19,834</u>
 <u>Total Revenues and Other Financing Sources</u>	 4,431,302	 <u>\$ 4,637,407</u>	 <u>\$ 206,105</u>
 <u>Unreserved Fund Balance</u>			
<u>Used To Reduce Tax Rate</u>	<u>533,750</u>		
 <u>Total Revenues, Other Financing Sources and Use of Fund Balance</u>	 <u>\$ 4,965,052</u>		

SCHEDULE A-2
TOWN OF PEMBROKE, NEW HAMPSHIRE
General Fund
Statement of Appropriations, Expenditures and Encumbrances
For the Fiscal Year Ended December 31, 2001

	Encumbered From 2000	Appropriations 2001	Expenditures Net of Refunds	Encumbered To 2002	(Over) Under Budget
<u>Current</u>					
<u>General Government</u>					
Executive	\$ 5,000	\$ 262,654	\$ 291,995	\$ 4,290	\$ (28,631)
Election, Registration, and Vital Statistics		2,007	2,515		(508)
Financial Administration	10,311	153,409	155,149		8,571
Revaluation of Property	2,825	42,650	45,121		354
Legal		10,000	15,603		(5,603)
Planning and Zoning		171,702	160,320		11,382
Cemeteries	2,000	28,033	21,800		8,233
Insurance, not otherwise allocated		42,776	116,165		(73,389)
Total General Government	<u>20,136</u>	<u>713,231</u>	<u>808,668</u>	<u>4,290</u>	<u>(79,591)</u>
<u>Public Safety</u>					
Police Department	14,560	736,071	657,437		93,194
Fire Department		212,137	209,101	6,900	(3,864)
Total Public Safety	<u>14,560</u>	<u>948,208</u>	<u>866,538</u>	<u>6,900</u>	<u>89,330</u>
<u>Highways and Streets</u>					
Highways and Streets		605,508	589,786	515	15,207
Road Construction and Maintenance	63,898	563,100	625,909	12,202	(11,113)
Street Lighting	2,400	25,360	28,498		(738)
Total Highways and Streets	<u>66,298</u>	<u>1,193,968</u>	<u>1,244,193</u>	<u>12,717</u>	<u>3,356</u>
<u>Sanitation</u>					
Solid Waste Disposal		355,920	365,127		(9,207)
<u>Health</u>					
Health		40,563	43,395		(2,832)
<u>Welfare</u>					
Intergovernmental Payments		59,366	62,330		(2,964)
<u>Culture and Recreation</u>					
Parks and Recreation	7,530	69,373	40,200	405	36,298
Library		79,665	68,313		11,352
Patriotic Purposes		4,150	3,500		650
Total Culture and Recreation	<u>7,530</u>	<u>153,188</u>	<u>112,013</u>	<u>405</u>	<u>48,300</u>
<u>Conservation</u>					
Conservation		835	237		598
<u>Economic Development</u>					
Economic Development		20,525	20,931		(406)

SCHEDULE A-2 (Continued)
TOWN OF PEMBROKE, NEW HAMPSHIRE
General Fund
Statement of Appropriations, Expenditures and Encumbrances
For the Fiscal Year Ended December 31, 2001

	<u>Encumbered</u>		<u>Expenditures</u>	<u>Encumbered</u>	<u>(Over)</u>
	<u>From</u>	<u>Appropriations</u>	<u>Net of</u>	<u>To</u>	<u>Under</u>
	<u>2000</u>	<u>2001</u>	<u>Refunds</u>	<u>2002</u>	<u>Budget</u>
<u>Debt Service</u>					
Principal - Long-Term Debt		365,397	365,397		
Interest - Long-Term Debt		111,182	111,171		11
Interest - Tax Anticipation Notes		107,125	59,362		47,763
Total Debt Service		<u>583,704</u>	<u>535,930</u>		<u>47,774</u>
<u>Capital Outlay</u>					
Police Architectural Study		20,000	18,173	1,827	
Transfer Station Upgrade		6,009	6,009		
Computer Conversion		31,765	31,765		
French's Cemetery Rehabilitation		8,000			8,000
Fuel Tank Site Assessment			2,385		(2,385)
Town Hall Photo Copier		12,000			12,000
Police Cruisers		62,000	60,638		1,362
Highway Vehicle Purchase		20,000	12,605		7,395
Town Clock Restoration	58,750	25,000	78,194		5,556
Town Hall Flooring			8,374		(8,374)
Total Capital Outlay	<u>58,750</u>	<u>184,774</u>	<u>218,144</u>	<u>1,827</u>	<u>23,553</u>
Unidentified Expenditures			<u>65,448</u>		<u>(65,448)</u>
<u>Other Financing Uses</u>					
<u>Operating Transfers Out</u>					
<u>Interfund Transfers</u>					
Special Revenue Funds		33,820	33,820		
Capital Project Fund		400,000	400,000		
<u>Trust Funds</u>					
Expendable		276,950	276,950		
Total Operating Transfers Out		<u>710,770</u>	<u>710,770</u>		
<u>Total Appropriations.</u>					
<u>Expenditures and Encumbrances</u>	<u>\$ 167,274</u>	<u>\$ 4,965,052</u>	<u>\$ 5,053,724</u>	<u>\$ 26,139</u>	<u>\$ 52,463</u>

2000 AUDIT RESPONSE

Voters at the 2002 Annual Town Meeting of the Town adopted a resolution directing the Board of Selectmen, Library Trustees, and Sewer Commission to provide a written response to the management comments and recommendations made by the Town's audit firm in the 2000 annual Town Audit. All of the audit findings relate to the internal control structure. They should be examined both individually and as a whole.

The audit findings disclosed several material weaknesses and reportable conditions. It is critical to understand that the deficiencies did not simply appear within one fiscal year, rather they *evolved* over a long period of time. It is equally critical to obtain an understanding of the major factors which contributed to the development of the deficiencies, and understand how they may be avoided in the future.

Ultimately, internal controls are the responsibility of an entity's management. Proper internal controls would have alerted management to the fact that problems existed. The first identification of deficiency should have been internal. However, the Town had no personnel with the education, experience, and qualifications necessary to identify control deficiencies and appropriately advise management. Under these circumstances, the Town had to rely on its independent auditors.

Independent municipal auditors play a crucial role in the maintenance of internal controls, and auditor communications should have specifically identified the fact that internal controls were ineffective. These communications should have been made *as the deficiencies evolved*. This would have allowed management to make minor corrections and adjustments over time. Town Management, however, did not receive any such communication until the 2000 annual Town Audit, which was not completed until the last half of the 2001 operating year. By this time, the control deficiencies had already compounded.

The number and significance of audit findings combined with an unqualified or "clean" audit opinion communicated the need for action on the part of Town Management. The greatest area of concern required immediate action. The best resolution was to employ an individual with appropriate financial education, experience, and qualifications demanded by the nature and size of the Town. The second area of concern required timely action. The best resolution was to seek audit proposals from new independent audit firms and replace the previous firm. Management has responded properly by meeting both objectives.

Internal controls are an organizations tools to assist effective and efficient operations. A good internal control structure should be designed for timely identification of omissions, errors, and wrong doing. It should also be designed to provide documentation necessary for correction of errors or omissions, and prosecution. An internal control structure is just like any other asset - it requires constant review and maintenance or it eventually becomes useless.

There are five elements to an internal control process:

1. ***Control Environment*** - This is the foundation for the other elements. The major factors that impact control environment include: policies & procedures, ethics & integrity, participation by the board, administrative philosophy, and organizational structure.

2000 AUDIT RESPONSE

2. *Risk Assessment* – This is the process used to identify, analyze, and manage risk. The major factors contributing to risk include: turnover of key personnel, budget cuts, off-book accounts, prior problems not corrected, and complex programs/policies.
3. *Control Activities* – These are the procedures and policies instituted to address or mitigate risk identified during the assessment (item 2 above). These include policy design and implementation and should be established to achieve specified objectives. The best control activities are simple in design and may address more than one risk factor. There are two types of control activities: preventive and detective.
4. *Information and Communication* – This is the process used to ensure that reliable information is properly communicated within the organization. This process is ongoing and should reach all levels of the organization.
5. *Monitoring* – This is the process used to ensure that internal controls continue to function properly and remain effective. Monitoring is most effective when integrated within the control structure itself.

Every aspect of the control structure should be evaluated in accordance with the above elements.

Town of Pembroke – General Fund Internal Control Analysis

Audit Finding:

The bookkeeper prepares checks, posts checks, receives cash, prepares deposits, posts deposits, and has custody of the Treasurers signature stamp. This demonstrates the absence of appropriate segregation of duties.

Control Deficiency: Lack of Segregation of Duties

Problem: Unqualified Staff, Poor Organizational Structure

Resolution's):

The Treasurer retains her own signature stamp
Payments are prepared by the Account Clerk
Numbered manifests are reviewed and approved by the Board of Selectmen
Elected Treasurer compares approved manifest to checks and invoices
Deposits are prepared by department
Receipts are used for cash items
Revenue accounts, receivables, and bank accounts are reconciled by the Finance Director

1. Analyze Control Environment
 - Financial operations are separated based on political structure
 - Management does not actively participate in intergovernmental relations
 - Policy and procedure is old and outdated
 - Employees are not advised/educated as to importance of Internal Controls

2000 AUDIT RESPONSE

2. Analyze Risk

- Elected Treasurer Position does not require training, yet is critical to controls
- No training is available for new treasurers
- Employees do not receive training outside of their respective duties
- If key employee leaves, entity operations will be significantly impaired
- Errors/omissions/negligent reporting may not be timely detected

3. Implement Control Activities

- Reorganize Town structure
- Provide training for staff (treasurer and employees)
- Update policy and procedure

4. Communicate Information

- Through Department Head meetings, inform staff about changes in duties
- Inform personnel about the importance of controls
- Keep staff informed as to effectiveness of procedures
- Encourage inter-departmental discussions and training

5. Monitor

- Document and discuss errors/omissions identified
- Revisit procedures at interim points during the year
- Periodically compare and contrast departmental procedures to make improvements

Audit Finding:

The Town's records (all Funds) are in such a state that supporting documentation could not be provided for all deposits and/or disbursements. Properly approved manifests could not be located for all periods. This indicates an inadequate level of control mandated by the nature of the organization.

Bank reconciliations were not prepared. Numerous errors, omissions and mis-postings were detected. This is evidence of overall inadequate internal control design.

There was evidence of failure of controls in preventing or detecting misstatements of accounting information.

Properly approved time sheets are not submitted to the bookkeeper in a timely manner.

There is an absence of procedure, which should allow the bookkeeper to easily identify when salaried employees are expending compensated absences.

There was a failure to follow up and correct previously identified internal control deficiencies.

Bank reconciliations were not prepared. Numerous errors, omissions and mis-postings were detected. This is evidence of overall inadequate internal control design.

2000 AUDIT RESPONSE

There are overall inadequate provisions for the safeguarding of assets.

Control Deficiency: Insufficient Amount of Control Activities

Problem: Lack of Knowledge & Training of Key Personnel, Unqualified Staff, Poor Organizational Structure

Resolution's):

Numbered manifests are reviewed and approved by the Board of Selectmen
Elected Treasurer compares approved manifest to checks and invoices
Revenue accounts, receivables, and bank accounts are reconciled by the Finance Director
Accounting System redefined to provide appropriate and orderly supporting documentation in accordance with applicable Laws and Regulatory Bodies
Policy adopted to require timesheets by designated time & day
Policy adopted to account for compensated absences
Policy adopted to correct internal control deficiencies
Policy adopted to account for assets, with yearly follow-up and confirmation of inventory to be conducted by the Finance Director (as per Regulatory requirements)
Policy & Mission Statement adopted to establish and maintain effective and efficient internal control structure

1. Analyze Control Environment

- Financial operations are separated based on political structure
- Management does not actively participate in intergovernmental relations
- Policy and procedure is old and outdated
- Employees are not advised/educated as to importance of Internal Controls
- Lack of recognition of training/qualifications needed for certain functions

2. Analyze Risk

- Employees do not receive training outside of their respective duties
- If key employee leaves, entity operations will be significantly impaired
- Errors/omissions/negligent reporting may not be timely detected
- Detected wrong doings may not be prosecutable
- Elected Treasurer Position does not require training, yet is critical to controls
- No training is available for new treasurers

3. Implement Control Activities

- See Resolutions above
- Analyze and document internal controls
- Support professional training

4. Communicate Information

- Establish lines of communication
- Distribute new policies to all employees

2000 AUDIT RESPONSE

- Designate time to review new policies and procedures with employees
- Communicate the purpose and need for internal controls to all employees
- Create departmental bulletin boards (could assign an employee to be responsible for its maintenance and rotate above employee on a monthly basis to encourage involvement)
- Solicit communications from employees

5. Monitor

- Perform regular reviews of control procedures for potential improvements
- Document results of reviews and provide to Board's) for further review, comment and input
- Ensure independent auditor contract includes provisions for management advisory services

Town of Pembroke – Library Fund Internal Control Analysis

Audit Finding:

There are significantly few internal controls over Library funds. This audit disclosed several instances where personnel wrote checks to themselves. Additionally, no specific documentation was located for these transactions.

Certain funds were donated to Library for specific purposes. These funds were, and continue to be commingled with operating funds.

The Town's records (all Funds) are in such a state that supporting documentation could not be provided for all deposits and/or disbursements. Properly approved manifests could not be located for all periods. This indicates an inadequate level of control mandated by the nature of the organization.

Bank reconciliations were not prepared. Numerous errors, omissions and mis-postings were detected. This is evidence of overall inadequate internal control design.

There was evidence of failure of controls in preventing or detecting misstatements of accounting information.

There was evidence of failure to perform tasks that are an integral part of internal control.

There was a failure to follow up and correct previously identified internal control deficiencies.

2000 AUDIT RESPONSE

Control Deficiencies: Poor Internal Control Design/Inadequate Design; Non-Compliance with applicable Laws; Non-Compliance with Regulatory Authorities; Poor Intergovernmental Communications

Problem: Unqualified Personnel, Lack of Staff, Lack of Knowledge

Resolution's):

Financial recording and reporting to be transferred to Town Finance Department to maximize use of Town's financial professional

Library adopts policies and procedures similar to general Town operations

Library adopts policy of commitment to established procedures

Established Town control procedures for preventive and detective control activities to be applied to Library records

1. Analyze Control Environment

- Management has no training on applicable Laws and Accounting Regulatory Agency is)
- There is an absence of Policy and Procedure
- There is an absence of knowledge pertaining to Internal Controls and Reporting Requirements
- Accounting data is incomplete and decentralized

2. Analyze Risk

- If key employee leaves, entity operations will be significantly impaired
- Likely violation of Laws and Accounting Regulatory Bodies
- Could impact Town's future borrowing ability
- Difficult to impose strong controls with limited staff
- Errors and omission may not be detected timely
- Library records are maintained at individual residences

3. Implement Control Activities

- Reorganize financial reporting structure
- Town accounting professional responsible for accounting compliance
- Accounting & Personnel records to be maintained at Town Hall
- Establish lines of communication between Library and Town operations
- Provide Library Trustees with proper Manifests
- Use experience of Town Administrator to write and adopt appropriate policy(ies)

4. Communicate Information

- Communicate new policy & procedure at all levels
- Educate Library personnel on professional accounting services provided by Town Finance Department
- Analyze and document internal control structure
- Cross communicate financial reporting needs and Library operational needs
- Involve Town resources (personnel) when needed

2000 AUDIT RESPONSE

5. Monitor

- Review interim financial reporting
- Review and maintain control structure
- Periodically review policies and procedure to make improvements

Town of Pembroke – Escrow Funds Internal Control Analysis

Audit Finding:

Several funds had no records retained, and no transactions had been recorded.

Control Deficiency: Poor Internal Control Design/Inadequate Design; Non-Compliance with applicable Laws; Non-Compliance with Regulatory Authorities

Problem: Lack of Knowledge and Qualifications

Resolution: Financial recording and reporting to be transferred to Finance Department
Transactions initiate at department; Revenue accounts, receivables, and bank accounts are reconciled by the Finance Director

1. Analyze Control Environment
 - Accounting duties assigned to Planning & Development Professional
 - Poorly defined organizational structure
2. Analyze Risk
 - Likely violation of Laws and Accounting Regulatory Bodies
 - Could impact Town's future borrowing ability
 - Errors and omission may not be detected timely
3. Implement Control Activities
 - Reorganize financial structure
 - Accounting professional responsible for accounting compliance
4. Communicate Information
 - Ensure relative personnel are informed of new policy & procedure
5. Monitor
 - Regular financial reporting to be provided to Finance Director

2000 AUDIT RESPONSE

Town of Pembroke – Sewer Fund Internal Control Analysis

The Town's records (all Funds) are in such a state that supporting documentation could not be provided for all deposits and/or disbursements. Properly approved manifests could not be located for all periods. This indicates an inadequate level of control mandated by the nature of the organization.

Bank reconciliations were not prepared. Numerous errors, omissions and mis-postings were detected. This is evidence of overall inadequate internal control design.

There was a failure to follow up and correct previously identified internal control deficiencies.

There was evidence that employees lack the qualifications and training to fulfill their assigned functions.

There was evidence of failure of controls in preventing or detecting misstatements of accounting information.

There was evidence of failure to perform tasks that are an integral part of internal control.

There are overall inadequate provisions for the safeguarding of assets.

Control Deficiencies: Poor Internal Control Design/Inadequate Design; Non-Compliance with Regulatory Authorities; Poor Intergovernmental Communications; Lack of Segregation of Duties

Problem: Unqualified Personnel, Lack of Staff, Lack of Knowledge, Organizational Structure

Resolution(s):

Financial recording and reporting to be transferred to Town Finance Department to maximize use of Town's financial professional

Commission adopts policies and procedures similar to general Town operations

Commission adopts policy of commitment to established procedures

Established Town control procedures for preventive and detective control activities to be applied to Sewer Dept. records

Fixed assets and depreciation recorded, reported and maintained

1. Analyze Control Environment

- Commission has no training on applicable Laws and Accounting Regulatory Agency(ies)
- There is an absence of Policy and Procedure
- There is an absence of knowledge pertaining to Internal Controls and Reporting Requirements
- Accounting data is incomplete

2000 AUDIT RESPONSE

2. Analyze Risk

- a. If key employee leaves, entity operations will be significantly impaired
- b. Violation of NH Laws and Accounting Regulatory Bodies
- c. Could impact Town's future borrowing ability
- d. Difficult to impose strong controls with limited staff
- e. Errors and omission may not be detected timely
- f. Records maintained on an improper basis of accounting
- g. Reconciliations are not performed
- h. Treasurer does not maintain custody of account

3. Implement Control Activities

- i. Reorganize financial reporting structure
- j. Town accounting professional responsible for accounting compliance
- k. Establish lines of communication between Sewer and Town operations
- l. Provide Commissioners and Treasurer with proper Manifests
- m. Provide training for staff (treasurer and commissioners)
- n. Update policy and procedure

4. Communicate Information

- o. Ensure the public understands the cost benefit of consolidating operations
- p. Educate Commissioners on professional accounting services provided by Town Finance Department
- q. Analyze and document internal control structure
- r. Cross communicate financial reporting needs and Sewer operational needs
- s. Involve Town resources (personnel) when needed
- t. Communicate new policy & procedure at all levels

5. Monitor

- u. Review interim financial reporting
- v. Review and maintain control structure
- w. Periodically review policies and procedure to make improvements

Town of Pembroke – Town Wide Additional Internal Control Analysis

Goal: To provide efficient and effective collections for taxpayers

Problems:

1. Tax, Sewer, and Water collections are made at different locations
2. Lack of centralized operations inherently increase costs
3. Lack of Communication between Town, Water, and Sewer Funds

Resolution(s):

Engage taxpayers to study reorganization possibilities; Combine water & sewer billings and tech-

2000 AUDIT RESPONSE

nologies use; Maximize use of Town Collections office by including water & sewer; Maximize use of Town Finance Office by assigning oversight or consolidating operations; Establish communication between Governing Bodies; Perform regular review of operations

Goal: To establish appropriate internal controls over expenditures/expenses

Major Considerations:

1. Authorization
2. Documentation
3. Segregation

Resolution(s):

All payments require an invoice, receipt, or other third party document

No payments will be issued for cash

Payment voucher will be completed, attached to the document, and authorized by designated departmental representative

Payment vouchers will only be authorized for definite and legitimate charges

Completed voucher documentation will be forwarded to the Finance Department in a timely and orderly fashion

Checks will not be issued to the requester

The Finance Department has the authority to question or follow-up on any payment request, and seek further authorization directly from the Town Administrator or Board of Selectmen

The Account Clerk will prepare payments

Vouchers, documentation, and check stubs will be provided to the Board of Selectmen for approval prior to payment. The Board approval will be in the form of a Manifest provided by the Finance Department.

The Treasurer will compare the approved manifest to the disbursements prior to authorizing.

Monthly expenditure reporting will be provided to the Town Administrator and respective Department Head for review.

Discrepancies will be identified, investigated, and corrected in an immediate fashion.

Control Area: Expenditures/Expenses

Problem: The need for an immediate payment arises

Risk Assessment:

- Any procedure performed outside of the control procedure is inherently risky
- An invoice may not be available at the time of payment request
- The scenario may be indicative of other problems, like poor departmental planning, poor communications, and lack of training

Control Activities:

- A written explanation of the circumstances will be provided to the Finance Department
- If an invoice is not available, Finance Department will contact the third party vendor directly for verification of services and amounts

2000 AUDIT RESPONSE

- *WHEN* the invoice is available, it will be provided to the Finance Department immediately upon receipt
- Finance Director will increase skepticism and awareness under such conditions, and may refuse processing
- Processing will require Finance Directors approval

Communicate Information:

- Inform personnel of adaptation to internal control
- Educate personnel about the responsibilities and obligations of the Finance Director

Monitor:

- Town Administrator will be advised of the circumstances which caused the scenario and will investigate any further potential problems
- Finance Director will review for frequency and patterns

Control Area: Expenditures/Expenses

Problem: The need for payment voucher for regular and monthly payments is not cost effective

Assess Risk:

- Expenditure may be charged to an incorrect account
- Regular vendor may be cancelled, but continue billing and receiving payment

Control Activities:

- Posting account numbers will be written on vendor invoice, and compared to previous postings
- Finance Department will be notified in writing immediately upon cancellation of vendor services, respective department(s) will be conscious of increased risk

Communicate Information:

- Inform personnel of adaptation to internal control
- Through a meeting or memo, inform staff about any changes in duties which may affect them
- Remind respective Department Head(s) of increased risk under cancellation scenario

Monitor:

- Periodically, Finance Director will review vendor files to ensure account numbers are on invoices
- Department Heads will scrutinize monthly reporting and follow-up on discrepancies immediately

Review:

A strong control environment would encourage both the monitoring activities and the control activities. Therefore, the above steps to mitigate risk for these circumstances do not represent a cost increase. Further, the above analysis represents a fair mitigation of risk for minor cost benefit.

2000 AUDIT RESPONSE

Goal: To establish appropriate internal controls over cash receipts & revenues

Major Considerations:

1. Documentation
2. Segregation
3. Reconciliation
4. Safeguarding

Resolution(s):

Town Clerk & Tax Collector adhere to NH RSAs, which cause independent controls over those respective monies

Receipts are provided for cash transactions

Checks are restrictively endorsed upon receipt

Individuals receiving cash prepare deposits and maintain a receipts ledger

Deposits are carried to the bank by a separate third party (the account clerk)

Finance Director is prohibited from making bank deposits

Deposits are made timely, in accordance with NH Law

Undeposited monies will be kept in a secured and locked location

Finance Director records revenues based on receipt ledgers

Finance Director reconciles to bank statement on a monthly basis

Finance Director reconciles receivable accounts on a monthly basis

Finance Director monitors budget to actual on a regular basis

Finance Director proofs Town Clerk & Tax Collector reports

Town Clerk, Tax Collector, and Town Administrator will have read access to revenue accounts for the purpose of monitoring Finance Department

Town Clerk, Tax Collector, and Finance Director will maintain separate and distinct records of collections

Discrepancies will be investigated immediately

Treasurer will maintain reporting in accordance with NH Law

Goal: To use technology to its fullest extent for efficiency of operations

Major Considerations:

1. Lack of Knowledge
2. Record Tampering/Use of Technology to Bypass Controls
3. Data Loss

Resolution (s):

LAN system designed in most simple form

Training provided to users

Network controls will be used to enhance internal controls

Passwords will be used, and changed periodically

Passwords will not be disclosed to others

Because the Finance Director is the Network Administrator, the System Administrator's password will be

2000 AUDIT RESPONSE

set up by third party, sealed in an envelope, and secured by the Town Clerk (an elected official)
Under no circumstance will the Finance Director perform Network Administrative Support while un-supervised

Emergency System Administrator password will be determined and maintained by technical network support

Network support will not give out password under any circumstance, but will arrive on-sight for emergencies

Chief of Police will be provided with a Domain Controller Logon & Password

All Town data will be stored to the server

Accessing mirrored drive will be considered an emergency, and will require network support

Server backups will be performed every weeknight

No employee will tamper with network settings

No employee will load software or change material system settings on any Town PC

Any and all changes or adaptations to network settings will be performed or directed by the Network Administrator

Network Administrator will maintain a system map

Additional Communications for Board Consideration:

Lack of Segregation of Duties in Water & Sewer Departments

Impact of Governmental Accounting Standards Board #34

2002 TOWN CLERKS REPORT

January 1, 2002 to December 31, 2002

Motor Vehicle Registrations:.....	\$943.308
Dog Licenses:.....	\$4,317.00
Dog Fines:.....	\$595.00
UCC Searches:.....	\$236.34
UCC State Fees:.....	\$2,820.00
Election Filing Fees:.....	\$18.00
Marriage License:.....	\$2,295.00
Title Ap Filing Fees:.....	\$3,490.00
Vital Record Fees:.....	\$1,992.00
Hankers Peddlers License:.....	\$300.00
Municipal Agent Fees:.....	\$15,548.00
Wetlands Filing Fees:.....	\$73.94
Total Town Deposits:.....	\$974,993.28

TAX COLLECTOR REPORT

TAX COLLECTOR'S REPORT
FISCAL YEAR ENDING DECEMBER 31, 2002

Uncollected Taxes Beg. Of Year	2002	2001
Property		778,097.59
Land Use Change		21,300.00
Yield		2,055.03
Utilities		81,029.94
Betterment		4,181.12
Earth Excavation@\$0.02/yd.		54,107.00
Taxes Committed This Year		
Property	10,209,553.00	
Land Use Change	158,230.00	
Yield	25,638.54	
Utilities	268,896.96	
Betterment Assessment	58,066.88	
Earth Excavation@\$0.02/yd.	12,396.39	
Added		108,783.00
Overpayment		
Property	19,047.08	92.24
Utilities	1,249.22	
Interest	842.33	22,614.83
Sewer Interest	252.56	1,503.73
TOTAL DEBITS	\$ 10,754,172.96	\$ 1,073,764.48
Remitted to Treasurer During Fiscal Year		
Property	9,339,353.97	719,967.59
Added		108,783.00
Land Use Change	130,230.00	21,300.00
Yield	19,857.67	2,055.03
Utilities	153,746.51	81,029.94
Betterment	52,819.12	4,181.12
Earth Excavation@\$0.02/yd.	12,396.39	
Interest	842.33	22,614.83
Sewer Interest	252.56	1,503.73
Overpayment		
Sewer	1,249.22	
Property	19,047.08	92.24
Abatements		
Property	501.00	112,237.00
Sewer	12,055.14	
Uncollected Rev. - End of year		
Property	869,698.03	
Land use Change	28,000.00	
Yield	5,780.87	
Utilities	103,095.31	
Betterment	5,247.76	
TOTAL CREDITS	\$ 10,754,172.96	\$ 1,073,764.48

TAX COLLECTOR REPORT

SUMMARY OF TAX LIEN ACCOUNTS FISCAL YEAR ENDING December 31, 2002

	2001	2000	Prior
Unredeemed Taxes at			
Beginning of Year		121,980.55	70,570.09
Liens Executed			
During Year	286,047.51		
Interest & Cost Collected			
After Lien Execution	11,441.12	15,869.34	19,525.06
TOTAL DEBITS	297,488.63	137,849.89	90,095.15
Remittance to			
Treasurer:			
Redemptions	141,768.18	63,060.38	49,140.56
Interest/Costs			
After Lien Execution	11,441.12	15,869.34	19,525.06
Deeded to Town	347.35	320.14	420.93
Unredeemed Liens			
Balance End of Year	143,931.98	58,600.03	21,008.60
TOTAL CREDITS	297,488.63	137,849.89	90,095.15

TREASURER'S REPORT

**Town of Pembroke
Treasurer's Report
General Fund
For the Period Ended December 31, 2002**

Balance, 12/31/01 **\$ 3,158,371.79**

Receipts:

Tax Collector	10,912,017.95
Taxes In Lieu and Deferred	41,769.11
Town Clerk	974,993.28
Income from Departments	220,292.61
Interest Earned	30,681.75
Received from State & County	469,424.25
Grants	1,725.00
TAN	3,902,652.00
Reimbursements from Others	831,928.36

Total Receipts \$ 17,385,484.31

Disbursements:

Selectmen Manifests	8,374,935.92
Taxes Remitted to County	824,001.00
Taxes Remitted to School District	6,554,475.00
Fees Remitted to School District	57,731.09
Collections Remitted to Sewer Fund	287,696.44
Transfers to Library	400,000.00
Transfers to Trustees of Trust Funds	93,701.00

Total Disbursements \$ 16,592,540.45

Balance, 12/31/02 \$ 3,951,315.65

Balance per General Ledger \$ 3,951,315.65

FIRE DEPARTMENT

Your fire department responded to 359 calls during the year. 11 of these calls were for fires in buildings that resulted in an estimated property loss of \$40,800. There was 1 minor injury incurred.

The use of smoke detectors and/or sprinkler systems continues to contribute to low fire loss in the Town of Pembroke.

We experienced 4 vehicle fires, 6 brush/forest fires and 16 miscellaneous fires during the year. 84 of our calls were for emergency medical service either as a primary responder or to assist Tri-Town. 59 calls were for alarm activation's where there was no fire or for false calls. The balance of our calls were for investigations, service calls and mutual aid to other departments.

TRAINING

We continue regular weekly training sessions during the year except during the winter months. We utilize the winter months for special training that is scheduled as needed.

STAFFING

Our staffing level is presently 45 firefighters. This is as high as it has ever been. We are fortunate to have that many volunteer their time for this serious commitment to the Citizens of Pembroke.

SAFETY CENTER

We hope you acquaint yourself with the requested new safety center. The police department is in desperate need of new facilities and this combined safety center will provide the infrastructure needed to handle any type of emergency the Town may experience.

Of special importance to us is the emergency operations center that will be housed in the center. Of all the recommendations that have come from post 9/11 investigations in other areas the need for a unified communication and command system has been the most prevalent. We have been requesting this capability for the last several years and the new safety center will provide it to us.

All the members of the Pembroke Fire Department thank you for your continued strong support.

Harold Paulsen,
Fire Chief

HIGHWAY DEPARTMENT

PROJECTS: The twenty four inch drainage line including one new drain manhole and two catch basin from Exchange Street to High Street was replaced. Sections of Brickett Hill, Donna Drive, upper part of Beacon Hill Road were overlaid.

SOLID WASTE: The Department currently has seven employees certified for operation of a solid waste facility from the State. We are looking at improving the transfer station for the safety of the employees as well as the residents that use it. The hours for residents at the transfer station are Tuesday and Saturday 7:30 a.m. to 3:30 p.m. Commercial users may use the transfer station only on Tuesday from 7:30 a.m. to 3:30 p.m. Please remember that there are charges for all appliances and tires now.

SAFETY COMMITTEE: The Highway members on the Safety Committee are Victor Ranfos III, and myself Emile Lacerte.

In closing, I would like to thank all of the Pembroke residents for their patience with the snow storms that we had in 2002. The Highway Employees and Fleet Mechanic would like to thank Henry Malo for the twenty seven years of service to the Highway Department.

Respectfully submitted,

Emile Lacerte
Acting Road Agent

PEMBROKE TOWN LIBRARY

The year 2002 was probably the most exciting and, at times, tumultuous one the Pembroke Town Library has experienced in its 106 years of service to the town.

Trustees, Staff and appointed Library Building Committee members proceeded with plans for building the new library which voters approved at the April 2001 recessed Town Meeting. By mid April, the building lot had been cleared and the foundation poured.

In April, the validation of the April 21, 2001 recessed session was questioned because the public hearing for a \$400,000 bond was not held within 60 days of that session. Because of this, the trustees were advised to take the problem to the NH Legislature for ratification of the 4/21 vote. The House of Representatives voted in favor of the ratification, but the Senate voted against it. Because of this, the library trustees took the problem to the Town of Pembroke Selectmen, who then voted to hold a special Town Meeting on June 26, 2002 to ratify the action taken on the bond issue at the 4/21/01 recessed Town Meeting session. 76% of the voters at this meeting approved the ratification, and work continued on the building. By year end, the exterior of the library, parking lot and walkways, and the majority of interior work had been completed. It is expected that the building project will be completed by the end of January, 2003, to be followed by installing shelving and moving books and furnishings to the new facility.

The library trustees were committed to help pay for this project. Eighteen fund-raising events were held in 2002, bringing the total number of fund-raising events to 38 in the past 3 years. A generous donation was received from the Whittemore family to begin the fund drive. Donations continued to come in from townspeople, former residents, and local and neighboring businesses. By year end, adequate funds had been raised to complete the construction of the building, thanks to the efforts of staff members, trustees, committee members, and many volunteer residents. A state-of-the-art projection system for the community room and a time capsule have been donated by the Hornsby family in memory of Monroe and Irene Hornsby, former Pembroke residents. In addition, grants have been received from 3 foundations and other grant requests are pending. It should be noted that the children who utilize the library read 750 books and raised \$1,835 in their Annual Read-A-Thon project.

Statistically, the average book circulation per month was 1,422; average reference questions were 133 per month, and average volunteer time was 40 hours per month. 25% of Pembroke residents presently hold library cards.

Over 50 children's programs were held in 2002, including weekly reading/craft programs, a Spring party to celebrate the children's Read-A-Thon, and a Dr. Seuss birthday party. An adult book discussion group met regularly, and 2 NH Humanities Council programs were held for the general public. The library participated in Christmas in the Village, and many children rode on the Old Home Day library float.

PEMBROKE TOWN LIBRARY

Pembroke Academy junior student, Mary Giles, was presented the library's annual Book Award, at the P.A. Class Day in June.

The library is fortunate to have excellent staffing, which remained intact in 2002. Pembroke residents, Heather Tiddes and Teresa Caplette were appointed to Alternate Trustee positions. In March, Marie Brezosky was elected as Trustee for 3 years, and Joyce Belanger and Marilyn Ross were re-elected as Trustees for 3 years.

The library staff and trustees extend grateful thanks to the faithful Monday morning volunteers; to those who helped to get out the vote at the special June meeting; to our State Senator, Sylvia Larsen, and our State Representatives, Frank Davis, Gabby Daneault, Vincent Greco and Deanna Rush for their support of the April bond issue; to the Larsens for the beautiful painting of the State House dome, to Frank Eaton and Donation Depot for his help and support and all the donated shelving and furnishings for the new library; to Andy Nash for his work on the Building Committee; and to the many, many others who served on the special committees, assisted with the fund-raising projects and events, and supported the building program with their pledges and donations.

It's been a very busy but gratifying year, and we look forward to 2003; a year to celebrate a new facility for an important town service.

Respectfully submitted,

Melinda Baxter,
Library Director

Marilyn Ross,
Library Trustees Chairperson



PLANNING AND LAND USE DEPARTMENT

Code Enforcement

2002 saw continued residential growth within all zoning districts. We permitted 41 new single family dwellings, 1 two family dwelling, and the addition of two new apartment units within existing buildings. We also permitted the replacement of an existing dwelling and lost one dwelling unit through change to commercial. This is a gain of 44 new dwelling units within the town during 2002. We expect to see steady growth in residential building, with the limiting factor being the number of available building lots. Total new residential construction was about \$4,000,000

Commercial building projects this past year consisted of three new businesses within the Rt.106 commercial zone, additions to three existing businesses, and the new town library. Total commercial construction this past year approached \$5,000,000 in value.

During the past legislative session the State of New Hampshire adopted a State Building Code, which will ensure uniform building code enforcement throughout the state. The new state building code consists of a suite of codes developed by the International Code Council [ICC] which is the organization that took the place of Building Official Code Administration [BOCA].

Any questions regarding the building codes or other code enforcement issues please contact this office.

Type of Permit	Number
Single Family	41
Duplex	1
Commercial	7
Apartment Units	2
Garages / Barns / Utility Buildings	38
Additions / Remodeling	113
Electrical	93
Plumbing	57
Mechanical	32
Roofing	32
Fences	25
Siding	25
Septic System	15
Swimming Pools	13
Demolition	7
Signs	11
Manufactured Housing Park licenses	5
Child Care Facility licenses	8
Kennel licenses	2
Campground licenses	1
Other	11
Totals permits issued	539
Total fees collected	\$73,539.60
Total value new construction	\$15,903,221.00

ADOPT A HYDRANT

Help the fire department with snow removal.
The house they save may be yours.



PLANNING AND LAND USE DEPARTMENT

Zoning Board of Adjustment

The Zoning Board of Adjustment currently consists of five regular members and two alternates (three alternates are permitted), who serve as volunteers to interpret the Zoning Ordinance. The Zoning Board of Adjustment has the power to grant Variances, Special Exceptions, Equitable Waivers, and hear Appeals from Administrative Decisions.

A Variance is the establishment of a use which is otherwise prohibited in the Zoning Ordinance. Variances are relief from regulations which, if strictly applied, would deny a property owner all beneficial use of his land and thus possibly amount to a confiscation.

A Special Exception is a use of land or buildings that is permitted by Special Exception and subject to specific conditions that are set forth in the Ordinance. All Special Exceptions must be made in harmony with the general purpose and intent of the Zoning Ordinance and be made in accordance with the general or specific rules contained in the Ordinance.

An Equitable Waiver of Dimensional Requirement is a tool which the ZBA uses when a lot or other division of land, or structure thereupon, is discovered to be in violation of a physical layout or dimensional requirement. The Zoning Board of Adjustment shall, upon application by and with the burden of proof on the property owner, grant an Equitable Waiver from the dimensional requirements, if and only if the board makes all the findings outlined in RSA 674:33-a.

The Board also has the power to hear and decide Appeals if it is alleged that there is an error in any order, requirement, decision or determination made by an Administrative Official in the enforcement of the Zoning Ordinance. An Appeal from an Administrative Decision (AAD) must be made within 30 days of ones awareness of the decision.

Number of hearings by year: 2000 13
2001 19
2002 37

The 2002 ZBA hearings can be broken down as follows:

Variances	14 cases	7 Granted	5 Denied	2 Withdrawn
Special Exceptions	12 cases	7 Granted	2 Denied	3 Withdrawn
Equitable Waiver				
AAD	1 case	1 Granted		
Motion to Rehear	10	9 Granted	1 Denied	

Current Zoning Board members are; Chairman: William Bonney, V-Chair: Bruce Kudrick, Secretary: Catherine A. Roche, Members: Vincent A. Flewelling, Dana Carlucci, Alt. Members: David Sheldon, and Mark McAlpine

Any one interested in becoming an alternate member please contact the Town Administrator.

PLANNING AND LAND USE

Pembroke Conservation Commission

The Conservation Commission has been active this year in formulating policies to manage the Town Conservation lands and Conservation Fund.

Priorities for acquisition of land or easements for conservation include:

- * Land adjacent to existing conservation land/easements.
- * Land within the areas identified for proposed open space protection on Map 6 entitled "Proposed Open Space Trail System Map" in the Open Space Trail System Plan for the Town of Pembroke dated July 2001, prepared by the Central NH Regional Planning Commission.
- * Land along the Merrimack River, Soucook River or Suncook River
- * Other open space hosting important natural resources as identified by the Conservation Commission

A top priority for the Conservation Commission is to extend the funds available in the Conservation Fund as far as possible. This means that over the next year, they will be looking into grant programs and embarking on a donation program of land or easements for conservation purposes.

This year, the Conservation Commission accepted a 5 acre parcel adjacent to existing conservation land that was generously donated by Leon Tessier and Gail Clark. The Conservation Commission is also in the process of evaluating other parcels that have been generously offered by Pembroke residents for conservation purposes.

In 2003, the Conservation Commission will explore the possibility of a NH Heritage Trail connection, work on the Master Plan with the Planning Board, plan conservation field trips, and continue implementing the Town Conservation Land Management Plan.

If you are interested in preserving Pembroke's natural resources or are just interested in becoming active in the Town, the Conservation Commission welcomes new members and the public at their meetings held on the first Thursday of every month at 7:00 pm in the Town Hall.

PLANNING AND LAND USE

Pembroke Economic Development Committee

In 2002, the PEDC worked to implement recommendations presented in the 2001 commercial development study conducted by TF Moran and Cold Stream Real Estate Advisors. These projects included:

Enhancing Pembroke's Image

- ~ The PEDC worked on a design and is determining locations for "Welcome to Pembroke" signs at major entry points into Town.

Land Use, Planning and Zoning

- ~ The PEDC encouraged the Planning Board to create the Soucook River Development District (SRD) which uses performance type standards and flexible regulations to expand marketing options for land owners. It emphasizes landscaping requirements and consideration of architectural features and scale in order to encourage attractive and valuable development.
- ~ The PEDC encouraged provisions in the SRD which allows permanent transfer of development rights from larger parcels to parcels in the SRD
- ~ The PEDC supported the Meet Me in Suncook Committee's efforts to nominate Suncook Village into the National Historic Registry.

Marketing Pembroke

- ~ Developed an Economic Information Booklet and one page fact sheet to distribute to businesses interested in Pembroke
- ~ Developed a direct mail program showing Pembroke as proactive in the recruitment of new businesses. Phase I of this program targets specific State Agencies, Commercial Realtors and other individuals to think of Pembroke when discussing site selection with their clients.

The PEDC also continued with its established business retention programs:

In May, Rumford Stone hosted the semi-annual Pembroke Business Connections. These gatherings are opportunities for Pembroke Businesses to get to know each other and to speak with Town officials about any concerns or suggestions they may have about doing business in Pembroke. In December, the Pembroke Business Connections was held at Town Hall and featured a program entitled "Marketing Your Small Business" conducted by SCORE (Service Corps of Retired Executives). This program was a great educational resource for new businesses and a timely refresher for those small business veterans who attended.

The *2002 Pembroke Business Directory* was updated, published and distributed. Inclusion in the directory is free of charge to Pembroke Businesses and includes posting of the business on the Town Website's searchable business database. The Directory is distributed to all Pembroke residents and businesses, as well as Realtors and prospective businesses. Future editions will also be available at the Concord Chamber of Commerce Offices. In 2003, the PEDC would like to add as many links to businesses from the Town's site. To be listed in future the Directory, contact Kerrie Diers, Director of Planning & Development at Town Hall.

The PEDC meets the third Thursday of every month at 7:00 pm in Town Hall. New ideas, suggestions and public participation are always welcome.

PLANNING AND LAND USE

Planning Board Report

In 2002, the Planning Board reviewed a total of 27 development applications involving subdivisions or commercial sites:

SUBDIVISIONS

Minor & Lot Line Adjustments: 8 Applications = 4 new Lots, 4 Lot Line Adjustments

Major Subdivisions: 6 Applications = 22 New Lots

Total = 26 new building lots

SITE PLANS

Minor Site Plans: 2

Major Site Plans: 11

Total = Approximately 65,000 square feet of new commercial space which included three new businesses and expansions for seven existing businesses, 33 Elderly Housing Units and 1 Wireless Communications Facility

In the Fall of 2002, the Board began working on the update to the 1993 Town of Pembroke Master Plan. The Board formed three subcommittees which have been gathering data and meeting to formulate a community survey which will be distributed to every household in Pembroke this spring. The Central NH Regional Planning Commission will assist the Board through this process. The Board's goal is to have the Master Plan completed and adopted by the Fall of 2003 in order to begin drafting any necessary zoning changes to implement the plan. Any changes would be brought to the voters at March Town Meeting in 2004.

The Board holds work sessions on the second Tuesday of every month and conducts regular public meetings the fourth Tuesday of every month at 7:00 pm in the Town Hall.

Respectfully submitted,

Norm Provencher
Planning Board Chairman

POLICE DEPARTMENT

Police Department

It is my privilege to submit the 2002 Annual Report of the Pembroke Police Department. This Annual Report gives me an excellent opportunity to share information with you about the Pembroke Police Department. I hope that after you have reviewed this report, you will have gained a better knowledge of the people who serve you everyday. The men and women of the Pembroke Police Department comprise a very dedicated group of individuals who put their hearts and souls into their jobs. I applaud them for the jobs they do and they do them very well.

2002 was a busy year and as we reflect back we consider it as a year of preparing for the future. It began in March when we presented to the residents at Town Meeting a \$2,600,000 bond for constructing a new Pembroke Police and Fire Safety Complex. The bond failed to receive the required 2/3-ballot vote, but a clear message during the deliberative session was received from taxpayers saying, we know you need the safety complex but the price tag is too high. With this message the Pembroke Safety Complex Study Committee regrouped and held a meeting in April. The committee set new goals to make the proposal more palatable, which included reducing the projects price tag, creating specifications for Requests For Proposals to be sent out to builders and to attract new members to the committee. When the committee met in May, eight new members were added to the committee. Mr. William Boudreau announced that he was resigning as Chairmen of the committee and Cindy Lewis was unanimously appointed the new Chair of the Pembroke Safety Complex Study Committee. Cindy who is an architect, introduced to the committee updated drawings for the Safety Complex. The new plan will not compromise the space needs of the departments but simplify the building design lowering the price tag of the Safety Complex significantly. It is important for residents to know that the police facility provides the space and internal relationships needed for specific law enforcement operations. It is the Town of Pembroke's largest piece of law enforcement equipment. In short the police facility serve as a "tool" for police operations. I want to thank all new members of the Safety Complex Study Committee and those members who have been working on this project since 2000. Your community has been well served by your volunteerism and involvement with this project.

The Pembroke Police Department experienced a very busy year in personnel and staffing changes. Officer Gary Gaskell who served as our D.A.R.E. officer resigned in May with 5 years of service and transferred to the Hooksett Police Department. Detective Dwayne Gilman was promoted to the rank of Detective Sergeant effective December 1st. Detective Gilman who has served since 1992 with the Department, currently is assigned to the Criminal Division. In May Officer Michelle Moir was sworn in and attended the class 129 New Hampshire Police Academy where she graduated in November. Officer Moir honored our department by singing the National Anthem at the graduation ceremony at the Police Academy, which was a superb performance. In September Officer Scott Lewis attended and graduated from an intense two weeks D.A.R.E. Instructor Training Program. Officer Lewis will become our new D.A.R.E. Officer. Also in September, Officer Raechel Burke and Officer Dawn Shea became the newest members of the Pembroke Police Department. Officer Burke transferred from NH State Police Gaming Enforcement and is a graduate of the class 126 New Hampshire Police Academy. Officer Shea received her Part Time certification while working as a part time officer for the Merrimack Police Department. Officer Shea will be attending class 130th NH Police Academy in January of 2003.

Mr. Robert Montmarquet who had been serving since November of 2000 as our community member to represent us in the Concord Regional Crime Line resigned in March due to employment commitments.

POLICE DEPARTMENT

Bob is to be applauded for his time and efforts while serving as our representative. One of the necessary requirements of the Concord Regional Crime Line is to have each community represented by a community member. I am very pleased that our search for a new member ended when Mr. Butch Ayles agreed to become our new community representative to the Regional Crime Line. Butch who also serves on the Pembroke Safety Complex Study Committee was very active in the Regional Crime Line Golf Tournament, which raised over \$10,000 in the summer of 2002. The Regional Crime Line has proven to be an effective tool in fighting crime. The Pembroke Police have benefited from the Crime Line after receiving "anonymous tips" on criminal cases which have been printed in the Concord Monitor's Crime Line Case of the Week.

It is with great pleasure that I report to you that the Pembroke Police Department will receive a COPS Universal Hiring Program grant award for 1 full-time officer. In August, we received notification from Sen. Judd Gregg's Office that we were awarded the grant. The amount of federal funds to be awarded to our department over the three -year grant period is \$75,000.

In November Officer Scott Lewis received notification from the Department of the Army that he was being reactivated for active duty. The purpose of this reactivation is the mobilization for Enduring Freedom. We are proud of Officer Lewis for his service to his country. Like Officer Lewis, many police officers serving in Reserve and National Guard Units, are not only protecting their communities as police officers but also as soldiers to protect their countries freedom. We pray for their safe return home.

In closing I would like to take this opportunity to thank the Board of Selectmen and the Town Administrator, as well as all other Town committees and employees for their continuing support of the Police Department during the past year. Without the strong support of the citizens of the community, our elected officials and other Town employees, it would be difficult for us to successfully accomplish our mission.

Respectfully Submitted,

Wayne A. Cheney
Chief of Police

POLICE DEPARTMENT

TABLE OF ORGANIZATION

ADMINISTRATION

Chief Wayne A. Cheney	Chief of Police
Lt. Scott J. Lane	Lieutenant

PATROL DIVISION

Sergeant Glenn S. Northrup	Shift Supervisor	
Sergeant Michael F. Crockwell	Shift Supervisor	Field Training Officer, Firearms Instructor
Officer Pamela S. Allgeyer	Patrol Officer	
Officer Scott Lewis	Patrol Officer	D.A.R.E. Officer
Officer Michelle Moir	Patrol Officer	
Officer Raechel Burke	Patrol Officer	
Officer Dawn Shea	Patrol Officer	

CRIMINAL DIVISION

Detective Sergeant Dwayne R. Gilman	Detective/Supervisor	Department Safety Officer
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ADMINISTRATIVE SERVICE DIVISION

Mary Ann Ricciotti	Department Administrative Secretary
Annette Alley	Department Secretary

SUPPORT SERVICES

Reverend/Lieutenant Dan Stauffacher	Department Chaplain
Roger Duquette	Maintenance

CAREER DEVELOPMENT: Lt. Scott Lane, Training Coordinator

The Officers of the Department completed 309 hours of training this year. That is about 56% less than last year. That number is substantially lower than last years and a direct result of personnel shortages we faced this year. Officers spent more hours covering patrol, leaving less time for training. Some of the courses we attended are listed below.

Illegal Animal Fighting	Rapid Response to the Active Shooter
Legal Update	School Safety Conference
Firearms Instructor	Municipal Law
Employment Law	Managing Conflict
Domestic Violence	Police Ethics
CPR/AED	DARE Instructor

POLICE DEPARTMENT

The department is very pleased to have put (3) Automatic External Defibrillators (AED's) into service in 2002. Two of these units are in our primary patrol cars and one unit is at the police station. Patrol Officers routinely respond to medical emergencies in town. Our officers are often the first emergency personnel on the scene. Rapid intervention in a cardiac arrest increases the chances of survival significantly. In the past officers arriving on the scene of a cardiac arrest could start CPR and do little else. With the AED's in service we can now provide aid that can really make a difference between life and death.

Criminal Division: Lt. Scott Lane, Supervisor
Det. Sgt. Dwayne Gilman

The Criminal Division investigated (13) cases involving child sexual exploitation in 2002. They range from acts of Indecent Exposure to Child Pornography to acts of Aggravated Felonious Sexual Assault. These types of investigations are some of the most time consuming cases we are involved in. Although no two cases are ever identical, it is not unusual to spend 40-60 hours on any one case.

The Pembroke Police Department investigated 18 Burglaries in 2002, three more than 2001. In all of these burglaries, four have been solved and out of those four, two arrests have been made. Fourteen are still being investigated in hopes that new information will be received.

There were 106 thefts reported this year, which was close to the 104 reported last year. The amount of loss is in the area of \$25,000 as opposed to last year's \$80,000. Records show that burglaries at night and during the day were almost equal, 10 at night and eight during the day.

It is important to realize that we need the public's help in solving and preventing these crimes. The rule of thumb is that if something looks out of place, then it probably is and you need to call and report this. We would rather show up for something that is nothing, than not to show for something that could have been stopped if we had been notified.

2002 BURGLARY SUMMARY & STATISTICS

Burglary Totals	Residential	10
	Commercial	08
	<u>Total</u>	<u>18</u>
Residential Loss	High Loss	\$8,373.00
Commercial Loss	High Loss	\$11,822.90
Method Of Entry	No Force	04
	Force Used	14

POLICE DEPARTMENT

Time of Day

Day	Residential	05	Commercial	05
Night	Residential	05	Commercial	03

Day Of The Week

Sunday	01	Thursday	01
Monday	03	Friday	05
Tuesday	01	Saturday	05
Wednesday	01		

Month of Year

January	02	July	02
February	01	August	02
March	01	September	03
April	00	October	01
May	01	November	03
June	00	December	02

Burglaries Cleared	04
Burglaries Cleared by Arrest	02
Burglary Cases Unsolved	14

Reported Thefts 106

Estimated Loss \$25,929.10

DARE Program: Lt. Scott Lane, Program Coordinator

2002 was a good news, bad news year for the Pembroke DARE Program. We continued to receive generous support from the Pembroke Women's Club. Their Annual Golf Tournament was a success, as usual. The proceeds from this event are the Program's primary source of funding. Without their support the taxpayers would shoulder the cost. If you pay a tax bill you owe them a thank you.

DARE Instructor Off. Gary Gaskell left the department this year after heading the DARE Program for three years. His dedication, caring, and sincere compassion for the program and its students will be missed.

Off. Scott Lewis was chosen to become the Department's new D.A.R.E. Officer. His attention to detail and self-motivation made him an ideal candidate for the position. He successfully completed the DARE Instructor Program in October of this year. He received high praise from his instructors for being highly motivated and an excellent role model. Our enthusiasm was short lived when Scott's Army Reserved Unit was activated in December. As a result the 5th grade DARE program will not be taught this year.

The DARE Program is designed to be taught in both the 5th and 6th grade. We will teach the program to both the 5th and 6th grade in the 2003/04 school years. The Police Department and School District are both still dedicated to bringing the DARE program to our children.

POLICE DEPARTMENT

2002 Call For Service Analysis

Arrests	203	Assist Other LE Agency/Police/Fire	413
Juvenile Detention	28	Business / House Checks	965
Juvenile Complaints	151	Walk-Ins For Service	3,188
Assault	50	911 Calls	32
Domestic Violence	82	Motor Vehicle Collisions	170
Missing Person	22	OHRV Collisions	3
Truancy	13	HRV Violations / Summons	38
Noise Complaints	57	MV Summons Town Ordinance	29
Criminal Trespass	13	Defective Equipment Tag	93
Criminal Mischief / Vandalism	84	Parking Tickets	895
Drug Possession/Use/Sale	17	Motor Vehicle Lockout	44
Driving While Intoxicated	10	Motor Vehicle VIN Verification	27
Fight / Brawl	14	Motorist Assist	144
Harassment Complaints	73	Animal Complaints	277
Burglar Alarm	275		

Total Calls For Service – 5,062

Total Motor Vehicle Stops –1,161



MISSION OF THE PEMBROKE POLICE DEPARTMENT

THE MISSION OF THE PEMBROKE POLICE DEPARTMENT IS TO MAKE PEMBROKE A SAFE PLACE BY BEING COMMITTED TO PRESERVING PEACE, ORDER, AND SAFETY; ENFORCING LAWS, ORDINANCES, AND SAFEGUARDING CONSTITUTIONAL RIGHTS FOR ALL CITIZENS WITH RESPECT AND FAIRNESS.

RECREATION COMMISSION

Park and Recreation

The Recreation Commission oversees the maintenance of Gamelin Memorial Field. Facilities at the park include: four ball fields (one lighted) for baseball, softball, and soccer; Beach volleyball; fitness course; playground; picnic area; pavilion; horseshoes; and a boat launch area. Each year the commission supports: a soccer league for children (grades kindergarten—6) biddy basketball (grades 4-6), Little League Baseball and Softball, summer recreation basketball grades (7-12), youth field hockey clinic, tennis lessons, annual fishing derby sponsored by the Rod and Gun Club, summer recreational program, summer swim program, D.A.R.E. golf tournament, Almost Home Day Road Race, Amoskeag Rowing Club's NH Regatta Championship, Old Home Day activities, and various groups of individuals from Pembroke who use the park facilities for gatherings.

Karen Misenheimer directed our summer recreation program for children in grades 2—5. More than fifty children registered at a cost of ten dollars per week for the five week program. Scholarships were made available for families with financial difficulties. Karen was assisted by Margaret Collins and six teenage counselors. Throughout the summer, the children were involved in sport activities, art and crafts, and weekly field trips. The trips were related to weekly themes. Children in grades 6—8 attended the summer camp offered by the Renaissance project.

Blake Wayman and Nick Potter conducted tennis lessons for adults and children at the Pembroke Academy's tennis courts. The program continues to grow as twenty one people paid a modest fee for the four week program.

The program for senior citizens, called M & M's, (motivated and moving), is coordinated by the team of Helen Fryer, Evelyn Morrison, Barbara Payne, and Marilyn Ross. Residents, age 55 and older, have the opportunities to attend many events and programs with speakers, potluck luncheons, and special trips throughout the year. Lorraine Racette coordinated the "Lunch-Out" Group. The commission commends those individuals for their willingness in planning programs and informing residents by sending out newsletters to promote participation in the various activities offered.

Next year we plan to repave the basketball court, purchase two sets of bleachers, a set of swings for the playground, a John Deere mower, and continuation of the irrigation project for the playing fields.

Every year Henry Malo and the Highway Department assist the summer work crew on various projects. The crew was very fortunate to have worked with Henry, and cannot thank him enough for all his support throughout the many years he had worked for the town of Pembroke. The commission would like to thank Rick Mulcahy, who assisted and consulted on various projects at the field. We also would like to recognize Daneault Carpets who has donated carpet for the horseshoe pits over the past two years.

In closing, we thank the many leagues and residents who used the park this past year and cooperated in keeping the park clean—one that residents can be proud of.

Respectfully submitted,
Rose Galligan, Chairperson
Michele Carvalho, Secretary
Bob Musil, David Seavey

SEWER DEPARTMENT

SEWER COMMISSION REPORT

We would like to thank all of the sewer users for their patience and understanding while we got the new sewer billing program on line and running. We are sorry for any inconveniences that this caused to the property owners.

We still **do not** give abatements for pool filling, lawn or garden watering unless a meter of Badge type, acquired through the sewer department, was installed and inspected for the purpose of monitoring the amount used.

The Sewer Department is located at the Highway Facility. The Commission meets every third Monday of the month at 7:00 p.m. at the Highway Facility. The office of the Sewer Commission is open from 7:00 a.m. to 8:00 a.m. and from 12:30 p.m. to 3:30 p.m. Monday - Friday. We will be glad to answer any questions on sewer problems or hookups. Please feel free to call us at 485-8658.

Respectfully submitted,

Pembroke Sewer Commissioners

SUPERVISORS OF THE CHECKLIST

Annual Report

The Supervisors of the Checklist held all required sessions and several work sessions for corrections, additions and party changes before the March School District and Town Meetings and June Special Town Meeting; before the September State Primary and the November General Election.

Public legal notices were published in the Concord Monitor stating date and time of required sessions.

Updated checklists were posted at the Town Hall and the Town Library for anyone to view.

The Supervisor's were also present at the School District Meeting on March 9th, Town Meeting Election Day, March 12th and Town Meeting deliberative session on March 16th, Special Town Meeting on June 26th, State Primary on September 10th and the General Election on November 5th. We were very excited to witness the record breaking voter turnout on November 5th and many people were voting for the first time.

Qualified residents may register to vote at the Town Clerk's Office in the Town Hall during regular business hours, at required Supervisor Sessions, and at the polls on voting day.

We would like to thank Jim Goff, Town Clerk for his continued support. Thank you Celeste Borgman and Barbara Payne who are willing to lend a hand whenever we call. Thank you to all those who attend the checklist books and keep the line moving. Your support is greatly appreciated by us.

Respectfully submitted,

Pat Crafts
Roland Young
Florence Woods
Supervisors of the Checklist



PEMBROKE WATER WORKS

Water Works Annual Report



The long awaited new well came on line in late December in Bear Brook State Park. The Board of Water Commissioners was able to have the site constructed, the well drilled and the pump station put up using only half of the bonding that was approved at the Town meeting and without raising the rates to the water users. During the early summer two well pumps also had to be repaired. No tax funds are used to run the water system. In 2003 the Water Works will be in its 90th year of providing quality water to homeowners, municipal property, and businesses.

The fourth annual Water Quality Report was mailed to the water users in June. The Water Works is required to test for seventy-seven (77) contaminants. Only four (4) contaminants were detected. The test results showed no known violations to state and federal standards.

There was an increase to the water system of twenty-one (21) single-family homes in Pembroke and three (3) in Allenstown. Two business properties and the new Library in Pembroke were also connected to system. Three new water lines were added to the water system in 2002, two in Pembroke and one in Allenstown.

The Superintendent and crew spent the spring, summer and late fall repairing thirteen (13) water mains and twelve (12) service breaks along with installing five (5) new services. They repaired or moved four (4) hydrants. A road project in Allenstown kept the crew busy raising, lowering and moving many water shut-offs. The crew spent many hours at the new well site installing 1500 feet of water main and 2500 feet of electrical conduit. They installed over 1000 feet of water main and a hydrant on Lincoln Street in Allenstown. The crew also responded to nearly 500 Dig-Safe calls. This was an increase of almost 100 calls from the previous year.

Respectfully submitted,

William Stanley, Chairman
Board of Water Commissioners

PEMBROKE WATER WORKS

Water Works Audit

The Pembroke Water Works Commissioners must report the financial conditions of the Water Works to the Town each year. This year the financial conditions are reported to the Town prior to an audit of its records, as the Water Works' books will be audited in conjunction with the Town's books in order to conform with changes made by the Governmental Accounting Standards Board.

Respectfully submitted,

William Stanley, Chairman
Board of Water Commissioners

PEMBROKE WATER WORKS

Detailed Balance Sheet / As of 12-31-02

Account Name/Description	Balance
ASSETS	
Current Asset	
Cash	
100 - CHECKING	19322.46
102 - CONTINGENCY	46668.76
103 - PAYROLL	11000.00
104 - PETTY CASH	185.00
105 - RESERVE SAVINGS	78044.37
106 - ESCROW ACCOUNT	560.13
107 - CAPITAL IMPROVEMENT FUNDS	119850.06
Total Cash	275630.78
Account Receivable	
110 - ACCOUNTS RECEIVABLE	8797.76
111 - OTHER ACCOUNTS	2946.07
Total Account Receivable	11743.83
Inventory	
120 - INVENTORY	26422.82
Total Inventory	26422.82
Total Current Asset	313797.43
Other Current Assets	
130 - PREPAID INSURANCE	2041.58
131 - PREPAID EXPENSES	2114.11
Total Other Current Assets	4155.69
Fixed Asset	
Fixed Assets	
140 - LAND - WATER SUPPLY	30685.00
141 - LAND WATER - STORAGE	200.00
142 - LAND-OTHER	1050.00
150 - STRUCTURE - WATER SUPPLY	460688.55
151 - STRUCTURE - PUMP STATION	139330.63
152 - STRUCTURE - WATER TANK	414687.83
153 - STRUCTURE - SHOP	36901.77
154 - EQUIPMENT - PUMP STATION	282288.40
155 - EQUIPMENT - MAINS	1024793.85
156 - EQUIPMENT - SERVICES	116143.60
157 - EQUIPMENT - HYDRANT	64722.19
158 - EQUIPMENT - METERS	124172.17
159 - EQUIPMENT - SHOP	35641.65
160 - EQUIPMENT - GARAGE	104834.18
161 - EQUIPMENT - OFFICE	18669.61
162 - EXPLORATION	29864.50
Total Fixed Assets	2884673.93
Total Fixed Asset	2884673.93

PEMBROKE WATER WORKS

Detailed Balance Sheet / As of 12-31-02

Account Name/Description	Balance
Accumulated Depreciation	
170 - DEPRECIATION -WATER	- 103006.78
171 - DEPRECIATION-PUMP STATION	- 78353.86
172 - DEPRECIATION-WATER TANK	- 153543.47
173 - DEPRECIATION-SHOP	- 22914.70
174 - DEPRECIATION-PUMP STATION	- 189670.58
175 - DEPRECIATION-MAINS	- 454404.90
176 - DEPRECIATION-SERVICES	- 118615.81
177 - DEPRECIATION-HYDRANTS	- 39279.34
178 - DEPRECIATION-METERS	- 115220.49
179 - DEPRECIATION-SHOP	- 33459.63
180 - DEPRECIATION-GARAGE	- 62971.99
181 - DEPRECIATION-OFFICE	- 15935.87
182 - DEPRECIATION-EXPLORATION	- 27954.50
Total Accumulated Depreciation	- 1415331.92
Total Other Asset	- 1415331.92
Total ASSETS	1787295.13
LIABILITIES	
Current Liability	
Accounts Payable	
200 - ACCOUNTS PAYABLE	2119.75
Total Accounts Payable	2119.75
Total Current Liability	2119.75
Other Current Liability	
250 - BONDS PAYABLE	62500.00
281 - CUSTOMER ESCROW PAYABLE	310.00
Total Other Current Liability	62810.00
Total LIABILITIES	64929.75
CAPITAL/EQUITY	
Capital/Equity	
300 - MUNICIPAL INVESTMENT	213693.09
310 - CAPITAL RESERVE	78044.37
31020 - Profit/Loss	0.00
320 - RETAINED EARNINGS	1430627.92
Total Capital/Equity	1722365.38
Total CAPITAL/EQUITY	1722365.38
Total LIABILITIES PLUS CAPITAL/EQUITY	1787295.13

TRUSTEES OF THE TRUST FUNDS

TRUSTEES OF TRUST FUNDS

ANNUAL REPORT FOR CALENDAR YEAR 2002

The Trustees would like to take this opportunity to summarize the key changes in the Trust Funds for 2002. At the March Town Meeting, a new capital reserve fund was created to help meet the eventual cost of reassessing property in the town. Another change was the transfer of three accounts originally created pursuant to RSA 35:7 and previously maintained by the Pembroke Sewer Commission over to the Trustees of Trust Funds.

A funding irregularity occurred in the trusts of the town this year. RSA 35:12 requires that "Whenever the vote of the town is to appropriate any sum for the capital reserve fund, the same duties shall devolve upon the town clerk, selectmen, and town treasurer, as specified in RSA 35:11, except that the order must be drawn, and the sum transferred on or before December 31 following the vote..." Appropriations totaling \$93,701 authorized at the March 2002 town meeting, were remanded by check dated 12/30/2002 but were not received by the Trustees of Trust Funds until January 2, 2003. Whereas the books of the trust are maintained on a cash basis, none of those amounts are included in the financial statements for the close of the calendar year.

Despite another less than stellar year in the stock markets, the common stock holdings which generate income for the awarding of scholarships each year, were able to match the previous year's record distribution of \$14,500. This year the scholarship portfolio saw a corporate spin-off and a merger. Common stock of Chevron and Texaco, both of which had been held individually, were merged and the shares of Texaco common stock were exchanged for a lesser number of shares of Chevron/Texaco. Stock holdings in AT&T qualified the trust to receive shares of Comcast. As a result of an associated reverse stock split of 1 for 5, the total number of shares of AT&T were reduced. Shares of Comcast were sold because the stock did not yield a cash dividend and proceeds were deposited into a cash account with the NH Public Investment Deposit Pool which the Trustees have established for this purpose.

It has become our practice not to include copies of the MS-9 forms which are submitted to that State annually and which have been published previously in the Town Report. Instead, we will continue to provide a "Schedule of Trust Balances" and a "Statement of Change in Trust Assets" to report both the balance and summary activity in the funds for the past year. The appropriate forms continue to be prepared and filed with the State Department of Revenue Administration and the Office of the Attorney General, Division of Charitable Trusts. Copies of those submissions are available upon request from the Trustees.

Respectfully submitted:

Gerard Fleury - Trustee
Janice Edmonds - Trustee
Normand Provencher - Trustee

TRUSTEES OF THE TRUST FUNDS

TRUST FUND REPORT OF THE TOWN OF PEMBROKE PERIOD ENDING DECEMBER 31, 2002 SCHEDULE OF TRUST BALANCES -SCHOOL

Scholarship Fund - Unexpendible Balance	\$226,458.53
Scholarship Fund - Available for Distribution	9,951.42
Literacy Trust - Unexpendible Balance	16,764.80
Literacy Trust - Available for Distribution	3,638.68
Capital Repairs - Available for Distribution	122,001.88
Major Equipment Fund - Available for Distribution	105,152.54
Special Education Fund - Available for Distribution	172,459.47
District Roadway Fund	33,727.96
TOTAL UNEXPENDIBLE FUNDS	243,223.33
TOTAL AVAILABLE FOR DISTRIBUTION	<u>446,931.95</u>
TOTAL TRUST FUNDS	\$690,155.28

TRUSTEES OF THE TRUST FUNDS

TRUST FUND REPORT OF THE TOWN OF PEMBROKE FOR PERIOD ENDING DECEMBER 31, 2002 CHANGE IN TRUST FUND ASSETS - SCHOOL

Assets at December 31, 2001	\$542,132.85
Contributions to the Trusts:	
Special Education Capital Reserve	100,000.00
School Buildings Capital Reserve	100,000.00
Major Equipment Capital Reserve	50,000.00
School District Roadway Capital Reserve	0.00
Scholarship Donations	1,025.00
	\$251,025.00
Earnings on Trust Investments:	
Common Stock Dividend Income - Scholarships	14,546.63
Interest Income on Invested Cash - Scholarships	140.62
Interest Income on Cash Investment - Scholarships	277.65
Mutual Fund Dividend Income - Literacy Trust	950.87
Interest Income on Building Capital Reserve	1,367.43
Interest Income on Special Education Capital Reserve	1,090.45
Interest Income on School District Major Equipment Fund	769.49
Interest Income on School District Roadway Fund	<u>596.62</u>
	\$19,739.76
Withdrawals from Trust Funds:	
Scholarship Funds Awarded	14,500.00
Building Capital Reserve Funding	27,701.79
Major Equipment Capital Reserve	72,660.78
School District Roadways	7849.76
Account Fees & Expenses	<u>30.00</u>
	\$122,742.33
Assets at December 31, 2002	\$690,155.28

TRUSTEES OF THE TRUST FUNDS

TRUST FUND REPORT OF THE TOWN OF PEMBROKE, NEW HAMPSHIRE ON DECEMBER 31, 2002 SCHEDULE OF TRUST BALANCES - MUNICIPAL

Cemetery Trusts - Unexpendible Balance	36,270.00
Cemetery Trust - Available for Distribution	26,297.58
Library Book Fund - Unexpendible Balance	4,666.62
Library Book Fund - Available for Distribution	2,780.52
Cemetery Improvements - Available for Distribution	17,504.27
Town Equipment Fund - Available for Distribution	85,856.86
Fire Major Equipment Fund - Available for Distribution	113,725.47
Fire Small Equipment Fund - Available for Distribution	33,550.86
Solid Waste Closure - Available for Distribution	64,329.98
Sidewalk Building & Repair Fund - Available for Distribution	958.09
Water Works Capital Reserve I - Available for Distribution	77,294.37
Water Works Capital Reserve II - Available for Distribution	115,792.06
Sewer Commission - Capital Improvements	104,308.24
Sewer Commission - Repair & Replacement	286,988.90
Sewer Commission - Betterment	49,312.61
Town Hall Cupola Fund - Available for Distribution	536.89
Sewer & Water Capital Reserve - Available for Distribution	59,228.24
Computer Replacement Capital Reserve Fund	12,637.18
TOTAL UNEXPENDIBLE FUNDS	40,936.62
PRESENT ACCOUNT BALANCE	<u>1,051,102.12</u>
TOTAL TRUST FUNDS	\$1,092,038.74

TRUSTEES OF THE TRUST FUNDS

TRUST FUND REPORT OF THE TOWN OF PEMBROKE,
NEW HAMPSHIRE ON DECEMBER 31, 2002
CHANGE IN TRUST FUND ASSETS - MUNICIPAL

Assets at December 31, 2001	\$1,087,280.57
Contributions to the Trusts:	
Water Works Capital Improvements	28,949.00
Water Works Well Fund	48,080.33
Library Donation Fund	7,871.14
Tow n Hall Cupola Fund	21.00
Tow n Clock Fund	<u>264.95</u>
	85,186.42
Transfers From Other Sources:	
Sew er Commision Capital Improvements	104,252.59
Sew er Repair & Replacement	286,835.90
Sew er Betterment Fund	<u>49,286.30</u>
	440,374.79
Earnings on Trust Investments:	
Cemetery Trust - Perpetual Care	946.13
Cemetery Improvements	258.30
Library Book Fund	109.84
Library Building Fund	866.44
Library Donation Fund	748.43
Tow n Equipment Fund	3,000.99
Fire Major Equipment Fund	1,678.06
Fire Small Equipment Fund	495.23
Water & Sew er Capital Improvement	874.16
Solid Waste Facilities Capital Reserve	1,180.24
Water Works Capital Improvements	960.96
Water Works Equip. & Buildings	1,420.33
Tow n Clock Restoration Fund	21.85
Tow n Hall Cupola Fund	7.36
Computer Replacement Capital Reserve	1,031.94
General Purpose Sidew alk Fund	27.91
Sew er Commission Capital Improvement	55.65
Sew er Commission Repairs & Replacement	153
Sew er Commission Betterment	<u>26.31</u>
	\$13,863.13
Withdrawals from Trust Funds:	
Tow n Equipment Fund	126,145.95
Tow n Clock Fund	1,690.24
Computer Replacement Fund	76,410.20
Cemetery Maintenance	1,811.22
Library Building Fund	149,513.13
Library Donation Fund	105,513.03
Solid Waste Closure Fund	21,953.40
Sidew alk Construction & Repair Fund	9,000.00
Water Works Fund I	4,629.00
Water Works Fund II	<u>38,000.00</u>
	\$534,666.17
Assets at December 31, 2002	\$1,092,038.74

TOWN WAGE SCHEDULE - EFF. 3/31/02

	Grade	Start	Top
<i>Town Administration</i>			
Custodian	5	9.35	11.36
Recording Secretary	6	9.82	11.92
Municipal Secretary	10	11.92	14.50
Account Clerk	10	11.92	14.50
Welfare Administrator	11	12.52	15.20
Finance Director	22	44,469	54,063
Town Administrator	27	56,755	69,000

Planning & Land Use Department

Planning & Land Use Clerk	13	13.80	16.78
Code Enforcement Officer	18	36,585	44,477
Director of Planning & Development	21	42,351	51,489

Tax Collector

Tax Collector	15	31,617	38,446
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Town Clerk

Collections Clerk/Deputy	10	11.92	14.47
Town Clerk	15	31,617	38,446

Police Department

Police Secretary	10	11.92	14.47
Police Administrative Secretary	11	12.52	15.22
Police Officer - Certified	15	15.22	18.51
Detective	16	15.98	19.43
Sergeant	18	17.62	21.42
Lieutenant	21	42,351	51,489
Chief of Police	24	49,027	59,605

Highway Department

Laborer	6	9.82	11.92
Driver/Operator	10	11.92	14.50
Secretary	10	11.92	14.50
Fleet Mechanic	13	13.80	16.78
Foreman	15	15.22	18.51
Road Agent	21	42,351	51,489

OVERVIEW OF TOWN EMPLOYEE SALARIES AND BENEFITS

Salaries

In 1987, the Town contracted with the NH Municipal Association to conduct a pay and classification study for the Town. The study resulted in the creation of a six-step classification plan, with 5% increments between each step. The program was set up to have employees advance one pay step per year of service, as well as make annual cost of living adjustments to the chart as needed. Up until this time, the Town did not have a formal pay scale and there were no written job descriptions.

In 1990, at the Budget Committee's request, the Town instituted annual personnel reviews with merit pay attached to how the employee was performing. The 5% steps on the chart were cut in half to 2.5% and employees were granted a zero or one step increase on their individual anniversary.

In 1997, the Town eliminated the step program and replaced it with merit raises based on a 60 point scale of performance. The scores from the reviews were added up and placed on a scale and employees were granted 0, 1, 2 or 3% merit raises based on their performance and where their total score fell on the graph. These raises were granted on the employees individual anniversary date. Since the merit pay system was introduced in 1990, funding for merit raises has been eliminated from the budget twice; in 1992 and in 2002.

Each year, the Town receives a copy of the NHMA Wage, Salary and Benefit Survey. The survey contains information from each respondent community relative to the compensation and benefits that they provide to their employees. Every two years, the Town reviews the data in the most current survey and compiles data from communities with populations of 4,000 to 6,999 in order to develop a median salary for each position. Adjustments are made, where necessary, to the Town's chart to have the Town's pay range for each position match the median found in the survey data. This biennial adjustment was last performed in 2001. The next adjustment will be included in the Town's proposed 2004 budget.

At the end of 2002, the Board of Selectmen implemented a more traditional grade and step pay plan that is prevalent in most governmental entities, including the Pembroke School District.

OVERVIEW OF TOWN EMPLOYEE SALARIES AND BENEFITS

Retirement

The Town's police officers are currently enrolled in the State of NH Retirement System as well as school district employees. The remainder of Town employees (Highway Department and Town Hall employees) are granted match of up to 4% of the employee's pay into a 457K deferred compensation plan (ICMA-RC). The Town wants to replace the deferred compensation plan with the State plan for these employees, effective June 1, 2003. The NH State Retirement System is a defined benefit plan whereas the ICMA-RC program is a defined contribution plan. ICMA-RC is intended to be a supplemental retirement savings plan, not the primary retirement plan. The investment of Town funds on behalf of its employees into a defined benefit plan is a much more stable and sound investment of its funds.

Health Insurance

During the 2002 budget review process, questions were raised as to the health insurance coverage that is provided to Town employees. Of particular concern was whether or not the Town "bids out" its health insurance coverage.

The plan offered to the municipal employees is a point of service plan purchased through the HealthTrust consortium. HealthTrust was created in 1984 by New Hampshire Municipal Association to meet the health insurance needs of communities. The Town of Pembroke has been a member since 1985. By participating in this program, the Town receives the benefit of competitive rates achieved through the purchasing power of the combined members of the Trust. HealthTrust negotiates contracts for coverage with health insurance providers. The current contract for coverage is with Anthem Blue Cross and the current agreement runs until 2009.

Some quick facts about HealthTrust:

HealthTrust is a non-profit organization in business for the public sector members that they serve.

HealthTrust is the provider of choice for a majority of New Hampshire's cities, towns, schools and counties. More than 70,000 people in the State of New Hampshire receive coverage through HealthTrust programs.

A 17 member Trustee Board, representing labor and management from various sectors of HealthTrust membership, reviews and approves the rating for HealthTrust products in

OVERVIEW OF TOWN EMPLOYEE SALARIES AND BENEFITS

consultation with nationally recognized benefits and actuarial firms.

The Town requires employees to contribute 10% of the premium for health insurance coverage, as well as a \$10.00 per visit co-payment. During the 2002 budget review process, questions were raised relative to the equity of Town employees contributing 10% while school employees contribute 20%. However, an analysis of the premiums paid show that the amount paid by the employer (the Town and the School District) is approximately the same. Another factor to be considered is that the average amount of premiums paid for communities of similar size is 96.24% for single subscribers, 92.54% for 2 person, and 92.17% for family coverage. Town employee's also pay a \$10.00 co-pay per visit.

In order to stabilize the effect of health insurance premium increases, it is proposed that the Town create a health insurance trust fund in 2003. The average premium increase over the last five years has averaged out to approximately 14% per year. This year's increase is 5%, however the Town should fund a 15% increase and place the balance of funds into the trust fund. Funds in the trust fund may then be used in the future to offset any large, spiking increases in premiums. Funds in the trust fund may only be used for this purpose.

Dental Insurance

The plan offered to the municipal employees is the Option I plan through HealthTrust. HealthTrust has a contract for coverage with Delta Dental of NH.

Disability and Life Insurance

These plans are carried by the Davis and Towle Insurance Agency. The disability policy provides 2/3 of the employee's regular salary and the employee is covered from day three of disability through 2.5 years. The life insurance policy has a \$10,000 value.

Workers' Compensation Insurance

The Town provides workers compensation coverage to its employees through the NH Municipal Association Property-Liability Trust.

PEMBROKE SCHOOL DISTRICT

For the Year Ending June 2002

Moderator
THOMAS E. PETIT

District Clerk
CYNTHIA MENARD

Treasurer
JULIE LUSTIG

School Board

RONALD CLOUSER	Term Expires 2003
GERARD FLEURY	Term Expires 2004
THOMAS SERAFIN	Term Expires 2004
CLINTON HANSON	Term Expires 2005
THERESE McCARTHY	Term Expires 2005

Auditor

BRENT W. WASHBURN, C.P.A.

Superintendent of Schools

THOMAS HALEY

Assistant Superintendent of Schools

DAVID DZIURA

Business Administrator

PETER AUBREY

PEMBROKE SCHOOL DISTRICT

PEMBROKE ACADEMY GYMNASIUM

Saturday, March 9, 2002

ABSTRACT OF MINUTES

Moderator Thomas Petit called the meeting to order at 10:05 A.M. Moderator Petit introduced members of the school board and budget committee. Supervisors and assistants of the voters checklist present were Roland Young, Florence Woods and Barbara Payne. Registered voters were checked in at the door and received a yellow voter card. Patriotic exercises presented were: Student's grades 2, 3, and 4 from the Pembroke Hill School sang God Bless America. The Three Rivers School student council led the Pledge of Allegiance and Sarah Revels, a Pembroke Academy chorus member sang the National Anthem. After a moment of silence, the reading of the warrant was the first order of business.

Article 1: TO HEAR THE REPORTS OF AGENTS, AUDITORS, COMMITTEES, OR OFFICERS CHOSEN, AND TO PASS ANY VOTE RELATING THERETO.

A motion to accept was made by Clint Hanson. Seconded by Ron Clouser.

Article 1 adopted by a card showing vote.

Article 2: TO SEE IF THE DISTRICT WILL VOTE TO AUTHORIZE THE SCHOOL BOARD TO ACCEPT GIFTS AND DONATIONS FROM ANY SOURCE ON BEHALF OF THE SCHOOL DISTRICT.

Motion to accept made by Clint Hanson. Seconded by Ron Clouser

Article #2 was adopted by a card showing vote.

Article 3: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF UP TO \$100,000, FROM SURPLUS, TO BE ADDED TO THE SPECIAL EDUCATION TRUST FUND PREVIOUSLY ESTABLISHED, AND TO AUTHORIZE THE USE/TRANSFER OF UP TO \$100,000, FROM THE JUNE 30, 2002 FUND BALANCE FOR THIS PURPOSE. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Motion to accept made by Ron Clouser. Seconded by Gerard Fleury.

Article #3 was adopted by a card showing vote.

SCHOOL DISTRICT MEETING MINUTES

Article 4: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF UP TO \$100,000, FROM SURPLUS, TO BE ADDED TO THE EQUIPMENT TRUST FUND PREVIOUSLY ESTABLISHED, AND TO AUTHORIZE THE USE/TRANSFER OF UP TO \$100,000 FROM THE JUNE 30, 2002 FUND BALANCE FOR THIS PURPOSE. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Motion to accept made by Ron Clouser. Seconded by Gerard Fleury.

An amendment was made by Peter Mehegan "to amend Article 4 to reduce the amount from \$100,000 to \$50,000 in both instances in said article." Seconded by Keith Momberger. The amendment failed by a card showing vote. Moderator Petit then went back and read Article #4 as originally written in the warrant. A motion was made and seconded to accept Article #4.

Article #4 was adopted by a card showing vote.

Article 5: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF UP TO \$50,000, FROM SURPLUS, TO BE ADDED TO THE SCHOOL BUILDING CAPITAL RESERVE FUND PREVIOUSLY ESTABLISHED, AND TO AUTHORIZE THE USE/TRANSFER OF UP TO \$100,000, FROM THE JUNE 30, 2002 FUND BALANCE FOR THIS PURPOSE. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Gerard Fleury brought it to the attention of the Moderator and voters present "that a misprint was made in Article #5, there are two different dollar amounts." Mr. Fleury made an amendment to Article #5 to change the second dollar amount listed to \$50,000 instead of \$100,000 and seconded by Ron Clouser.

Moderator Petit read the article as amended.

Motion to accept made by Gerard Fleury. Seconded by Ron Clouser.

Article #5 was adopted by a card showing vote.

Article 6: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF UP TO \$59,512, FOR THE PURPOSES OF ASBESTOS ABATEMENT (VILLAGE), PLAYGROUND SAFETY EDGING (HILL AND T.R.S.), ROOM PARTITIONING (T.R.S.), DUMPSTER RE-LOCATION

SCHOOL DISTRICT MEETING MINUTES

(T.R.S.), CLASSROOM CARPETING AND PAINTING (HILL AND T.R.S.), CEILING TILE REPLACEMENT (HILL), AND ATHLETIC FIELDS IMPROVEMENTS (P.A.). AMOUNT FROM THE SCHOOL BUILDING CAPITAL RESERVE FUND CREATED FOR THESE PURPOSES. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Motion to accept made by Ron Clouser. Seconded by Clint Hanson.

Article #6 was adopted by a card showing vote.

Article 7: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF \$126,000 FOR THE PURPOSES OF REPLACING A CIRCULATOR PUMP (VILLAGE), COMPUTER REPLACEMENT (ALL LEVELS), SINK INSTALLATIONS (VILLAGE AND HILL), REPLACING THE DISTRICT'S TRACTOR, REPLACING PHONE SYSTEMS (HILL AND T.R.S.), CLASSROOM FURNITURE (HILL AND T.R.S.), VACUUM CLEANERS (ALL LEVELS), AND IRRIGATION SYSTEM IMPROVEMENTS (P.A.). FURTHER, TO AUTHORIZE THE WITHDRAWAL OF THAT AMOUNT FROM THE EQUIPMENT TRUST FUND FOR THESE PURPOSES. SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Motion to accept made by Ron Clouser. Seconded by Clint Hanson.

Article #7 was adopted by a card showing vote.

Article 8: TO SEE WHAT SUM OF MONEY THE DISTRICT WILL RAISE AND APPROPRIATE FOR THE SUPPORT OF SCHOOLS, FOR THE PAYMENT OF SALARIES AND BENEFITS FOR SCHOOL DISTRICT OFFICIALS AND AGENTS AND FOR THE PAYMENT OF STATUTORY OBLIGATIONS OF THE DISTRICT, INCLUSIVE OF ALL FUNDS APPROPRIATED IN PREVIOUS ARTICLES ON THIS WARRANT.

David Freeman-Woolpert, Chairman of the Budget Committee, presented the budget for Article #8 and made a motion for the sum of money in Article #8 to be the amount of \$16,819,195. Seconded by Ron Clouser.

Clint Hanson, Chairman of the School Board brought to the attention of the voters the handouts made available with information on the budget and then made an amendment to increase the bottom line by \$50,000. Seconded by Thomas Serafin.

SCHOOL DISTRICT MEETING MINUTES

Moderator Petit read the amendment "To raise and appropriate the sum of \$16,869,195 for Article #8.

Charlie Hamilton asked, "What sum of money we receive from the federal government to pay for special education, how much money is in this budget or anticipated?" Tom Haley, Superintendent stated, "We received money under only one item, Federal Special Education Law 94-142 that you read about in the paper all the time. We get just over \$600 a student for every special education student that we report as of December 1st of the given year and that translates into just over \$130,000 in next year's budget." Moderator Petit stated, "That amount is regardless of the cost to the district per student." Mr. Hamilton asked "If \$600 a student covered the cost, and if it's not then what can we do about it?" Mr. Haley stated, "The amount does not cover the cost and the various Boards of SAU #53 asks me on a number of occasions each year to contact our federal representatives and senators by phone and letter to protest the degree of funding that the schools get from the federal government. It is no secret, you read about it in the paper all the time the moves that have been made to try and get the 40% that the feds promised us back in the late 70's when this law was taking shape. We now get I believe less than 10% for this particular SAU when the promise had been 40% over time, so we are very active both through the NH School Boards Association, through the Superintendents Professional Association in the state and the board itself communicating through senators and representatives.

Ron Clouser stated "That the Board has asked Mr. Haley to send letters to Senators, Congressmen and to the President and Mr. Haley has done so, however, the taxpayers need to write letters and continue to, in order to be heard at the federal level."

Keith Momberger, Sr. asked "About the approximate \$300,000 increase for health insurance, what is the current premium we are paying and how is it split?" Clint Hanson stated "It is an 80% (district) – 20% (district employee) split, it is the norm within the industry and is established by contractual agreement." Mr. Momberger asked "If it was about time the district employee started picking up a greater share of this in today's world and recommended a 50/50 split." Mr. Hanson stated we would effectively be going into the next contractual negotiations, which are about two years from now with this information, but right now there is no way to change this."

Rosemarie Michaud asked about the state portion of the school tax rate. David Freeman-Woolpert clarified that the state portion dollar amount we get is set and explained the different factors the state uses to arrive at this number, which in part

SCHOOL DISTRICT MEETING MINUTES

is calculated on two-year-old data of student populations.

Bill Mannion asked about tuition revenue.

Clint Hanson stated under current scenarios we have a contractual agreement with Allenstown, Chichester, Epsom, and they are essentially locked into sending their children to Pembroke Academy and their tuition is calculated as defined in that agreement. Right now due to capacity issues at P.A. we are not bringing in any new students from other districts and we are very confident with stability of revenues with respect to tuition and tuition rates.

Sharon Caldwell asked about the percentages of dental coverage. Clint Hanson stated the school district pays 100% current and this is. An analysis was done and for an 80% - 20% split it would cost roughly \$19,000.

Someone asked about an article in the paper referring to loosing 45 students and if that meant a loss of \$300,000 from the state. Mr. Haley referred to David Freeman-Woolpert's explanation of how the state sets the amount of money and how they set the rate on things that happen two years ago. Two years ago we did have a dip of about 45 students in the population so we are feeling that in the amount we are getting from the state this coming year but that's based on the 1999/00 school year. Our population has risen again since then but the state uses those figures that are old to set those rates so we are loosing a little bit of money based on student population for something that occurred two or three years ago.

John Scerola asked what special programs entail and the ratio to regular/vocational programs were and why they were so high. Clint Hanson clarified that special programs is Special Education. Mr. Scerola asked what number of students fell in this category. Mr. Hanson stated approximately 270 students out of approximately 1900. Christie Walsh asked how often we review the health and dental rates. Mr. Hanson stated every three years, we changed carriers four years ago and part of the problem is in NH there is not a lot of competition, basically its Cigna and Blue Cross/Blue Shield. Every time we negotiate a contract we look at what is out there for health/dental coverage. Ms. Walsh also asked about the rumors of cutting a math teacher and what that would mean? Mr. Hanson stated it would mean higher number of students in existing classes as well as not having sufficient number of selections to be able to meet the demand.

Rosemarie Michaud asked about the dental coverage, why 100%? Ms. Michaud spoke against the amendment.

SCHOOL DISTRICT MEETING MINUTES

Charles Hamilton urged voters to vote against the amendment, and stated we are outstripping the ability for people to pay their taxes.

Lisa Noto was concerned with the possible cut of a math teacher and extra curricular activities.

Denise Schmidt stated she was not in favor of raising taxes but also not in favor of punishing kids by cutting the school portion of the taxes. Ms. Schmidt encouraged voters to attend the town meeting to address the spending of the town taxes.

Lauren Wright asked if the library was part of the school budget and what support services were. Clint Hanson clarified that the library is not part of the school budget and clarified what support services were. Caroline Farley asked about the tax rate of \$6.91 vs. \$7.21 on the summary of tax rate page.

David Freeman-Woolpert clarified that at the time of publishing not all the information was received from the state and now we have firmer confirmation that the state school portion will be \$6.91 vs. the listed \$7.21. This would mean a difference of approximately \$76,000.

Clint Hanson stated he believed that if the \$50,000 amendment passes this keeps the 5% proposed tax increase intact.

Paul Hanson asked about the relocation of a dumpster at one of the schools and about the budget reduction summary in item #10 regarding the spirit team 5-8.

Gerard Fleury spoke in regards to the dumpster re-location for safety reasons. He also clarified that stipends for co-curricular programs are part of the contractual agreements.

John Vincent asked about the medical and dental coverage, and the annual premiums per year.

Clint Hanson gave examples of the different types of plans.

Roy Annis moved the question. Seconded by Charles Hamilton.

Moderator Petit read Article #8 as amended with the sum of \$16,869,195. The amendment failed by a card showing vote. We are now back to the original sum proposed by the budget committee in the amount of \$16,819,195.

SCHOOL DISTRICT MEETING MINUTES

An amendment was then made by Theresa LePage to increase the total budget amount by \$2,100 for the purposes of continuing the funding of the cheerleading team at Three Rivers School. Seconded by Paul Hanson.

Theresa LePage spoke on behalf of the cheerleading team in regards to the competition and the proposed change of Pembroke going to class L in sports next year.

Lisa Lansing spoke in favor of the cheerleaders.

Christie Walsh asked about the contractual agreement stipend cost, how does this compare to other towns and could a volunteer coach cheerleading?

Clint Hanson clarified the contract agreement we are under now regarding stipends for co-curricular programs.

Roy Annis made a motion to move the question. Seconded by all present.

Moderator Petit read Article #8: To see if the District will raise and appropriate the sum of \$16,821,295 for the support of schools, for the payment of salaries and benefits for school district officials and agents and for the payment of statutory obligations of the District, inclusive of all funds appropriated in previous articles on this warrant.

Motion to accept made by Paul Hanson. Seconded by Theresa LePage.

Article #8 was adopted with the amount of \$16,821,295 inclusive of all funds appropriated in previous articles on this warrant.

Article 9: TO CHOOSE AGENTS AND COMMITTEES IN RELATION TO ANY SUBJECTS EMBRACED IN THE WARRANT.

This article was passed over as there was not action needed.

Article 10: TO TRANSACT ANY OTHER BUSINESS THAT MAY LEGALLY COME BEFORE SAID MEETING.

There being no other business to transact, the school district meeting was adjourned at 1:35 P.M.

Respectfully submitted by,
Cynthia E. Menard
School District Clerk

SCHOOL DISTRICT MEETING MINUTES

TUESDAY MARCH 12, 2002

Moderator Thomas Petit at the Pembroke Village School on High Street officially opened the polls at 11:00 A.M. The warrant was read by Moderator Petit and a motion to accept was made by Charlie Mitchell and seconded by Roland Young. The polls were declared open until 7:00 P.M. for the purpose of electing school district officers and two school board members. Supervisors of the checklist present were: Roland Young, Barbara Payne and Florence Woods.. Attending assistants were: Marie Brezosky, Mary Lou Taylor, Chet Martel, and Chuck Schmidt, Claudia Petit, Bonnie Clark, and Jonathan Menard.

1. TO CHOOSE A MODERATOR FOR THE ENSUING YEAR

Thomas E. Petit - 684 (elected)

2. TO CHOOSE A CLERK FOR THE ENSUING YEAR

Cynthia E. Menard - 643 (elected)

3. TO CHOOSE A TREASURER FOR THE ENSUING YEAR

Julie Lustig - 620 (elected)

4. TO CHOOSE TWO MEMBERS OF THE SCHOOL BOARD FOR THE ENSUING THREE YEARS

Clint Hanson, Jr. – 456 (elected)

Therese M. McCarthy – 548 (elected)

The polls were closed at 7:00 P.M. Tellers to count were listed above.

Respectfully submitted,
Cynthia E. Menard
School District Clerk

PEMBROKE SCHOOL DISTRICT

STATEMENT OF EXPENDITURES		
For the Year Ending June, 2002		
INSTRUCTION		
Regular Education Programs	\$ 5,664,011.79	
Special Education Programs	1,622,526.98	
Vocational Programs	704,842.57	
Other Instructional Programs	261,147.22	
		\$ 8,252,528.56
SUPPORT SERVICES		
Student	1,863,769.83	
Instructional Staff	279,223.42	
General Administration	354,770.72	
School Administration	814,928.87	
Operation/Maintenance of Plant	1,179,427.53	
Student Transportation	297,381.97	
Central	6,609.11	
		4,796,111.45
DISTRICT WIDE EXPENDITURES		
Facilities Acquisition & Construction	71,065.47	
		71,065.47
OTHER FINANCING USES		
Debt Service - Principal	874,517.11	
Debt Service - Interest	468,474.64	
		1,342,991.75
FUND TRANSFERS		
Trust/Agency Funds	100,000.00	
		100,000.00
SPECIAL REVENUE EXPENDITURES-INSTRUCTION		
Regular Education Programs	641,683.37	
Vocational Programs	18,722.71	
		660,406.08
SPECIAL REVENUE EXPENDITURES-SUPPORT SERVICES		
Student	12,926.72	
Instructional Staff	14,509.67	
General Administration	14,657.02	
Operation/Maintenance of Plant	406.90	
		42,500.31
FOOD SERVICE FUND		
Food Service	401,332.62	
		401,332.62
FACILITIES ACQUISITION & CONSTRUCTION		
Building Acquisition/Construction	65,041.06	
Transfer to Other Funds	283,446.68	
		348,487.74
TRUST FUNDS		
Building Renovation	45,914.41	
Other	25,151.06	
		71,065.47
TOTAL EXPENDITURES		\$ 16,086,489.45

PEMBROKE SCHOOL DISTRICT

STATEMENT OF REVENUES

For the Year June 30, 2002

REVENUES FROM LOCAL SOURCES		
Current Appropriation	\$	4,614,069.00
TUITION		
Regular School Day		3,719,789.98
Special Education		309,918.89
OTHER LOCAL REVENUES		
Earnings on Investments		19,085.50
Food Service		311,269.66
Rentals		27,511.36
Other Local Revenue		753.53
TOTAL LOCAL REVENUES		9,002,397.92
REVENUE FROM STATE SOURCES		
Adequacy Aid (Grant)		3,660,459.00
Adequacy Aid (State Tax)		1,690,406.00
School Building Aid		394,513.90
Catastrophic Aid		125,850.50
Vocational Education (Transportation)		2,368.61
Child Nutrition		5,107.00
Public Inter Agencies		73,795.75
TOTAL STATE REVENUE		5,952,500.76
REVENUE FROM FEDERAL SOURCES		
Vocational Programs		536,818.72
Elementary/Secondary - Title I		14,219.25
Elementary/Secondary - Other		78,072.67
Child Nutrition Program		90,005.98
Medicaid Distributions		38,426.53
TOTAL FEDERAL REVENUE		757,543.15
OTHER FINANCING SOURCES		
Transfer from General Fund		100,000.00
Transfer from Capital Projects Funds		283,446.68
Transfer from Capital Reserve Fund		45,914.41
Transfer from Other Expendable Trust Funds		25,151.06
TOTAL OTHER FINANCING SOURCES		454,512.15
TOTAL REVENUES		16,166,953.98

PEMBROKE SCHOOL DISTRICT

STATISTICAL REPORT FOR PEMBROKE 2001/02

	<u>Elementary</u>	<u>Secondary</u>	<u>Total</u>
Half Days in Session	360	360	
Enrollment	912	1054	1966
Percent of Attendance	95.8	91.6	93.7
Average Daily Attendance	847.6	981.2	1828.8

SUPERINTENDENT'S SALARY 2001/02

Allenstown	\$13,578
Chichester	8,298
Deerfield	16,092
Epsom	13,327
Pembroke	<u>32,520</u>
	\$83,815

ASSISTANT SUPERINTENDENT'S SALARY 2001/02

Allenstown	\$11,340
Chichester	6,930
Deerfield	13,440
Epsom	11,130
Pembroke	<u>27,160</u>
	\$70,000

BUSINESS ADMINISTRATOR'S SALARY 2001/02

Allenstown	\$ 8,910
Chichester	5,445
Deerfield	10,560
Epsom	8,745
Pembroke	<u>21,340</u>
	\$55,000

REPORT OF SCHOOL DISTRICT TREASURER For the Fiscal Year July 1, 2001 to June 30, 2002

CASH ON HAND JULY 1, 2001	\$ 461,489.35
Received from Selectmen	\$6,304,475.00
Revenue from State Sources	\$6,051,411.88
Received from Tuitions (includes transportation)	\$3,858,272.57
Received from all Other Sources	<u>\$1,161,861.23</u>
TOTAL RECEIPTS	<u>\$17,376,020.68</u>
Total Amount Available for Fiscal Year	\$17,837,510.03
Less School Board Orders Paid	<u>\$17,740,241.31</u>
BALANCE ON HAND JUNE 30, 2001	\$ 97,268.72

Julie Lustig
District Treasurer

PEMBROKE SCHOOL DISTRICT

PEMBROKE SCHOOL DISTRICT BOND PAYMENT SCHEDULE

		Principal	Interest
Issue #1	Original February, 1985 Hill School Addition	(\$1,845,000)	
	Refunding February, 1987	(\$1,750,000)	
	2002/03	90,000	22,067
	2003/04	90,000	13,813
	2004/05 (Final)	90,000	5,586
Issue #2	July, 1991 Upper Elementary School	(\$3,950,000)	
	2002/03	260,000	79,560
	2003/04	260,000	62,270
	2004/05	260,000	44,720
	2005/06	260,000	26,910
	2006/07 (Final)	260,000	8,970
Issue #3	July, 1999 Pembroke Academy	(\$8,445,000)	
	2002/03	575,000	315,338
	2003/04	575,000	289,462
	2004/05	575,000	263,588
	2005/06	575,000	237,712
	2006/07	575,000	211,838
	2007/08	575,000	185,962
	2008/09	575,000	160,088
	2009/10	575,000	134,212
	2010/11	575,000	108,338
	2011/12	575,000	82,462
	2012/13	575,000	56,588
	2013/14	575,000	30,712
	2014/15 (Final)	395,000	88,888

PEMBROKE SCHOOL DISTRICT

SUPERINTENDENT'S REPORT

President Bush's "No Child Left Behind" Act has recently received considerable attention in both the print and electronic media. This legislation, officially called the Elementary and Secondary Education Act (ESEA), was passed by both houses of Congress and signed into law by President Bush in January, 2002. It has been described as the most sweeping federal education mandate since the special education law was adopted in the 1970's. In fact, many observers feel that this law will dwarf the impact that special education has had on local school districts across the nation.

The "No Child Left Behind" Act contains several major regulatory sections, among them:

- Accountability – Each State must set academic standards regarding what students should know and be able to do. Achievement will be measured for most students almost every academic year. The results of these annual assessments will be used to measure "Adequate Yearly Progress," the minimum level of improvement that states, school districts, and schools must achieve each year. Not only must schools show steady improvement, but subgroups including specific minorities, students with limited English skills and special education students must separately show constant improvement as well. Lack of Adequate Yearly Progress by any subgroup will mean that the entire school has failed for the year. There are very serious implications associated with failure to maintain and improve upon Adequate Yearly Progress. Schools which do not meet yearly goals will be required by law to allow public school choice and to provide supplemental educational services, both at district expense, and could eventually be mandated to replace all current staff and administrators, adopt a government-specified curriculum, extend the school year and finally submit to a complete state take-over.
- Highly Qualified Educators – Under No Child Left Behind, public schools will be limited to employing only teachers categorized as "highly qualified" within three years. This could curtail hiring candidates who move here from other states and must wait for the certification process to be completed or those who wish to begin teaching after careers in the private sector or the military. We now commonly employ teachers in these categories under alternative certification plans. It will also limit teaching outside one's specific area of certification. For example, a science instructor who also teaches one math class would no longer be approved.

Teacher aides will also need to be "highly qualified" to be employed. While specific standards are yet to be determined by the federal government, successful completion of an associate's degree or a nationally recognized academic skills test are probable criteria for attaining highly qualified status.

- Miscellaneous Requirements – Included in the No Child Left Behind Act are a number of unrelated provisions, among them clauses ensuring access to student information for military recruiters, guaranteeing use of school facilities for Boy Scout activities, defining student religious rights, protecting teachers from discipline-related negligence claims, and allowing student transfers from schools the state labels "persistently dangerous."

PEMBROKE SCHOOL DISTRICT

Public educators are generally very supportive of the major goals reflected in the No Child Left Behind Act. Who can fault requirements for a highly qualified faculty and rigorous, valid accountability practices? What concerns many, however, are the significant unfunded and under-funded mandates which this legislation seems to contain. For example, who will assume the extra expense of a staff where all teachers and teaching assistants are "highly qualified" as defined by the law? What costs will be entailed in bringing current employees into compliance? Who will pay for the development and implementation of student-specific improvement plans for regular and special education students as well as those with limited English proficiency? Will tuition and transportation costs associated with public school choice or an extended school year schedule be covered by federal funds? These prospective expenses could represent over one hundred million dollars per year statewide. It is vitally important that federal resources are available and sufficient to support this law's significant mandates. It is equally important that our state's strong tradition of local control for educational decision-making is maintained. We can only hope that the No Child Left Behind Act will be implemented without the huge unfunded mandates and onerous inflexible regulations that have defined the federal special education program. It is clear, however, that the No Child Left Behind Act poses many unanswered questions and will affect us all; taxpayers and educators, parents and children, for years to come.

Respectfully Submitted,
Thomas Haley
Superintendent of Schools

PEMBROKE SCHOOL DISTRICT

PEMBROKE ACADEMY HEADMASTER'S REPORT

Pembroke Academy continues to grow and evolve as it seeks to prepare each of our community's students with the knowledge and skills necessary to a productive, fulfilling life. This year the Academy has committed considerable time and resources to ensuring that incoming freshmen experience a smooth transition from middle to high school. Therefore, we have created programs like "Pushing Your Limits," which offers each freshman a free, three-week summer transition program that emphasizes both academic and personal readiness for high school; "Ignite," a mentoring initiative that has trained sixty of our best juniors and seniors to work with small groups of freshmen; Gateway English, which gives all freshmen a full year's focus on reading, writing, critical thinking and study skills in a relatively small group format; and, of course, the Freshman Academy, which has created a school-within-the-school that offers eighty freshmen a closely coordinated and highly supportive learning experience.

At the same time, Pembroke Academy has sought to increase students' perception of high school as a bridge to their futures through offering an increasing number of off-site internships and through fostering initiatives like the Personal Interest Plan (PIP), a K-12 career awareness program. Our Guidance Department also remains aggressive regarding students' awareness of career and educational opportunities beyond high school. For example, over the past two years we have offered a series of in-house college and career fairs that have exposed kids to exciting options and possibilities; we have also had record numbers of sophomores and juniors the last two years taking the PSAT exams.

In keeping with our school theme of "Pembroke Academy: A Community of Learners," the Renaissance Project continues to be an invaluable aid to the growth of not only Pembroke Academy's students but also to the Pembroke community as a whole. Under its auspices we are now able to keep the Pembroke Academy library open two hours a day after school and to have certified staff available for tutoring. We are also hoping to offer regular academic classes in an after-school format beginning in January. In addition, the Renaissance Project will continue to offer a rich array of educational and enrichment courses, including its Diploma Completion program. The program's "cradle to grave" philosophy is reflected in two of its most popular and successful initiatives: the Family Reading Celebrations, which supply parents of newborns with strategies and materials to ensure that their child is ready to learn upon entering the school system; and the free Saturday morning computer classes for senior citizens.

As always, our students continue to excel in variety of venues:

- Betsy Sherman was named to compete as a swimmer in Ireland at next year's Special Olympics.
- Our Advanced Placement Calculus students all scored 4's and 5's (the highest possible score) on their AP exams.
- Senior Ryan Gelinas won this year's Class L championship in golf.
- Our First Robotics team won a \$5,000 NASA grant.
- Due to the hard work of the Pembroke Football Boosters, this year's home games were played at Pembroke Academy.
- Pembroke Academy commenced its first year in a Class L athletic schedule.
- Three fall athletes received First-Team all-state recognition in Class L competition.

PEMBROKE SCHOOL DISTRICT

- Our Spirit Team won the Class I championship last year.
- Nine of this year's senior girls have been recognized by the state for outstanding academic and athletic achievement.

Pembroke Academy has been fortunate in welcoming some excellent educators to our community this year including a largely new administrative team:

- Marilyn Fenton has replaced Ruth Leveille, who assumed the principal ship at Winnicunnet High School, as Curriculum Director.
- Gregg Brighenti replaced Deb Brousseau as Assistant Principal. Ms. Brousseau accepted a similar position in Florida.
- Margaret Callahan replaced Beth McFall as Assistant Principal. Beth assumed the Assistant Superintendence for Curriculum in the Franklin School District following a long and distinguished career at Pembroke Academy. Congratulations, Beth!
- Sue Hutchinson replaced Ed Cloe, who retired after 34 years of service to Pembroke Academy, as Athletic Director. Ed, who holds the record for most wins by a boys' basketball coach, will continue to coach the Pembroke Academy boys.
- Kathleen Drummond replaced Donna Ray as our Physics teacher. Donna has accepted a position at Bow High School.
- Carol Waghorn replaced Jon Bryde, who is pursuing a graduate degree, in science.
- Sara Callaghan replaced Mark Wallace in science. Mark is now teaching at Merrimack High School.
- Mike Desilets replaced Amy Colbath in Family and Consumer Science. Mike was most recently the athletic trainer at Pinkerton Academy.
- Marguerite Ferrer replaced Mary Cornog in Classical Languages. Mary is on a one-year leave of absence.
- Beth Hamilton has moved over from Epsom Central School to join the Pembroke Academy Physical Education Department, replacing Ed Cloe.
- Trish Nadeau is a new teacher in social studies.
- Bob Schwinger replaced Rich McKeon in Business.

Finally I would report that Pembroke Academy has begun the once a decade process that will lead to its continued accreditation by the New England Association of Schools and Colleges (NEASC). Central to this undertaking is the school's "self-study" in which teachers, support staff, administrators, students and community members analyze the school, its programs and performance in relation to NEASC's Standards for Accreditation. The results of that self-study will form the basis of the documentation that will be presented to the NEASC visiting committee in March, 2004. I would conclude by noting that this process of reflection upon and dialogue about how we educate our students is on-going at Pembroke Academy, a school that represents its community's commitment to preparing its young people to achieve, contribute and thrive throughout their lives. It continues to be an honor and privilege for me to lead this effort.

Respectfully submitted,
Michael Reardon, Headmaster

PEMBROKE SCHOOL DISTRICT

THREE RIVERS SCHOOL PRINCIPAL'S REPORT

This year has been another busy one at Three Rivers School with improvements made to our academic, extracurricular, and athletic programs. We continue to have a very low rate of staff turnover, so we welcomed only three new professional staff members:

Dorothy O'Rourke is our Special Education Coordinator

Lise Bonsant is our Health teacher for all grade levels

Dorothy Hardy coordinates our LIFE Special Education Program

We took a hard look at our mathematics curriculum in grades 6 through 8 and selected the Connected Mathematics Project which was developed by Michigan State University to replace what was a patchwork of texts and resources. We piloted the program in seventh and eighth grade for some classes in the fall and then again in the spring. Both students and teachers were very excited about the results, so we added the 6th grade component this fall. Our sixth grade teachers are enjoying the new program and students have been very positive in their reaction to the activities and projects. We are pleased to have a consolidated math program which introduces Algebra and critical thinking skills to all of our students.

Our extracurricular program has been expanded to include the ever popular activity of dancing. The Three Rivers School Dance Team will debut during the upcoming basketball season with over 40 members. The students have been diligently working to learn and perfect their routine and can hardly wait to show off their skills. Our athletic program has also been enhanced with our new Cross Country Team, which is open to all grade levels, both boys and girls. This, too, attracted a sizeable group who learned about running in a non-competitive atmosphere. They did attend a few middle school meets and enjoyed the team camaraderie. They are looking to expand their roster as well as their skills to be a competitive team in the fall.

The most significant change over the summer this year was the addition of an upgraded phone system which provided us with a voice mail component. Now parents can call the school at any time and leave messages for staff members, providing a very convenient way of clearly communicating with teachers while freeing up our office staff to carry out their responsibilities more efficiently.

This fall our enrollment remained around 400. Students were involved with field trips, activities, and projects. Students traveled as far as Maine for a week at Ferry Beach Environmental Camp and stayed closer to home visiting the Bow Power Plant for the Egg Drop competition and the Museum of New Hampshire History in Concord among other trips. Our annual Fall Relays at the Pembroke Academy track were a great success, as was our Student Council Fall Food Drive, which collected over 1600 items of food for local distribution. We are eagerly anticipating this spring's eighth grade trip to Washington, D.C. which has involved a great deal of planning.

We also invited outside speakers in to school to share their knowledge and skills with our students. Last spring we had a career fair, in which our students were able to listen to information about varied careers and ask questions about those jobs which interested them. Students learned about contra dancing and cartooning through our Artists-in-Residence Program. This fall a meteorologist from the Mt.

PEMBROKE SCHOOL DISTRICT

Washington Observatory spent a day entertaining and enlightening our sixth grade students about the worst weather on earth through use of slides and demonstrations. The Harlem Wizards dazzled us with their basketball skills during our eighth grade fund raiser.

November saw the installation of our horizontal climbing wall measuring ten feet high by forty eight feet long in the school gym. Students have had the opportunity to try out their strength and agility on the wall and found it to be more challenging than they thought. As students develop their skills, Mr. Bran-nen plans to increase the challenge level require, so we can expect a lot of use from this addition to our Physical Education program.

Another change affected the music component of our Unified Arts program this fall, by providing a variety of class choices for seventh and eighth grade students. Students could opt for singing in the cho-rus, playing recorders, studying world music, or general music, depending on their personal interests. This opportunity has resulted in greater enthusiasm and participation in our school music program and we plan to offer more choice options to students in the future in music as well as in art classes.

We continue to examine what and how we teach as well as ways to engage students in activities which will further the development of their social skills. The challenge of meeting the needs of early ado-lescents is never easy and yet the professional and support staff continues to impress me with their enthu-siasm and professionalism every day. I look forward to more changes and improved programming for the students of Pembroke as the staff and I work together to create the best school possible.

Respectfully Submitted,

Deborah Bulkley, Principal
Three Rivers School

PEMBROKE SCHOOL DISTRICT

HILL/VILLAGE SCHOOLS 2001 PRINCIPAL'S REPORT

This year I would like to begin rather than end with thank you's to all those who daily help to keep our school system running smoothly. First, I'd like to acknowledge the Pembroke School Board and superintendent Tom Haley for their hard work and dedication to our students. The challenges and issues which face them on a regular basis are unending. I also thank all of the people who work in the SAU office, our school offices, the custodial department, food services and transportation. Everyday these people play a major role in the operation of our schools.

I also want to acknowledge the teaching staff that I have the privilege to work with each day. In speaking with other principals I realize how fortunate we are to have the depth of experience and expertise that we have on our staff. Several of our staff are certified in and have taught both regular and special education. We have a number of teachers with advanced degrees and more than one who is certified in reading instruction. They all bring these talents and skills daily to their jobs for the benefit of our children.

The spring of 2002 brought several changes to Hill and Village. Ms. Sandie Sterling left the district after several years as assistant principal to take a principal ship in Sanbornton. We wish her the best of luck in her new endeavor. Mona Kraus, formally a teacher in the Hillsborough system, joined us as the new assistant principal. We welcome her warmly and look forward to working with her for many years.

Due to budget constraints we still have not been able to restore music full time at the elementary level. For the 2002-2003 school year we have moved the part time instruction that we have to the Hill School. When we first regained part time instruction we placed it at the Village School, thinking the program would "grow" with the students and soon be fully restored. When that did not happen we found ourselves giving children music at Kindergarten and first grade and then having a gap in their instruction until they reached Three Rivers. So we have now put the part time program at Hill School so that once music instruction begins, it continues through the grades.

In addition to preventing us from restoring music, budget issues caused us to make other program reductions at the end of the 2001-2002 school year. The positions of Donna Rowland, our librarian and Joanne Menard our enrichment teacher were both eliminated. Our library program will continue under the direction of library assistants but our enrichment program has been eliminated. We would like to thank Mrs. Rowland and Mrs. Menard for their service to us over the years. We would especially like to acknowledge Joanne Menard for her many, many years of service to Pembroke.

People have asked in the past what makes staff or program reductions necessary. With a budget as large as the district's one would think other areas of reduction could be found. That is a reasonable assumption but the truth is very little of our budget is what you would call discretionary. Programs, supplies and personnel are areas we can control to a degree. Insurances, electricity, fuel, bond payments, etc. make up the majority of the budget and are beyond our control. If it were possible we would look to areas outside the academic realm to make cuts but it isn't always possible.

In the area of academics we continue to work to refine and improve our programs. A group of

PEMBROKE SCHOOL DISTRICT

teachers spent the year working on developing a new report card. The goal of the change is to provide more consistency between and among grades and teachers and to provide a strong link between our portfolio assessments and our report cards. We also want to be able to give more accurate information as to how a student is doing compared to what is "typical" for the grade.

We have also begun an annual testing program with our fourth graders. We give the Terra Nova, a nationally normed test. In the two years that we have administered the test our students have performed well above the national norm in all areas. While pleased with the results we continue to work on improving instruction. Areas of particular concentration are reading comprehension and written language. We also have found that we need to spend more of our time each year helping children to learn to function in a social sense. In order to take full advantage of instruction a child must have a certain level of social skills. Being a part of a group, being able to listen and take directions are areas that seem to be increasingly challenging for children today. It's an area we are giving a lot of attention.

I have always believed that it is a privilege, not a right, to be an educator of children. I feel honored to be your principal and cherish all of our children. Thank you for sharing them with us for another year.

Respectfully Submitted.
Susanne Whitbeck

PEMBROKE SCHOOL DISTRICT

ANNUAL REPORT OF SCHOOL HEALTH SERVICES FOR PEMBORKE ACADEMY

Nursing Assessment/Illness	3849
Nursing Assessment/Injury	2611
Medications: scheduled & prin	3740
Health/Pregnancy/Well-baby Counseling	160
Faculty Health Office Visits	66
Total Visits to Health Office	10266
Health Records Reviewed & Tetanus Imm.	1022

Free/Reduced Meal Program	68
Parental Conferences/Communications/Calls (Includes immunization update calls & letters)	1630
Professional Committee Participation:	126
Crisis Team, IEP mtgs., SRT,, Discipline, Procedures, Con- ferences, Staff Development/ In-services,, School Nurse Association (District, NH and National) Athletics/Medical/Interagency/Community, Make-A-Wish	
Professional Workshops Attended (inc. w/e & pm)	9
Classroom/Staff Presentations	2
Sports Physicals in School Health Office	28

<u>Screenings</u>	<u>No.</u>	<u>Rechecked</u>	<u>Referred</u>
Vision	294	20	8
Hearing	294	4	1
Height	643		
Weight	670+	4	4
Blood Pressure	70	3	
Dental	4		4
Sports Physicals	28	4	3
Cardiac/Respiratory	2/3	2/3	2
Appendicitis	2		2

<u>Communicable Diseases</u>	
Pediculosis (Head Lice)	3
Conjunctivitis	18+
Strap Throat	13
Chicken Pox/Shingles	1/1
Mononucleosis	9
Ringworm/Staph	4/2
Scarlet Fever	2
Meningitis	1

Respectfully submitted,
JoAnn V. Lytle, R.N., BSN, BSEd
School Nurse-Health Teacher

PEMBROKE SCHOOL DISTRICT

ANNUAL REPORT OF SCHOOL HEALTH SERVICES FORTHREE RIVERS SCHOOL

Nursing Assessment/Procedures	3255
Medications: Doses Given	3015
Staff Assessment	55+
Home Visits	0
Total Visits to Health Office	6325
Free/Reduced Meal Program	65
Special Education/IEP, 504, Student Assistance Team, Unified Arts Team, Building Team and Staff Meetings	149
Attention Defecit Disorder (ADD) Group	18
Professional Committee Participation: Rand Trust, School Nurse Assoc., School Nurses	12
Classroom Teaching/Presentations	47
Continuing Education/CPR/First Aid Certification	7
Inter-Agency Collaboration; Meetings with MD's, Parents, Dentists, Psychologists, Teachers; Transportation of Sick Students; Calling for Ambulance, Telephone Calls, Staff Education, Writing Student Reports/letters, etc.	+++

<u>Screenings</u>	<u>No.</u>	<u>Rechecked</u>	<u>Referred</u>	<u>Treated (known)</u>
Vision	420	33	19	6
Hearing	420	10	1	1
Height	420			
Weight	420			
Scoliosis	420	35	7	3
Pediculosis	420	67+	5	5
Dental Clinic				
MMR Clinic	13			13

Communicable Diseases

Strap Throat	8	Chicken Pox	0
Conjunctivitis	3	Mononucleosis	0
Fifth's Disease	0	Rabies Exposure	0
Ringworm	0	Scarlet Fever	1
Scabies	3		

Respectfully submitted,
Beth Corcoran, R.N., BSN
School Nurse-Health Teacher

PEMBROKE SCHOOL DISTRICT

ANNUAL REPORT OF SCHOOL HEALTH SERVICES FOR PEMBROKE HILL SCHOOL

SCREENINGS	SCREENING	RECHECK	REFERRED
Vision	275	34	23
Hearing	275	4	2
Scoliosis	95	6	
Blood Pressure Check	25		3
Height & Weight	275		
Nursing Assessment/Treatment for Illness/Injury and or health counseling:			3522+
Medications Administered			2140

I had many parent conferences in person and by phone, and conferences with health care providers. I participated in I.E.P. meetings and special education meetings. As a member of the Wellness Committee I coordinated Healthy Snack Month and March into May, an exercise incentive program for staff, the flu shot clinics open to the staff and community, and Thanksgiving and Christmas projects with the town Welfare Department.

Respectfully Submitted,
Mary Rosenthal, School Nurse

SCHOOL HEALTH SERVICES FOR PEMBROKE VILLAGE SCHOOL

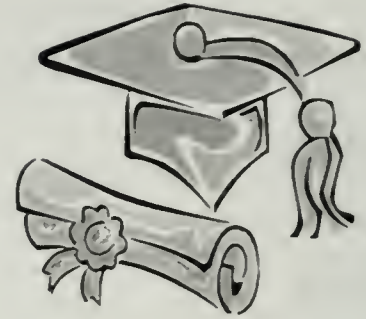
SCREENINGS	SCREENING	RECHECK	REFERRED
Vision	186	11	7
Hearing	186	23	5
Impedance	186	25	10
Blood Pressure	15		
Height & Weight	186		
Dental	17		
Nursing Assessment/Treatment for Illness/Injury and or health counseling:			2435
Medications Administered			906
Home Visits			1

Nursing services are provided to the TLC pre-school program and to Child Find. I participated in I.E.P. meetings, Special Education meetings, SRT and Wellness. I participated in the Pembroke nurses monthly meeting to discuss health issues and policies. I had many phone conversations and personal conferences with parents and healthcare providers regarding health issues and health maintenance.

Respectfully Submitted,
Kathleen Mayer, School Nurse

PEMBROKE SCHOOL DISTRICT

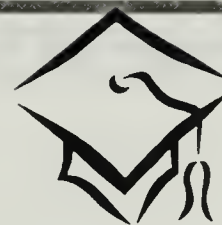
PEMBROKE ACADEMY 2002 GRADUATES



Kerry L. Ahern
Krystal Ann Baillargeon
Christopher M. Barker
Rebecca Ann Batza
Amanda L. Beauchesne
Michelle Ann Beaudoin
Kevin L. Bedard
Colleen E. Benton
Angela T. Bertolami
Jeffrey Curtis Biron
Jason Douglas Blackwell
James Young
Angela R. Blais
Nathaniel André Blais
Bryan Boucher
Eric P. Campbell
Heather Carrier
William C. Carroll
Leonard Chaput
Kevin T. Cheney
Robert J. Clark
Michelle M. Collins
Jamie Cotnoir
Craig Ernest Cyr
Darcie Leigh Despres
James Robert Donnelly
Scott Edward Donnelly
Daniel John Doyle
Todd W. Dubuque
Steven Michael Duff
Cassandre Brianne Durette
Matthew T. Eldridge
Sarah May Fisher
Tabitha Marie Foote
Trevor James Gelinas
Michael James Gerhardt
Elizabeth Rae Germond
Mary E. Giles
Eric Michel Girard
Chelsey Dawn Drouin Goff
Stephan A. Golovash
Derrick Bryan Gould
Nikki A. Gray
Katie Marie Harris

Danielle C. Hartigan
Seth R. Hemeon
Christine Ann Holliday
Michael Johnson
Jennifer Diane Johnston
Candace Marie Jones
Laura A. Kaczmarski
Tyler Leonard Keeler
Ginny Killinger
Quinn Meloy Kingston
Angela Mary LaFrazia
Craig S. Laramie
Edward R. Lavallee, Jr.
Arthur Lavalley
Brian D. Lavoie
Sandra Lynn Malo
Erinne L. McCarthy
Curtis McConnell
Evan Mark McIntosh
Scott Vincent Mores, II
Beth R. Murphy
Allison R. Noel
Emily E. Parris
Crystal M. Pelletier
David J. Phillips
Randall W. Porter
Ashley Raymond
Amy Lynn Richards
Heather Marie Roy
Melissa Marilyn Russell
Angela M. Scarola
Shaina Dee Seidner
Keith Allen Severance
Dana Michael Smith
Jonathan Michael Smith
Rebecca Judith Smith
Eva Judith Spillner
Aron Scott Theroux
Paula R. Viens
Kathleen A. Welch
Jonathan H. White
Kenneth Bernard Williams, Jr.
Danielle Alyson Younie
Nichole Marie Zirpola

PEMBROKE SCHOOL DISTRICT



THREE RIVERS SCHOOL 2002 GRADUATES

Jonathan Adams	Lisa Gailunas	Sarah Meagher
Patrick Allen	Shaun Gallagher	Ryan Meeks
Brian Anderson	Samantha Gardner	Allison Miner
Malorey Andrew	Adrienne Gelinas	Kathleen Moran
Faye Andrews	David Getman	Stephanie Noel
Amos Arris	Ryan Gilbert	Francis O'Rourke
Brandilyn Bauers	Brandon Gilligan	Rebecca Ober
Nicole Benson	Jared Gilman	Brian Oliver
David Berardocco	Jonathan Grosshart	Amanda Olivier
Avery Bergevin	Katelyn Hall	Jacob Parris
Carolyn Bertolami	Kelly Hamilton	Krystopher Parry
Joanthan Berube	Alyssa Hanley	Danielle Payeur
Peter Blais	Cali Hardy	John Pesaturo
Tyler Boisvert	Melissa Holliday	Timothy Plante
Joshua Bouchard	Nathan Holmes	Joseph Portinari
Zachary Brackett	Alicia Howes	Ashley Poulin
William Brehm	Tiffany Hutchins	Ashley Pouliot
John Broek	Veronica Johnston	David Richardson
Brandon Button	Jeremy Jordan	Kayleigh Robertson
Laura Campbell	Scott Jordan	Kate Sabin
Eric Carrier	Patrick Kane	Samantha Scofield
Brady Carroll	Jeffrey LaFratta	Mallory Scott
Kaitlin Carroll	Kevin LaFratta	Roberta Silva
Shayna Carty	Timothy LaValley	Hayley Smigowski
Benjamin Couture	Christine Laverdiere	Jacqueline Smith
Sara Cremeno	Sharyn Leclerc	Joshua Smith
Ryan Digiore	Travis Lemay	Jasmine Stacy
Justin Dionne	Patrick Lessard	Edward Thomas
Amanda Drouin	Christine Letendre	Kathryn Topliff
Nitara Duff	Alana Malfy	Graham Ward
Brian Duguay	Holly Marcotte	Rebecca Warner
Rachael Evans	Shannon Martin	Carissa Williams

PEMBROKE SCHOOL DISTRICT

TEACHER'S SALARY SCHEDULE 2002/03

STEP	BA	BA+15	MA	MA+16
1	26,500	27,500	30,500	31,500
2	27,650	28,650	31,650	32,650
3	28,800	29,800	32,800	33,800
4	29,950	30,950	33,950	34,950
5	31,100	32,100	35,100	36,100
6	32,250	33,250	36,250	37,250
7	33,400	34,400	37,400	38,400
8	34,550	35,550	38,550	39,550
9	35,700	36,700	39,700	40,700
10	36,850	37,850	40,850	41,850
11	38,000	39,000	42,000	43,000
12	39,150	40,150	43,150	44,150
13	40,300	41,300	44,300	45,300
14	41,450	42,450	45,450	46,450

SCHOOL EMPLOYEE SALARY RANGES

Secretaries	\$10.28/hr.-\$14.04/hr.
Teacher Aides	\$ 9.00/hr.-\$14.56/hr.
Custodians	\$ 8.41/hr.-\$15.39/hr.
Lunch Program	\$ 6.72/hr.-\$ 9.40/hr.

SCHOOL OFFICERS SALARIES

SCHOOL BOARD MEMBERS

Clint Hanson, Chairman	\$690.69
Ron Clouser	649.58
Marilyn Duffy	649.58
Gerard Fleury	649.58
Theresa McCarthy	649.58

DISTRICT CLERK

Cynthia Menard	\$25/Meeting
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MODERATOR

Tom Petit	\$65/Meeting
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DISTRICT TREASURER

Julie Lustig	\$2,850.00
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DIRECTOR OF MAINTENANCE

Roger Simard	\$43,075.00
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PEMBROKE SCHOOL DISTRICT

SUMMARY REPORT SPECIAL EDUCATION EXPENDITURES/REVENUES

In accordance with RSA 32:11-a, the following summary represents actual special education expenditures and offsetting revenues for the previous two fiscal years.

	<u>FY 2000/01</u>	<u>FY 2001/02</u>
Actual Expenditures	\$2,919,481	\$3,165,190
Actual Revenues		
- Catastrophic Aid	\$ 102,689	\$ 125,850
- Medicaid	79,002	38,427
- Federal Grant	130,845	171,075
- Tuition	216,931	309,919
- Transportation	<u>-0-</u>	<u>-0-</u>
Total Offsetting Revenues	\$ 529,467	\$ 645,271

- Notes:
- Actual expenditures represent a total of all designated special education budget categories. Services provided through regular education categories cannot be accurately segregated.
 - State Foundation Aid/Adequate Education Aid paid in both fiscal years above contained various weighted stipends for those students identified as having special needs. These cannot be accurately identified as a separate revenue category.

RESIDENT BIRTH REPORT

01/01/2002 - 12/31/2002

--PEMBROKE--

SFN	Child's Name	Date of Birth	Place of Birth	Father's Name	Mother's Name
2002000229	CRONSHAW, BRENDAN THOMAS-M	01/09/2002	MANCHESTER, NH	CRONSHAW, KEVIN	CRONSHAW, MARY
2002000466	DORR, MEGAN REBECCA	01/16/2002	MANCHESTER, NH	DORR, JEFFREY	DORR, JENNIFER
2002000785	AIKEN, COLBY HIGGINS	01/21/2002	LEBANON, NH	AIKEN, STEVEN	AIKEN, SARAH
2002000813	PLATT, KAYLEA JOYCE	01/22/2002	CONCORD, NH	PLATT, ERIC	PLATT, LEANDRA
2002000814	PLATT, COLIN ROBERT	01/22/2002	CONCORD, NH	PLATT, ERIC	PLATT, LEANDRA
2002000992	HAYNES, JENNIFER AUDREY	01/29/2002	MANCHESTER, NH	HAYNES, JEFFREY	HAYNES, GAIL
2002001310	HOSTLER, COLE CHARLES	02/01/2002	CONCORD, NH	HOSTLER, CHARLES	PLUMB-HOSTLER, TRACIE
2002001895	LUPIEN, CAMERON DAKOTA	02/23/2002	MANCHESTER, NH	LUPIEN, WAYNE	LUPIEN, KATHLEEN
2002001979	TRAINOR, SHANNON ELIZABETH	02/25/2002	CONCORD, NH	TRAINOR, PAUL	TRAINOR, MELISSA
2002002130	MAKRIS, SYDNEY NICOLE	03/01/2002	MANCHESTER, NH	MAKRIS, KOSTAS	MAKRIS, DEBBIE
2002002159	WHEELER, MIKENZIE LOUISE	03/04/2002	CONCORD, NH	WHEELER, RICHARD	WHEELER, LISA
2002003167	LANDRY, PETER JOSEPH	03/25/2002	CONCORD, NH	LANDRY, STEVEN	LANDRY, KIMBERLY
2002003297	PARTHMORE, AIDAN SCOTT	03/29/2002	CONCORD, NH	PARTHMORE, CHRISTOPHER	PARTHMORE, KERRIE
2002003301	DUGGAN, NICHOLAS JAMES	03/31/2002	CONCORD, NH	DUGGAN, JAMES	DUGGAN, REBECCA
2002003327	PALMER, MADISON EMILY	04/04/2002	CONCORD, NH	PALMER, WILLIAM	PALMER, STACY
2002003326	STARK, JONATHAN MICHAEL	04/05/2002	CONCORD, NH	STARK, MICHAEL	STARK, AMANDA
2002003680	BROCK, ANNA CATHERINE	04/12/2002	CONCORD, NH	BROCK, ANTHONY	BROCK, CATHERINE
2002004120	WHITEMAN, GRACE REBECCA	04/22/2002	CONCORD, NH	WHITEMAN, SCOTT	WHITEMAN, MARA
2002004134	DUBE LABRIE, MARISSA MADELINE	04/23/2002	CONCORD, NH	LABRIE, ALAN	LABRIE, MARIE
2002004231	CUNNINGHAM, PAUL MICHAEL	04/24/2002	CONCORD, NH	CUNNINGHAM, MICHAEL	CUNNINGHAM, HEATHER
2002004233	PROVENCHER, BRIANNA MONIQUE	04/25/2002	CONCORD, NH	PROVENCHER, ROLAND	PROVENCHER, DEBORAH
2002004234	PROVENCHER, ALEXANDRIA JESSE	04/25/2002	CONCORD, NH	PROVENCHER, ROLAND	PROVENCHER, DEBORAH
2002004434	ST JACQUES, LINDSAY FRANCES	05/02/2002	CONCORD, NH	ST JACQUES, TROY	ST JACQUES, KIMBERLY

RESIDENT BIRTH REPORT

01/01/2002 - 12/31/2002

--PEMBROKE--

SFN	Child's Name	Date of Birth	Place of Birth	Father's Name	Mother's Name
2002004596	MCALLISTER, CALI JAMES	05/02/2002	CONCORD, NH	MCALLISTER, MICHAEL	MCALLISTER, JENNIFER
2002004750	INGRAHAM, CASEY MAY	05/07/2002	CONCORD, NH	INGRAHAM, DAVID	INGRAHAM, PATRICIA
2002004916	RICCI, MICHAEL ANTHONY	05/09/2002	MANCHESTER, NH	RICCI, JOSEPH	RICCI, JENNIFER
2002005007	STANFORD, JOSHUA CHARLES	05/17/2002	CONCORD, NH	STANFORD, WILLIAM	STANFORD, ASHLEY
2002005355	TYLER, MORGAN FAITH	05/28/2002	CONCORD, NH	TYLER, JOSEPH	TYLER, MALA
2002005412	GAGNE, CAMRYN MACKENZIE	05/29/2002	CONCORD, NH	GAGNE, SCOTT	GAGNE, SHANNA
2002005929	MILLER, OLIVIA DAWN	06/07/2002	CONCORD, NH	MILLER, RICKY	MILLER, CARRIE
2002006107	STONEY, NOLAN WILLIAM	06/08/2002	MANCHESTER, NH	STONEY, WILLIAM	STONEY, MICHELLE
2002006306	ZUCCHERO, GIANNA NICOLE	06/13/2002	CONCORD, NH	ZUCCHERO, PAUL	ZUCCHERO, NORMA
2002006308	WHITE, KAITLIN ELIZABETH	06/13/2002	CONCORD, NH	WHITE, JEFFREY	WHITE, KELLY
2002006313	CORENTE, ETHAN TYLER	06/16/2002	CONCORD, NH	CORENTE, FRANK	CORENTE, CHARLENE
2002006156	LIVERMORE, REBEKAH ELIZABETH	06/16/2002	MANCHESTER, NH	LIVERMORE, GEOFFREY	LIVERMORE, KERRY
2002006614	DONOVAN, DUNCAN SLEIGH	06/27/2002	CONCORD, NH	DONOVAN, FREDERIC	WHYTEMARE-DONOVAN, AYN
2002006649	SMITH, TAYLOR ALLEN	07/01/2002	CONCORD, NH	SMITH, TODD	SMITH, ANDREA
2002007301	STAGNER, MIA GIANNA	07/11/2002	CONCORD, NH	STAGNER, JOSEPH	STAGNER, JILL
2002008010	WHEELER, GRIFFIN TY	07/20/2002	CONCORD, NH	WHEELER, SEAN	WHEELER, STEPHANIE
2002007613	MULLEN, ROBERT DONALD	07/20/2002	CONCORD, NH	MULLEN, DONALD	MULLEN, MARIE
2002008018	BRETON, SYDNE JOY	07/26/2002	CONCORD, NH	BRETON, DAVID	BRETON, HEATHER
2002008411	DAUPHINEE, JOHANNA RAE	08/02/2002	CONCORD, NH	DAUPHINEE, CLYDE	DAUPHINEE, BARBARA
2002008412	GAMELIN, LAURA KRISTINE	08/03/2002	CONCORD, NH	GAMELIN, BRIAN	GAMELIN, KRISTINE
2002008929	WALSH, JAKE HENRY	08/17/2002	MANCHESTER, NH	WALSH, MICHAEL	WALSH, KRISTI
2002009250	BOWEN, MADISON ELIZABETH	08/29/2002	CONCORD, NH	BOWEN, ROBERT	BOWEN, KRISTY
2002009303	NEWTON, SARAH MICHELLE	08/30/2002	CONCORD, NH	NEWTON, DAVID	NEWTON, MARY

RESIDENT BIRTH REPORT
01/01/2002 - 12/31/2002
--PEMBROKE--

SFN	Child's Name	Date of Birth	Place of Birth	Father's Name	Mother's Name
2002009465	STAHLEY, JACOB JESSE	08/30/2002	MANCHESTER, NH	STAHLEY, JESSE	STAHLEY, CANDY
2002010181	MEHEGAN, ALESE MARIE	09/20/2002	CONCORD, NH	MEHEGAN, PETER	MEHEGAN, EVA
2002011622	RICCIO, FINN DONALD	10/28/2002	CONCORD, NH	RICCIO, ANTHONY	RICCIO, LISA
2002011659	NEDEAU, NICOLE RENEE	10/29/2002	CONCORD, NH	NEDEAU, STEVEN	NEDEAU, DENISE
2002011749	PLOURDE, CORINNA ROSE	10/30/2002	MANCHESTER, NH	PLOURDE, JOEL	PLOURDE, WENDY
2002011784	DASHNAW, MADISON ELIZABETH	10/30/2002	CONCORD, NH	DASHNAW, JOHN	DASHNAW, CATHLEEN
2002011758	GILMARTIN, ABIGAIL LEIGHA	11/01/2002	MANCHESTER, NH	GILMARTIN, STEPHEN	GILMARTIN, KATRINA
2002012104	DEAN, SOPHIE KATHLEEN	11/11/2002	LEBANON, NH	DEAN, MALCOLM	DEAN, CHERYL
2002012222	LOOMIS, MORGAN GAIL	11/12/2002	CONCORD, NH	LOOMIS, MARK	LOOMIS, VALERIE
2002012305	PICKERING, RILEY IRENE	11/14/2002	CONCORD, NH	PICKERING, MICHAEL	PICKERING, SHIRLEY
2002012837	CULBERSON, CHASE CHRISTOPHE	11/27/2002	CONCORD, NH	CULBERSON, CHRISTOPHER	CULBERSON, JANNA
2002012842	MALO, HAILEY ANN	11/30/2002	CONCORD, NH	MALO, ROBERT	MALO, KIMBERLY
2002013388	DOW, JASON ALLEN	12/05/2002	MANCHESTER, NH	DOW, JASON	DOW, MICHELLE
2002013792	CORMIER, TYLER JOEL	12/26/2002	CONCORD, NH	CORMIER, ROBERT	CORMIER, LOUANN
2002013902	KELLER, JACOB CYRIL	12/31/2002	CONCORD, NH	KELLER, ROBERT	KELLER, PENNY

Total number of records 61

RESIDENT DEATH REPORT

01/01/2002 - 12/31/2002

--PEMBROKE--

SFN	Decedent's Name	Date of Death	Place of Death	Father's Name	Mother's Maiden Name
2002000415	MILLS, BARRY J.	01/12/2002	CONCORD, NH	MILLS, GUSTAVE	LANDITCH, JANET
2002000353	BEAUDET, EDGAR C.	01/13/2002	PEMBROKE, NH	BEAUDET, CHARLES	CHATEL, JOSEPHINE
2002000464	HUCKINS, AMY A.	01/17/2002	CONCORD, NH	MONCHAMP, ROCH	LYONS, ALICE
2002001724	PAUL, DONALD H.	03/02/2002	CONCORD, NH	PAUL, CHARLES	TAYLOR, GERTRUDE
2002001855	LAWRENCE, YVONNE M.	03/03/2002	CONCORD, NH	MELANSON, JOHN	BOUDREAU, EMILY
2002090041	VERVILLE, JEANNETTE G.	03/06/2002	UNKNOWN, FL	GNEGE, UNKNOWN	MARTEL, UNKNOWN
2002002369	MARTEL, ARMAND L.	03/20/2002	CONCORD, NH	MARTEL, DORILLA	GIRARD, ESTHER
2002002416	HORNSBY, ELIJAH M.	03/21/2002	CONCORD, NH	HORNSBY, ELIJAH	WEST, PEARL
2002002875	ROLLINS, DAVID G.	04/04/2002	CONCORD, NH	ROLLINS, HIRAM	SORRELL, MABEL
2002002909	BERGEVIN, DORIS R.	04/07/2002	CONCORD, NH	COURCHESNE, IRENEE	BELANGER, ALICE
2002002962	WELLS, CHARLES D.	04/11/2002	CONCORD, NH	WELLS, CHARLES	BENSON, URPHA
2002003512	SARCIONE, ROBERT E.	05/03/2002	CONCORD, NH	SARCIONE, ROBERT	ROBERTS, PATRICIA
2002004056	CULBERSON, CECELIA M.	05/22/2002	CONCORD, NH	CORLISS, JAMES	DEGNAN, MARY
2002004344	SNOW, MICHAEL A.	06/01/2002	CONCORD, NH	SNOW, EVERETTE	GATES, AGNES
2002004526	LARAMIE, HENRY A.	06/06/2002	PEMBROKE, NH	LARAMIE, HENRY	BILL, JOSEPHINE
2002004792	JACOB, ALICE G.	06/22/2002	CONCORD, NH	BENOIT, FRANK	MONGEAU, MARIA
2002005221	LECLAIR, DOROTHY M.	07/09/2002	CONCORD, NH	RICHARD, PHILIAS	WELCH, GERTRUDE
2002005999	MICHIELS, CONSTANCE L.	08/10/2002	CONCORD, NH	KELLEY, WILLIAM	LOVEJOY, GRACE
2002006102	NOBREGA, PETER J.	08/14/2002	PEMBROKE, NH	NOBREGA, PETER	BRITTON, ESTHER
2002006751	CARRIER, PAULINE E.	09/08/2002	PEMBROKE, NH	BLAKE, EDWIN	CHANDLER, ADI
2002007033	UNDERWOOD, PAULINE	09/16/2002	CONCORD, NH	UNDERWOOD, HUGH	POTTER, MARION
2002007469	ROLFE, ANN E.	10/04/2002	PEMBROKE, NH	ROLFE, ROLAND	MUFFIN, RACHEL
2002007962	VERVILLE, ROLAND G.	10/23/2002	CONCORD, NH	VERVILLE, AMEDEE	DOUCET, BEATRICE

RESIDENT DEATH REPORT

01/01/2002 - 12/31/2002

--PEMBROKE--

SFN	Decedent's Name	Date of Death	Place of Death	Father's Name	Mother's Maiden Name
2002008120	WINTLE, MICHAEL K.	10/29/2002	CONCORD, NH	WINTLE, ROBERT	CLUKEY, CONSTANCE
2002008282	LEMIEUX, DOROTHY M.	11/04/2002	CONCORD, NH	GALLIEN, ULBALD	ROBICHAUD, ELIZABETH
2002008642	HAYES, WALTER H.	11/17/2002	CONCORD, NH	HAYES, JOHN	DERBY, ELSIE
2002008750	WHIPPLE, RALPH J.	11/21/2002	CONCORD, NH	WHIPPLE, RALPH	SMITH, MILDRED
2002008897	CLOUTIER, KEVIN S.	11/28/2002	PEMBROKE, NH	CLOUTIER, LEO	SARETTE, SUSAN
2002009355	BASSETT, RALPH E.	12/16/2002	PEMBROKE, NH	BASSETT, GEORGE	OATES, SARAH
2002009794	PETERSON, PEGGY L.	12/28/2002	CONCORD, NH	CONGER, MARSHALL	HIGHERS, METTA
2002009879	HADLEY, RICHARD A.	12/31/2002	PEMBROKE, NH	HADLEY, CLEO	PINETTE, ANNIE

Total number of records 31

RESIDENT MARRIAGE REPORT

01/01/2002 - 12/31/2002

--PEMBROKE--

SFN	Groom's Name	Groom's Residence	Bride's Name	Bride's Residence	Town of Issuance	Place of Marriage	Date of Marriage
2002000155	LEIGHTON, FREDERICK F.	PEMBROKE,NH	DALEY, WENDY T.	PEMBROKE,NH	PEMBROKE	PEMBROKE	01/19/2002
2002002618	MARTIN, JEFFREY A.	PEMBROKE,NH	MARTIN, MONIA S.	PEMBROKE,NH	PEMBROKE	PEMBROKE	02/14/2002
2002003623	VEGA, FREDERICK M.	PEMBROKE,NH	BILLINGS, CHERYL A.	PEMBROKE,NH	PEMBROKE	DANBURY	03/17/2002
2002001259	GODSEY, JOHN E.	PEMBROKE,NH	TAYLOR, KATHERINE E.	PEMBROKE,NH	PEMBROKE	MANCHESTER	04/04/2002
2002005773	WHITE, JONATHAN S.	PEMBROKE,NH	DUBE, HEATHER M.	PEMBROKE,NH	PEMBROKE	CONCORD	04/20/2002
2002001845	LAKOWICZ, ANDREW D.	PEMBROKE,NH	GEERDES, JESSALYNN	LOUDON,NH	PEMBROKE	LOUDON	04/20/2002
2002005772	BILLINGS, BRUCE G.	PEMBROKE,NH	LANDRUM, MARCIA E.	PEMBROKE,NH	PEMBROKE	PEMBROKE	04/20/2002
2002005775	MILES, CHRIS L.	PEMBROKE,NH	CUTTER, LISA A.	PEMBROKE,NH	PEMBROKE	PEMBROKE	04/20/2002
2002001846	LAWRENCE, WAYNE	PEMBROKE,NH	RENNIE, LORELL	BERWICK,ME	MANCHESTER	MANCHESTER	05/03/2002
2002002051	BILODEAU, ROGER D.	PEMBROKE,NH	NEWBURY, VALERIE L.	CONCORD,NH	CONCORD	MEREDITH	05/18/2002
2002002172	FASCIONE, JAMES E.	SALEM,NH	GAULDING, JENNIFER R.	PEMBROKE,NH	PEMBROKE	PEMBROKE	05/18/2002
2002002306	ROBERTS, GREGORY J.	PEMBROKE,NH	KELLEY, LINDA E.	PEMBROKE,NH	CONCORD	PEMBROKE	05/24/2002
2002002434	ROBICHAUD, MICHAEL J.	PEMBROKE,NH	RICHARDS, LISA A.	PEMBROKE,NH	PEMBROKE	HENNIKER	05/25/2002
2002005477	PRIVE, NEIL E.	PEMBROKE,NH	BAKER, ELIZA L.	PEMBROKE,NH	PEMBROKE	LACONIA	06/12/2002
2002003775	BELANGER, PAUL A.	PEMBROKE,NH	HENRY, SHARON E.	PEMBROKE,NH	PEMBROKE	PEMBROKE	06/14/2002
2002003041	ROTH, MATHIAS K.	CANTERBURY,NH	WURSTER, AMY M.	PEMBROKE,NH	CONCORD	CONCORD	06/15/2002
2002003761	STIDWILL, ROBB J.	BOW,NH	O'NEILL, LAURIE M.	PEMBROKE,NH	PEMBROKE	CONCORD	06/22/2002
2002003755	HILL, TIMOTHY J.	PEMBROKE,NH	GINN, JENNIFER A.	PEMBROKE,NH	PEMBROKE	HAMPSTEAD	06/22/2002
2002003964	GRIDLEY, BRIAN L.	CONCORD,NH	LETALIEN, DENISE M.	PEMBROKE,NH	PEMBROKE	CONCORD	07/06/2002
2002004308	PRESCOTT, KEVIN R.	PEMBROKE,NH	OLIVIER, LISA-MARIE	PEMBROKE,NH	PEMBROKE	PEMBROKE	07/06/2002
2002004311	SAUNDERS, RICHARD D.	PEMBROKE,NH	NEDEAU, JODY L.	PEMBROKE,NH	PEMBROKE	DERRY	07/13/2002
2002004612	DAUPHINEE, CLYDE U.	PEMBROKE,NH	ALEXANDER, BARBARA J.	PEMBROKE,NH	PEMBROKE	PEMBROKE	07/20/2002
2002004601	DOMAN, BRODIE L.	COLSTRIP,MT	STALLER, KATIE A.	PEMBROKE,NH	PEMBROKE	MANCHESTER	07/27/2002
2002004613	TANSEY, MATTHEW B.	PEMBROKE,NH	GESEL, THERESE M.	PEMBROKE,NH	PEMBROKE	MANCHESTER	07/27/2002
2002004721	STRATTON, GARRY R.	PEMBROKE,NH	STRATTON, ELLENOR D.	PEMBROKE,NH	PEMBROKE	PEMBROKE	07/27/2002
2002004927	FORBES, BENJAMIN A.	PEMBROKE,NH	LAVERTU, AMY C.	PEMBROKE,NH	PEMBROKE	BEDFORD	08/02/2002
2002004922	BARTOSHEVICH, MICHAEL	ATTLEBORO,MA	CROWLEY, JENNIFER L.	PEMBROKE,NH	PEMBROKE	HOOKSETT	08/02/2002
2002005378	HAGGETT, CHRISTOPHER M.	PEMBROKE,NH	MC KINNON, SANDRA L.	FRANKLIN,NH	FRANKLIN	CONCORD	08/10/2002

RESIDENT MARRIAGE REPORT
01/01/2002 - 12/31/2002

--PEMBROKE--

SFN	Groom's Name	Groom's Residence	Bride's Name	Bride's Residence	Town of Issuance	Place of Marriage	Date of Marriage
2002005689	PRUNIER, STEVEN M.	PEMBROKE,NH	WOODSIDE-DWYER, MELISSA M.	PEMBROKE,NH	PEMBROKE	PLAISTOW	08/10/2002
2002006372	D'AMORE, DANIEL J.	PEMBROKE,NH	SERAFIN, TORY L.	PEMBROKE,NH	PEMBROKE	ALLENSTOWN	08/24/2002
2002006849	SHELDON, JAMES T.	CONCORD,NH	MORRISON, JENNIFER B.	PEMBROKE,NH	CONCORD	CONCORD	09/07/2002
2002007130	LITTLEFIELD, SCOTT R.	PEMBROKE,NH	BICKFORD, BELYNDA R.	CENTER BARNSTEAD,NH	PEMBROKE	PITTSFIELD	09/07/2002
2002007179	EGGLETON, JOHN D.	PEMBROKE,NH	O'BRIEN, KAREN L.	PEMBROKE,NH	PEMBROKE	CONCORD	09/14/2002
2002007181	CURRIER, DAVID M.	PEMBROKE,NH	WHEDON, CYNTHIA L.	PEMBROKE,NH	PEMBROKE	PEMBROKE	09/14/2002
2002007180	POHRTE, WILLIAM E.	MERRIMACK,NH	KELLEY, KENDRA J.	PEMBROKE,NH	PEMBROKE	TILTON	09/14/2002
2002007847	CUTTER, SCOTT P.	PEMBROKE,NH	BURNS, HEIDI G.	PEMBROKE,NH	PEMBROKE	PEMBROKE	09/19/2002
2002007637	JACOBS, MARK	PEMBROKE,NH	COTE, SELINA C.	PEMBROKE,NH	PEMBROKE	CONCORD	09/21/2002
2002007676	GOVERNANTI, ANTHONY	PEMBROKE,NH	JONES, ELIZABETH A.	PEMBROKE,NH	PEMBROKE	CONCORD	09/28/2002
2002007638	WATTS, KEITH L.	PEMBROKE,NH	COSTIGAN, LAURIE A.	PEMBROKE,NH	PEMBROKE	SANBORNTON	09/28/2002
2002007933	AUBREY, MARC S.	PEMBROKE,NH	SLIDE, KELLY A.	PEMBROKE,NH	CONCORD	CONCORD	10/04/2002
2002008047	LAGRENADE, DAVID C.	PEMBROKE,NH	CALDWELL, DEBORA M.	PEMBROKE,NH	PEMBROKE	PEMBROKE	10/05/2002
2002008312	LARA, SANTOS	PEMBROKE,NH	STEVENS, LESLEY M.	PEMBROKE,NH	PEMBROKE	CONCORD	10/12/2002
2002008289	HEMEON, DENNIS P.	PEMBROKE,NH	PIERCE, LINDA A.	PEMBROKE,NH	PEMBROKE	LOUDON	10/12/2002
2002008553	HORNE, TRAVIS L.	PEMBROKE,NH	MARKOVA, DITA	PEMBROKE,NH	CONCORD	CONCORD	10/19/2002
2002010526	CARCHIDE, JOSEPH	PEMBROKE,NH	WILCOTT, TRISHA M.	CANDIA,NH	CANDIA	CANDIA	10/26/2002
2002008853	BOUDETTE, CHRISTOPHER T.	PEMBROKE,NH	HILLSGROVE, KATHY L.	PEMBROKE,NH	CONCORD	CONCORD	10/26/2002
2002008906	HUTCHINS, WAYNE E.	PEMBROKE,NH	SCHILLER, JOYCE E.	ROUND ROCK,TX	PEMBROKE	PEMBROKE	10/31/2002
2002009346	TYLER, JACOB D.	PEMBROKE,NH	BOLL, MELISSA A.	MALDEN,MA	PEMBROKE	MANCHESTER	11/07/2002
2002010126	LACLAIRE, LEO E.	CONCORD,NH	STILLMAN, JENNIFER L.	PEMBROKE,NH	CONCORD	CONCORD	12/21/2002

Total number of records

49

2003 ANNUAL TOWN MEETING WARRANT TOWN OF PEMBROKE, NH

**To the Inhabitants of the Town of Pembroke, in the County of Merrimack, in said State,
Qualified to Vote in Town Affairs:**

You are hereby notified to meet at the Pembroke Village School on Tuesday, March 11, 2003 from 11:00 a.m. until 7:00 p.m. for the casting of ballots; and at Pembroke Academy, in said Pembroke, on Saturday, March 15, 2003, at 10:00 a.m., to act upon the following articles:

BALLOT ARTICLES MARCH 11, 2003

Article 1. To choose all necessary officers for the year ensuing.

Article 2. Are you in favor of the adoption of the following amendments to the existing Zoning Ordinance of the Town of Pembroke as proposed by the Planning Board:

Amendment # 1

To amend Chapter 143 §103 of the Code of the Town of Pembroke, entitled Lot of record, to add the word "and" to the end of section B, and to add section C which references RSA 674:41 to read as follows:

- 1.(Remains the same)
2. The lot or parcel conforms to the internal setbacks and height restrictions at the time of construction; *and*
3. *The lot or parcel conforms with the provisions of RSA 674:41, which includes the requirements that the lot have street frontage on a class V or better highway or corresponds with a street on a subdivision plat as approved by the planning board.*

Amendment #2

To amend Chapter 143 §114 of the Code of the Town of Pembroke, entitled Variances, to delete the old definition of variance and replace with a new definition to read as follows:

§ 143.114. Variances.

The Board may authorize a variance for a particular use or parcel of land or to an existing building thereon from the terms of this chapter where, owing to conditions especially affecting such parcel or such building but not affecting generally the district in which it is located, a literal enforcement of the provisions of this chapter would result in unnecessary hardship. ~~Hardship as herein defined applies only to special conditions affecting the parcel of land or to existing buildings thereon, and where desirable relief may be granted would not be contrary to the public interest and without nullifying or substantially derogating from the intent or purpose of this chapter.~~ *Hardship as herein defined means that a zoning restriction as applied to an applicant's property interferes with the reasonable use of the property considering the unique setting of the property in its environment, no fair and substantial relationship exists between the general purposes of the zoning ordinance and the specific restriction on the property; and the variance would not injure the public rights of others.* (The rest of the provision to remain unchanged)

Amendment #3

To amend Chapter 143, §121 of the Code of the Town of Pembroke, entitled Administrative Official, to add section B which authorizes the Selectmen or Code Enforcement Officer to enforce the New Hampshire Building Code to read as follows:

1. (Remains the same)

B. It shall be the duty of the Board of Selectmen or appointed Code Enforcement Officer to enforce the New Hampshire Building Code, as amended, under the authority granted pursuant to RSA 674:51. Copies of the New Hampshire Building Code shall be available for review in the office of Planning and Land Use.

Amendment #4

To amend Chapter 143, §122 of the Code of the Town of Pembroke, entitled Administrative Official, to delete the reference to BOCA and add the NH Building Code to read as follows:

§143-122. Permit required.

It shall be unlawful for any person to erect, construct, reconstruct, or alter a structure as ~~determined by section 104.1 of the Building Officials and Code Administrators (BOCA) National Building Code, defined by the New Hampshire Building Code, RSA 155:A, as amended, and section R-109 of the Council of American Building Officials (CABO) One and Two Family Building Code, as amended.~~ without applying for and receiving from the Selectmen a building permit.

This warrant article shall rescind Town of Pembroke Code Section 152, which was adopted by the Board of Selectmen per order No. 97-4 on 2-24-97.

Article 3. (By petition) To vote on the question: "Are you in favor of increasing the board of selectmen to 5 members?"

**2003 ANNUAL TOWN MEETING
DELIBERATIVE SESSION
MARCH 15, 2003**

Article 4. To see if the Town will vote to raise and appropriate the sum of two million dollars (\$2,000,000) for the purpose of constructing and outfitting a new safety complex and to authorize the issuance of not more than two million dollars (\$2,000,000) of bonds or notes in accordance with the Municipal Finance Act (RSA 33) and to authorize the Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon and the maturity and other terms thereof. *Recommended by Board of Selectmen and Budget Committee. (2/3 ballot vote required).*

Article 5. To see if the Town will vote to raise and appropriate the sum of one hundred thousand dollars (\$100,000) to be added to the Town Equipment Capital Reserve Fund previously established. *Recommended by Board Selectmen and Budget Committee. (Majority vote required)*

Article 6. To see if the Town will vote to raise and appropriate the sum of seventy-one thousand six hundred and sixty-three dollars (\$71,663) to be added to the Fire Equipment Capital Reserve Fund previously established. *Recommended by Board Selectmen and Budget Committee.* (Majority vote required)

Article 7. To see if the Town will vote to raise and appropriate the sum of twenty-two thousand four hundred dollars (\$22,400) to be added to the Fire Department Small Equipment Fund previously established. *Recommended by Board of Selectmen and Budget Committee.* (Majority vote required)

Article 8. To see if the Town will vote to establish a Capital Reserve Fund under the provisions of RSA 35:1 for the repair and replacement of computer equipment and software, and to raise appropriate the sum of five thousand dollars (\$5,000) to be placed in this fund, and to designate the Board of Selectmen as agents to expend. *Recommended by Board of Selectmen. Not recommended by the Budget Committee.* (Majority vote required)

Article 9. To see if the Town will vote to establish a Capital Reserve Fund under the provisions of RSA 35:1 for the construction of a salt storage facility, and to raise appropriate the sum of ten thousand dollars (\$10,000) to be placed in this fund, and to designate the Board of Selectmen as agents to expend. *Recommended by Board of Selectmen and Budget Committee.* (Majority vote required)

Article 10. To see if the Town will vote to raise and appropriate a sum not to exceed sixty-five thousand dollars (\$65,000) to purchase a one ton dump truck with equipment and to authorize the withdrawal of a sum not to exceed sixty-five thousand dollars (\$65,000) from the Town Equipment Capital Reserve Fund created for this purpose. *Recommended by Board Selectmen and Budget Committee.* (Majority vote required)

Article 11. To see if the Town will vote to raise and appropriate a sum not to exceed thirty-five thousand dollars (\$35,000) to purchase a 3/4 ton pickup truck with plow and to authorize the withdrawal of a sum not to exceed thirty-five thousand dollars (\$35,000) from the Fire Equipment Capital Reserve Fund created for this purpose. *Recommended by Board Selectmen and Budget Committee.* (Majority vote required)

Article 12. To see if the Town will vote to raise and appropriate the sum of two hundred and thirty nine thousand dollars (\$239,000) to close the Town solid waste landfill and to authorize the withdrawal of eighty-three thousand nine hundred dollars (\$83,900) from the Solid Waste Facility Maintenance/Closure Fund created for this purpose. The balance of one hundred fifty-five thousand one hundred dollars (\$155,100) is to come from general taxation. this will be a non-lapsing appropriation per RSA 32:7, VI and will not lapse until the project is completed. *Recommended by Board of Selectmen and Budget Committee.* (Majority vote required)

Article 13. To see if the Town will vote to raise and appropriate the sum of two hundred thousand dollars (\$200,000) to apply a wearing course of pavement to complete the Church Road/Cross Road project; to replace a portion of the storm drainage system on Pleasant Street; and to reconfigure and pave the intersection of Robinson and Borough Roads. This will be a non-lapsing appropriation per RSA 32:7, VI and will not lapse until December 31, 2005, or until the projects are completed, whichever is sooner. *Recommended by Board of Selectmen and Budget Committee.* (Majority vote required)

Article 14. To see if the Town will vote to raise and appropriate the sum of \$5,182,893 which represents the operating budget. Said sum does not include special or individual articles addressed. *Recommended by Budget Committee.* (Majority vote required)

Article 15. To see if the Town will vote to establish a Recreation Revolving Fund pursuant to RSA 35-B:2 II. The money received from fees and charges for recreation park services and facilities shall be allowed to accumulate from year to year, and shall not be considered to be part of the Town's general fund unreserved fund balance. The Town Treasurer shall pay out the same only upon order of the recreation program director (no further Town meeting approval required). These funds may be expended only for recreation purposes as stated in RSA 35-B, and no expenditure of other Town funds which have not been appropriated for that purpose. (Majority ballot vote required)

Article 16. To see if the Town will vote to adopt the provisions of RSA 76:15-a and collect property taxes on a semi-annual basis.

Article 17. To see if the Town will vote to rescind a vote taken in 1971 to create a commission to oversee the management and operation of the municipal sewer system and to place the responsibility for the management and operation of the municipal sewer system with the Board of Selectmen, effective January 1, 2004.

Article 18. To see if the Town will vote to rescind the vote taken previously in 1913 to create a commission to oversee the management and operation of a municipal water system, and to place the responsibility for the management and operation of the municipal water system with the Board of Selectmen, effective January 1, 2004.

Article 19. To see if the Town will vote to authorize the Board of Selectmen, per the provisions of RSA 674:5. to appoint a capital improvement program committee, which shall include at least one member of the planning board, to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least six years.

Article 20. To see if the Town will vote to send the following resolution to the New Hampshire General Court: "Resolved, in its first two years of operation, the Land and Community Heritage Investment Program (LCHIP) has helped communities throughout New Hampshire preserve their natural, cultural and historic resources and, therefore, the State of New Hampshire should maintain funding for LCHIP in its next biennial budget."

Article 21. (By petition) To see if the Town will vote to adopt the following resolution: "That we, the citizens of Pembroke, New Hampshire call on our elected officials from all levels of government, and those seeking office, to work with consumers, businesses, and health care providers to ensure that: Everyone in New Hampshire, including the self-employed, unemployed, un- and underinsured, and small business owners has access to an affordable basic health plan similar to what federal employees receive; Everyone, including employers, consumers, and the state, local and federal government makes a responsible and fair contribution to finance the health care system; Every family and individual in New Hampshire receives high quality care that is cost efficient and medically effective; and that these efforts help control the skyrocketing cost of health care."

Article 22. (By petition) To see if the town is in favor of adopting a residency requirement for town employees. Such a requirement would apply to present and future employees above labor grade 20 (wage schedule eff. 3/31/02). Such employees shall; within one year of start of employment for the town; become a permanent resident of said town. Present employees of said town shall become a permanent resident within one year of the approval of this article. The Board of Selectmen may; for good cause shown by an affected employee, and after a public hearing; waive this requirement for one additional year.

Article 23. (By petition) To see if the Town is in favor of requiring all future warrant articles involving any expenditure of public funds; as well as all petitioned warrant articles; be decided by ballot vote.

Article 24. To transact any other business that may legally come before said meeting.

S/ Gerald R. Belanger, Chair

/S/ John B. Goff

/S/ Brian B. Tufts

Board of Selectmen
Town of Pembroke, NH

2003

TOWN MEETING WARRANT

AND

PROPOSED TOWN BUDGET

BUDGET OF THE TOWN/CITY

OF: The Town of Pembroke

BUDGET FORM FOR TOWNS WHICH HAVE ADOPTED
THE PROVISIONS OF RSA 32:14 THROUGH 32:24

Appropriations and Estimates of Revenue for the Ensuing Year January 1, 2003 to December 31, 2003

or Fiscal Year From _____ to _____

IMPORTANT:

Please read RSA 32:5 applicable to all municipalities.

1. Use this form to list the entire budget in the appropriate recommended and not recommended area. This means the operating budget and all special and individual warrant articles must be posted.
2. Hold at least one public hearing on this budget.
3. When completed, a copy of the budget must be posted with the warrant. Another copy must be placed on file with the town clerk, and a copy sent to the Department of Revenue Administration at the address below.

This is to certify that this budget was posted with the warrant on the (date) _____

BUDGET COMMITTEE

Please sign in ink.

Francis Aboude
Emily Banger Cooper
Jim Towers
Carol E. Flynn
Regina Bates
William (autimante)

[Signature]
Fobby [Signature]
Justin A. Walsh
David Truman - [Signature]

THIS BUDGET SHALL BE POSTED WITH THE TOWN WARRANT

FOR DRA USE ONLY

NH DEPARTMENT OF REVENUE ADMINISTRATION
 COMMUNITY SERVICES DIVISION
 MUNICIPAL FINANCE BUREAU
 P.O. BOX 487, CONCORD, NH 03302-0487
 (603)271-3397

ACCT.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Warr. Art.#	Appropriations		Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS		BUDGET COMMITTEE'S APPROPRIATIONS	
			Prior Year As Approved by DRA	XXXXXX		Ensuing Fiscal Year (RECOMMENDED)	(NOT RECOMMENDED)	Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED
GENERAL GOVERNMENT									
4130-4139	Executive		271,783	XXXXXX	258,643	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4140-4149	Election, Reg. & Vital Statistics		96,691	XXXXXX	91,606	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4150-4151	Financial Administration		81,446	XXXXXX	77,134	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4152	Revaluation of Property		47,650	XXXXXX	50,163	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4153	Legal Expense		35,000	XXXXXX	35,000	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4155-4159	Personnel Administration			XXXXXX		XXXXXX	XXXXXX	XXXXXX	XXXXXX
4191-4193	Planning & Zoning		200,994	XXXXXX	242,583	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4194	General Government Buildings		86,234	XXXXXX	56,862	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4195	Cemeteries		27,706	XXXXXX	25,178	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4196	Insurance		124,297	XXXXXX	78,526	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4197	Advertising & Regional Assoc.			XXXXXX		XXXXXX	XXXXXX	XXXXXX	XXXXXX
4199	Other General Government			XXXXXX		XXXXXX	XXXXXX	XXXXXX	XXXXXX
PUBLIC SAFETY									
4210-4214	Police		698,307	XXXXXX	618,626	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4215-4219	Ambulance		30,493	XXXXXX	30,493	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4220-4229	Fire		180,183	XXXXXX	170,172	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4240-4249	Building Inspection			XXXXXX		XXXXXX	XXXXXX	XXXXXX	XXXXXX
4290-4298	Emergency Management		434	XXXXXX	434	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4299	Other (including Communications)			XXXXXX		XXXXXX	XXXXXX	XXXXXX	XXXXXX
AIRPORT/AVIATION CENTER									
4301-4309	Airport Operations			XXXXXX		XXXXXX	XXXXXX	XXXXXX	XXXXXX
HIGHWAYS & STREETS									
4311	Administration		212,578	XXXXXX	178,720	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4312	Highways & Streets		410,496	XXXXXX	378,092	XXXXXX	XXXXXX	XXXXXX	XXXXXX
4313	Bridges			XXXXXX		XXXXXX	XXXXXX	XXXXXX	XXXXXX

1 2 3 4 5 6 7 8 9

ACCT.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Warr. Art.#	Appropriations		Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS		BUDGET COMMITTEE'S APPROPRIATIONS	
			Prior Year As Approved by DRA			Ensuing Fiscal Year (RECOMMENDED)	(NOT RECOMMENDED)	Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED
HIGHWAYS & STREETS cont.									
4316	Street Lighting		26,000		22,901	26,750			
4319	Other		59,798		50,784	63,875			
SANITATION									
4321	Administration								
4323	Solid Waste Collection		400,524		368,056	371,809			
4324	Solid Waste Disposal								
4325	Solid Waste Clean-up								
4326-4329	Sewage Coll. & Disposal & Other								
WATER DISTRIBUTION & TREATMENT									
4331	Administration								
4332	Water Services								
4335-4339	Water Treatment, Conserv. & Other								
ELECTRIC									
4351-4352	Admin. and Generation								
4353	Purchase Costs								
4354	Electric Equipment Maintenance								
4359	Other Electric Costs								
HEALTH/WELFARE									
4411	Administration		12,914		12,993	12,961			
4414	Pest Control								
4415-4419	Health Agencies & Hosp. & Other								
4441-4442	Administration & Direct Assist.		69,751		73,220	75,273			
4444	Intergovernmental Welfare Pymnts								
4445-4449	Vendor Payments & Other								

1 2 3 4 5 6 7 8 9

ACCT.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Warr. Art.#	Appropriations		Actual		SELECTMEN'S APPROPRIATIONS		BUDGET COMMITTEE'S APPROPRIATIONS	
			Prior Year As Approved by DRA	Prior Year Expenditures	(RECOMMENDED)	(NOT RECOMMENDED)	Ensuing Fiscal Year RECOMMENDED	Ensuing Fiscal Year NOT RECOMMENDED		
CULTURE & RECREATION										
4520-4529	Parks & Recreation		41,800	39,665	45,397					
4550-4559	Library									
4583	Patriotic Purposes		900	900	900					
4589	Other Culture & Recreation		3,750	3,782	3,750					
CONSERVATION										
4611-4612	Admin. & Purch. of Nat. Resources		835	370	445					
4619	Other Conservation									
4631-4632	REDEVELOPMENT & HOUSING									
4651-4659	ECONOMIC DEVELOPMENT		15,850	15,081	11,175					
DEBT SERVICE										
4711	Princ.- Long Term Bonds & Notes		315,397	315,397	105,000					
4721	Interest-Long Term Bonds & Notes		106,733	104,654	30,003					
4723	Int. on Tax Anticipation Notes		92,850	55,107	165,000					
4790-4799	Other Debt Service									
CAPITAL OUTLAY										
4901	Land									
4902	Machinery, Vehicles & Equipment		204,620	195,483	106,112					
4903	Buildings									
4909	Improvements Other Than Bldgs.		70,600	1,773	158,016					
OPERATING TRANSFERS OUT										
4912	To Special Revenue Fund		129,148	129,148	145,690					
4913	To Capital Projects Fund									
4914	To Enterprise Fund									
	Sewer-		418,599	418,599	845,697					
	Water-		453,319	453,319	563,135					

1 2 3 4 5 6 7 8 9

ACCT.#	PURPOSE OF APPROPRIATIONS (RSA 32:3.V)	Warr. Art.#	Appropriations		Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS		BUDGET COMMITTEE'S APPROPRIATIONS	
			Prior Year As Approved by DRA	XXXXXXX		(RECOMMENDED)	(NOT RECOMMENDED)	RECOMMENDED	NOT RECOMMENDED
OPERATING TRANSFERS OUT cont.									
	Electric-								
	Airport-								
4915	To Capital Reserve Fund		93,701		93,701				
4916	To Exp.Tr.Fund-except #4917								
4917	To Health Maint. Trust Funds								
4918	To Nonexpendable Trust Funds								
4919	To Agency Funds								
	SUBTOTAL 1		5,021,381		4,710,165	5,426,814		5182893	

If you have a line item of appropriations from more than one warrant article, please use the space below to identify the make-up of the line total for the ensuing year.

Acct. #	Warr. Art. #	Amount	Acct. #	Warr. Art. #	Amount

****SPECIAL WARRANT ARTICLES****

Special warrant articles are defined in RSA 32:3,VI, as appropriations: 1) in petitioned warrant articles; 2) appropriations raised by bonds or notes; 3) appropriations to a separate fund created pursuant to law, such as capital reserve funds or trusts funds; or 4) an appropriation designated on the warrant as a special article or as a nonlapsing or nontransferable article.

1 2 3 4 5 6 7 8 9

ACCT.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Warr. Art.#	Appropriations		Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS		BUDGET COMMITTEE'S APPROPRIATIONS	
			Prior Year As Approved by DRA	Prior Year As Approved by DRA		Ensuing Fiscal Year (RECOMMENDED)	Ensuing Fiscal Year (NOT RECOMMENDED)	Ensuing Fiscal Year RECOMMENDED	Ensuing Fiscal Year NOT RECOMMENDED
	New Safety Complex	4				2000000		2000000	
	Town Equipment CRF	5				100000		100000	
	Fire Equipment CRF	6				71663		71663	
	Fire Sm Equipment CRF	7				22400		22400	
	Pickup Truck	11				35000		35000	
	Dump Truck	10				65000		65000	
	Salt Storage CRF	9				10000		10000	
	Computer Equipment CRF	8				5000		0	5000
	Health Care Trust					30780		0	30780
	Solid Waste Closure CPF					239000		239000	
	Road P...PF	13				200000		200000	
	SUBTOTAL 2 RECOMMENDED		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	2778843	XXXXXXXXXX	2743063	XXXXXXXXXX

****INDIVIDUAL WARRANT ARTICLES****

"Individual" warrant articles are not necessarily the same as "special warrant articles". An example of an individual warrant article might be negotiated cost items for labor agreements, leases or items of a one time nature you wish to address individually.

1 2 3 4 5 6 7 8 9

ACCT.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Warr. Art.#	Appropriations		Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS		BUDGET COMMITTEE'S APPROPRIATIONS	
			Prior Year As Approved by DRA	Prior Year As Approved by DRA		Ensuing Fiscal Year (RECOMMENDED)	Ensuing Fiscal Year (NOT RECOMMENDED)	Ensuing Fiscal Year RECOMMENDED	Ensuing Fiscal Year NOT RECOMMENDED
	SUBTOTAL 3 RECOMMENDED		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX

1	2	3	4	5	6
ACCT.#	SOURCE OF REVENUE	Warr. Art.#	Estimated Revenues Prior Year	Actual Revenues Prior Year	Estimated Revenues Ensuing Year
TAXES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3120	Land Use Change Taxes		21,300	14,180	-
3180	Resident Taxes				
3185	Timber Taxes		14,300	25,639	9,500
3186	Payment in Lieu of Taxes		40,257	41,769	55,257
3189	Other Taxes				
3190	Interest & Penalties on Delinquent Taxes		62,000	70,293	65,000
	Inventory Penalties				
3187	Excavation Tax (\$.02 cents per cu yd)		12,400	12,396	10,330
LICENSES, PERMITS & FEES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3210	Business Licenses & Permits		200	3,056	200
3220	Motor Vehicle Permit Fees		900,000	934,513	930,000
3230	Building Permits		50,000	69,672	40,000
3290	Other Licenses, Permits & Fees		24,600	25,835	22,605
3311-3319	FROM FEDERAL GOVERNMENT				
FROM STATE			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3351	Shared Revenues		48,169	44,308	48,169
3352	Meals & Rooms Tax Distribution		199,213	199,213	199,200
3353	Highway Block Grant		124,130	124,130	131,002
3354	Water Pollution Grant		57,912	57,912	56,285
3355	Housing & Community Development				
3356	State & Federal Forest Land Reimbursement				
3357	Flood Control Reimbursement				
3359	Other (Including Railroad Tax)		1,725	1,725	92,901
3379	FROM OTHER GOVERNMENTS				
CHARGES FOR SERVICES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3401-3406	Income from Departments		109,225	121,364	92,630
3409	Other Charges				
MISCELLANEOUS REVENUES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3501	Sale of Municipal Property				
3502	Interest on Investments		29,000	30,682	15,000
3503-3509	Other		11,200	15,077	4,837
INTERFUND OPERATING TRANSFERS IN			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3912	From Special Revenue Funds				2,199
3913	From Capital Projects Funds				

1	2	3	4	5	6
ACCT.#	SOURCE OF REVENUE	Warr. Art.#	Estimated Revenues Prior Year	Actual Revenues Prior Year	Estimated Revenues Ensuing Year
INTERFUND OPERATING TRANSFERS cont.			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3914	From Enterprise Funds				
	Sewer - (Offset)		469,615	469,615	612,325
	Water - (Offset)		453,319	453,319	563,135
	Electric - (Offset)				
	Airport - (Offset)				
3915	From Capital Reserve Funds		142,000	137,705	241,323
3916	From Trust & Agency Funds		-	1,811	300
OTHER FINANCING SOURCES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3934	Proc. from Long Term Bonds & Notes		-	-	2,000,000
	Amounts VOTED From F/B ("Surplus")				
	Fund Balance ("Surplus") to Reduce Taxes				
TOTAL ESTIMATED REVENUE & CREDITS			2,770,565	2,854,213	5,192,198

****BUDGET SUMMARY****

	PRIOR YEAR ADOPTED BUDGET	SELECTMEN'S RECOMMENDED BUDGET	BUDGET COMMITTEE'S RECOMMENDED BUDGET
SUBTOTAL 1 Appropriations Recommended (from pg. 5)	5,021,381	5,426,814	5,182,893
SUBTOTAL 2 Special Warrant Articles Recommended (from pg. 6)		2,778,843	2,743,063
SUBTOTAL 3 "Individual" Warrant Articles Recommended (from pg. 6)			
TOTAL Appropriations Recommended	5,021,381	8,205,657	7,925,956
Less: Amount of Estimated Revenue Credits (from above)	2,770,565	5,192,198	5,192,198
Estimated Amount of Taxes to be Raised	2,250,816	3,013,459	2,733,758

Maximum Allowable Increase to Budget Committee's Recommended Budget per RSA 32:18: _____
 (See Supplemental Schedule With 10% Calculation)

2003

SCHOOL DISTRICT WARRANT

AND

PROPOSED SCHOOL BUDGET

THE STATE OF NEW HAMPSHIRE

TO THE INHABITANTS OF THE SCHOOL DISTRICT IN THE TOWN OF PEMBROKE, QUALIFIED TO VOTE IN DISTRICT AFFAIRS:

You are hereby notified to meet at Pembroke Academy in said District on the 8th day of March, 2003 at 10:00 o'clock in the morning to act upon the following subjects:

1. To hear the reports of Agents, Auditors, Committees, or Officers chosen, and to pass any vote relating thereto.

2. To see if the District will vote to authorize the School Board to accept gifts and donations from any source on behalf of the School District.

3. To see if the District will vote to raise and appropriate the sum of up to \$100,000, from surplus, to be added to the Special Education Trust Fund previously established, and to authorize the use/transfer of up to \$100,000 from the June 30, 2003 fund balance for this purpose.

School Board recommends approval
Budget Committee recommends approval

4. To see if the District will vote to create an expendable general trust fund under the provisions of RSA 198:20-c, to be known as the Instructional Materials Trust Fund, for the purpose of purchasing new and replacement instructional supplies and materials for the School District, and to raise and appropriate the sum of up to \$25,000, from surplus, for this purpose, and to authorize the use/transfer of up to \$25,000 from the June 30, 2003 fund balance for this purpose, and authorize the School Board as agents to expend.

School Board recommends approval
Budget Committee recommends approval

5. To see if the district will vote to raise and appropriate the sum of up to \$50,000, from surplus, to be added to the School Building Capital Reserve Fund previously established, and to authorize the use/transfer of up to \$50,000 from the June 30, 2003 fund balance for this purpose.

School Board recommends approval
Budget Committee recommends approval

6. To see if the District will vote to raise and appropriate the sum of up to \$50,000, from surplus, to be added to the Roadway Trust Fund previously established, and to authorize the use/transfer of up to \$50,000 from the June 30, 2003 fund balance for this purpose.

School Board recommends approval
Budget Committee recommends approval

7. To see if the District will vote to raise and appropriate the sum of \$110,913 for the purposes of heating upgrade (\$34,000), carpet replacement (\$2,500), lockset replacement (\$6,900), and exterior lighting (\$250) at Village School, carpet replacement (\$2,500) painting (\$9,100), exterior door replacement (\$5,190), lockset replacement (\$500), and alarm upgrades (\$950) at Hill School, carpet replacement (\$5,000), painting (\$5,800), exterior fascia repair (\$3,500), lockset replacement (\$11,000), and alarm upgrades (\$1,550) at Three Rivers, and door upgrades (\$895), HVAC repair (\$6,000), roof repair (\$10,000), alarm upgrades (\$4,278) and exterior

lighting (\$1,000) at Pembroke Academy. Further, to authorize the withdrawal of \$110,913 from the School Building Capital Reserve Fund for these purposes

School Board recommends approval
Budget Committee recommends approval

8 To see if the District will vote to raise and appropriate the sum of \$18,700 for the purposes of alarm system replacement (\$2,200) at Village School, intercom upgrade (\$9,000) and clock replacement (\$1,700) at Hill School, student furniture replacement (\$5,000) at Three Rivers School, and utility trailer purchase (\$800) at Pembroke Academy. Further, to authorize the withdrawal of \$18,700 from the Equipment Trust Fund for these purposes

School Board recommends approval
Budget Committee recommends approval

9. To see if the District will vote to approve the following resolution to be shared appropriately with State and Federal officials:

Be it resolved that the voters of the Pembroke School District vigorously oppose any and all unfunded and/or under-funded federal education mandates including, but not limited to, those contained in the recently enacted "No Child Left Behind Law" as well as those historically unfunded within the special education (I.D.E.A.) law.

10. To see if the District will vote to raise and appropriate the sum of \$32,000 for the purpose of leasing one additional school bus (including driver and all related costs) to provide appropriate transportation services to Pembroke students, grades kindergarten through eight.

School Board recommends approval
Budget Committee does not recommend approval

11. To see if the District will vote to raise and appropriate the sum of \$30,325 to support security initiatives including emergency incident supplies for all schools and security doors at Hill and Three Rivers Schools.

School Board recommends approval
Budget Committee does not recommend approval

12. To see what sum of money the District will raise and appropriate for the support of schools, for the payment of salaries and benefits for school district officials and agents and for the payment of statutory obligations of the District, inclusive of all funds appropriated in previous articles on this warrant.

13. To choose Agents and Committees in relation to any subjects embraced in the Warrant.

14. To transact other business that may legally come before said meeting.

Given under our hands and seal this 14th day of January, 2003.

Clint Hanson, Chair
Ronald Clouser
Gerard Fleury
Therese McCarthy
Thomas Serafin
Pembroke School Board

PEMBROKE SCHOOL DISTRICT WARRANT

THE STATE OF NEW HAMPSHIRE

TO THE INHABITANTS OF THE SCHOOL DISTRICT IN THE TOWN OF PEMBROKE,
QUALIFIED TO VOTE IN DISTRICT AFFAIRS:

You are hereby notified to meet at the Pembroke Village School in said District on the
11th day of March, 2003 at 11:00 o'clock in the forenoon, to act upon the following subjects:

1. To choose a Moderator for the ensuing year.
2. To choose a Clerk for the ensuing year.
3. To choose one member of the School Board for the ensuing three years.
4. To choose a Treasurer for the ensuing year.

The polls are to open at 11:00 A.M. and will close not earlier than 7:00 P.M.

All other School District business to be conducted at the regular School District meeting
as otherwise provided.

Given under our hands at said Pembroke this 14th day of January, 2003.

Given under our hands and seal this 20th day of February, 2002.

Clint Hanson, Chair
Ronald Clouser
Gerard Fleury
Therese McCarthy
Thomas Serafin
Pembroke School Board

**PEMBROKE SCHOOL DISTRICT
2003/04 BUDGET
MS-27 SUMMARY**

Purpose of Appropriation	Expenditures 2001/02	Approved Budget 2002/03	School Board's Budget 2003/04	Budget Committee Recommended 2003/04	Not Recommended 2003/04
INSTRUCTION					
Regular Programs	5,093,904	4,948,607	5,704,246		
Special Programs	2,178,171	2,307,008	2,603,386		
Vocational Programs	578,424	722,398	580,286		
Other Instructional Programs	213,448	251,800	273,600		
SUPPORT SERVICES					
Student Support Services	719,081	854,264	864,650		
Instructional Staff Services	248,455	400,113	225,499		
General Administration					
Other School Board	63,466	52,027	69,676		
Executive Administration					
S.A.U. Management Serv.	305,962	328,870	385,392		
School Administration Service	648,951	713,672	744,987		
Operation/Maint. of Plant	1,054,855	1,106,837	1,056,363		
Student Transportation	297,382	311,273	376,016		
Other Support Services	2,349,447	2,676,066	3,011,233		
Non-Instructional Services	401,333	370,281	409,528		
Facilities Acq & Const.	419,553	186,112	129,613		
OTHER OUTLAYS					
Debt Serv.-Principal	874,517	925,000	925,000		
Debt Serv.-Interest	468,475	416,965	365,546		
To Food Service	0	1	1		
To Capital Reserve Fund	20,000	50,000	50,000		
To Expendable Trust	80,000	200,000	175,000		
Supplemental	0	1	1		
SUBTOTAL	16,015,424	16,821,295	17,950,023	17,302,948	647,075
Warrant Articles			62,325		62,325
TOTAL APPROPRIATIONS	16,015,424	16,821,295	18,012,348	17,302,948	709,400

**PEMBROKE SCHOOL DISTRICT
ESTIMATED REVENUES
MS-27 SUMMARY**

REVENUES & CREDITS AVAILABLE TO REDUCE SCHOOL TAXES	ACTUAL REVENUE 2001/02	REVISED REVENUE 2002/03	ESTIMATED REVENUE 2003/04	BUDGET COMMITTEE BUDGET 2003/04
REVENUE FROM LOCAL SOURCES				
Tuition	4,029,709	3,860,452	4,172,733	
Earnings on Investments	13,799	10,900	10,900	
Food Service Sales	311,270	269,021	314,228	
Community Services Activities	27,511	27,500	27,500	
Other Local Sources	754	800	800	
REVENUE FROM STATE SOURCES				
School Building Aid	394,514	393,014	393,014	
Catastrophic Aid	125,850	98,657	98,498	
Vocational Aid	2,369	2,370	2,370	
Child Nutrition	5,107	5,500	5,100	
REVENUE FROM FEDERAL SOURCES				
Federal Program Grants	702,906	818,300	703,000	
Child Nutrition Program	90,006	95,000	89,900	
Medicaid Distribution	38,427	45,000	45,000	
OTHER FINANCING SOURCES				
Transfer from Capital Project Funds	283,447			
Transfer from Capital Reserve Fund	45,914	59,512	110,913	
Transfer from Expendable Trust Fund	25,151	126,600	126,700	
Appropriations Voted From Fund Balance	100,000	250,000	225,000	
Fund Balance to Reduce Taxes	42,139	278,601	57,196	
Total School Revenues & Credits	6,238,873	6,341,227	6,444,852	6,444,852
Cost of Adequate Education	5,350,865	5,078,894	5,078,894	5,078,894
District Assessment	4,425,686	5,401,174	6,488,602	5,779,202
Total Revenues & District Assessments	16,015,424	16,821,295	18,012,348	17,302,948

BRENT W. WASHBURN, CPA
64 Hooksett Turnpike Road
Concord, New Hampshire 03301-8400
Telephone (603) 224-6133

**REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL
REPORTING BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED
IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

December 18, 2002

The School Board
Pembroke School District
Pembroke, New Hampshire 03234

Compliance

I have audited the general purpose financial statements of the Pembroke School District, with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement* that are applicable to each of its major federal programs for the year ended June 30, 2002. The Pembroke School District major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations contracts and grants applicable to each of its major federal programs is the responsibility of the Pembroke School District's management. My responsibility is to express an opinion on the Pembroke School District's compliance based on my audit.

I conducted my audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards, Local Governments, and Non-profit Organizations*. Those standards and OMB Circular A-133 require that I plan and perform the audit to obtain reasonable assurance about whether non-compliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Pembroke School District's compliance with those requirements and performing such other procedures as I considered necessary in the circumstances. I believe that my audit provides a reasonable basis for my opinion. My audit does not provide a legal determination on the Pembroke School District's compliance with those requirements.

In my opinion, the Pembroke School District complied, in all material respects with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 2002.

Internal Control Over Compliance

The management of the Pembroke School District is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to programs. In planning and performing my audit, I considered the Pembroke School District's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order

to determine my auditing procedures for the purpose of expressing my opinion on compliance and to test and report on the internal control over compliance in accordance with OMB Circular A-133.

My consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weakness. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that non-compliance with applicable requirements of laws, regulations, contracts and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. I noted no matters involving the internal control over compliance and its operation that I consider to be material weaknesses.

This report is intended solely for the information and use of the audit committee, management, and others within the organization, school board, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

I extend my thanks to the officials and employees of the Pembroke School District for their assistance during the course of my audit.

Brent W. Washburn, CPA

2002 EMPLOYEE SERVICE AWARDS



Pembroke Town Employees Service Awards:

Front row: Roger Duquette, 10 years Town Admin. Dept; John Thurner, 40 years Fire Dept.;

Back Row: Erik Paulsen, 15 years Fire Dept; Joshua Ginn, 5 years Fire Dept; Patrick Maccini, 10 years Fire Dept; Stacy Amyot, 15 Years Fire Dept; David Lavoie, 5 years Fire Dept;

Not Present: Harold Paulsen, 40 years Fire Dept; Terrence Judge, 15 years Fire Dept.;
Dwayne Gilman, 10 years Police Dept; Reno Nadeau, 10 years Highway Dept; Gerald Frechette,
10 years Highway Dept.;

PEMBROKE INFORMATION

www.pembroke-nh.com

Settled: 1728

Incorporated: 1759

Population: 6,897 (2000 Census—Source: NH Office of State Planning)

Area: 14,493 acres or 22.64 square miles

Road Mileage: 70.24 miles of road

Annual Town and School Elections: Held second Tuesday in March

Annual Town Meeting: Held Saturday following Annual Town Election

Annual School District Meeting: Held in March at a date and time chosen by the School Board

State Senator, 15th Senatorial District: Senator Sylvia Larsen

Representatives to the NH General Court, District 36:

Representative Frank W. Davis; Representative Deanna Rush; Representative William Field

United States Senators: Senator Judd Gregg; Senator John E. Sununu

United States Representative: Representative Charlie Bass