

2008 SALISBURY CAPITAL IMPROVEMENTS PROGRAM (CIP)

DRAFT – 6/16/08

TABLE OF CONTENTS

Overview	1
Exhibit 1: Ten-Year History of Capital Expenditures for Municipal Government Departments	2
Exhibit 2: Municipal Share of School District Capital Costs (Long-Term Debt)	3
Exhibit 3: History of Operating Expenditures by Function	4
Exhibit 4: History of Non-Property Tax Revenues and Net Local Tax Costs	5
Exhibit 5: Forecast of Future Operating Expenditures and Debt Service	6
Exhibit 6: Forecast of Future Revenues and Funds Available for New Capital Projects	7
Listing of Projects Submitted for Review in CIP	8
Proposed Schedule of Capital Improvements Projects and Annualized Costs	9

Overview

A capital improvements program (CIP) is a valuable part of the planning process for the community. It links local infrastructure investments with master plan goals, land use ordinances and economic development, as well as bridging the gap between planning and spending and the visions of the master plan and the fiscal realities of improving and expanding community facilities.

Among the benefits of a capital improvement programming effort are the following:

- Preserving public health, safety and welfare
- Avoiding undue tax increases
- Developing a fair distribution of capital costs
- Anticipating the demands of growth
- Building a foundation for growth management and impact fees
- Improving communication and coordination.

As recommended in the Town of Salisbury's 2007 Master Plan the Salisbury Planning Board has undertaken this effort as the next step to helping the Town achieve these benefits.

The Salisbury Planning Board would like to thank the following people for their efforts in helping the Board to put together this comprehensive document: John Herbert for retrieving historical data from the Town's databases; Jeff McCandless for pulling together data from annual town reports, the Merrimack Valley School District and the State Document Center to determine both the history and projections; and to Bill MacDuffie – Road Agent, Rick Gilman – Fire Chief, Ed Sawyer/Gail Henry – Transfer Station, for their submission of projects for the CIP 2009-2014.

Exhibit 2: Municipal Share of School District Capital Costs (Long-Term Debt)

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	TOTAL
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SCHOOL DISTRICT BONDED CAPITAL EXPENDITURES

Total Capital Costs											
Including Debt Service	\$840,338	\$839,030	\$1,634,541	\$2,859,013	\$2,449,593	\$2,349,765	\$2,283,188	\$4,551,274	\$4,203,789	\$4,070,452	\$26,080,983
STATE BUILDING AID											
REIMBURSEMENT TO DISTRICT At 55% of Annual Principal	\$317,653	\$313,784	\$301,763	\$877,149	\$891,031	\$971,778	\$949,977	\$1,791,124	\$1,773,201	\$1,936,083	\$10,123,543
SCHOOL DISTRICT NET CAPITAL EXPENSE After State Aid Reimbursement	\$522,685	\$525,246	\$1,332,778	\$1,981,864	\$1,558,562	\$1,377,987	\$1,333,211	\$2,760,150	\$2,430,588	\$2,134,369	\$15,957,440
SALISBURY SHARE OF SCHOOL DISTRICT CAPITAL COSTS After State Aid Reimbursement	\$54,051	\$52,161	\$138,837	\$197,618	\$152,381	\$123,302	\$109,739	\$253,441	\$207,322	\$211,234	\$1,500,086
LOCAL ASSESSED VALUATION											
On Which Taxes Are Raised	\$58,922,671	\$58,628,482	\$59,200,261	\$59,606,205	\$60,467,636	\$112,768,932	\$114,817,883	\$116,866,974	\$117,663,891	\$119,201,976	
SCHOOL TAX RATE FOR CAPITAL PROJECTS											
Compute:	\$0.92	\$0.89	\$2.35	\$3.32	\$2.52	\$1.09	\$0.96	\$2.17	\$1.76	\$1.77	
(Net Annual Capital Expense/(Assessed Valuation/\$1,000)) = Tax Rate Impact Per Thousand Valuation											
TOTAL SCHOOL TAX RATE											
Exclude Municipal and County Rates	\$16.84	\$14.61	\$16.25	\$17.87	\$19.01	\$12.23	\$11.96	\$13.11	\$14.36	\$14.62	
CAPITAL PROJECT SHARE OF SCHOOL TAXES											
Compute:	5.46%	6.10%	14.46%	18.58%	13.26%	8.91%	8.03%	16.55%	12.26%	12.11%	
(Tax Rate for Capital Projects/Total Tax Rate) = Capital Project Impact as % of Total											
											10-Yr. Avg.
											11.57%

Exhibit 3: History of Operating Expenditures by Function

Year	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Total Change	Average
											Dollars	%
DRAFT												
DEPARTMENT												
General Government	\$150,500	\$140,253	\$157,728	\$160,447	\$200,792	\$197,480	\$302,074	\$295,653	\$280,533	\$268,693	\$122,518	
Public Safety												
Police	\$23,399	\$27,600	\$29,913	\$24,081	\$28,827	\$33,805	\$24,903	\$19,081	\$61,466	\$50,109	\$24,269	
Fire & Rescue	\$27,633	\$29,762	\$25,083	\$40,663	\$40,278	\$43,031	\$43,888	\$46,533	\$54,064	\$51,271	\$22,016	
Highways and Streets	\$205,501	\$130,906	\$120,272	\$146,376	\$151,963	\$168,871	\$143,636	\$202,425	\$217,576	\$204,104	\$31,892	
Solid Waste	\$49,398	\$50,544	\$51,600	\$60,117	\$64,098	\$72,591	\$74,157	\$69,461	\$75,318	\$80,772	\$32,933	
Health & Welfare	\$3,761	\$3,602	\$6,366	\$7,106	\$3,929	\$7,730	\$9,946	\$13,143	\$23,367	\$20,095	\$13,345	
Culture & Recreation	\$16,668	\$22,202	\$20,444	\$23,272	\$21,585	\$30,295	\$31,954	\$32,427	\$31,661	\$32,378	\$18,276	
Interest - Tax Anticipation											-\$1,381	
Miscellaneous	\$391	\$545	\$385	\$700	\$350	\$1,400	\$1,525	\$10,000	\$4,058	\$454	\$292	
TOTAL OPERATING COSTS:												
Municipal Services	\$477,251	\$405,414	\$411,791	\$462,762	\$511,822	\$555,203	\$632,083	\$688,723	\$748,043	\$707,876	\$264,160	4.78%
SCHOOL DISTRICT ASSESSMENT												
Excluding Debt Service Costs	\$938,124	\$769,982	\$793,522	\$841,394	\$974,875	\$1,222,422	\$1,239,068	\$1,256,307	\$1,467,447	\$1,512,189	\$609,431	5.29%
COUNTY TAX ASSESSMENT												
	\$129,549	\$136,704	\$147,073	\$179,759	\$179,908	\$177,329	\$234,201	\$244,324	\$306,164	\$347,900	\$223,445	10.83%
TOTAL OPERATING COSTS												
	\$1,544,924	\$1,312,100	\$1,352,386	\$1,483,915	\$1,666,605	\$1,954,954	\$2,105,352	\$2,189,354	\$2,521,654	\$2,567,965	\$1,097,036	5.73%

Total Change Dollars and Average Annual % are calculated from 1997 to provide full 10 year numbers
 Total inflation for the 10 year period was 30.62%, Average Annual 2.71%

Exhibit 4: History of Non-Property Tax Revenues and Net Local Tax Costs

Year	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Total Change	Average Annual	
											Dollars	%	
DRAFT													
SOURCES OF REVENUE													
Taxes: non-property	\$36,572	\$20,653	\$40,007	\$55,125	\$33,569	\$35,581	\$77,026	\$51,587	\$47,331	\$32,429		-\$7,099	
Licenses, Permits, Fees	\$123,988	\$127,668	\$141,189	\$155,115	\$177,723	\$212,161	\$213,837	\$229,961	\$234,493	\$226,126		\$115,512	
Intergovernmental-state	\$122,104	\$128,011	\$122,221	\$130,482	\$130,481	\$145,768	\$146,470	\$160,258	\$178,602	\$181,270		\$28,435	
Intergovernmental-fed	\$20,638	\$1,849	\$1,947	\$2,787	\$5,083	\$3,105	\$3,658	\$6,296	\$59,751	\$0		-\$1,790	
Charges for Services	\$12,386	\$5,790	\$11,734	\$12,024	\$15,801	\$17,187	\$12,685	\$17,267	\$15,932	\$12,872		\$343	
Interest	\$12,632	\$14,450	\$27,381	\$15,102	\$4,690	\$3,184	\$5,221	\$11,625	\$12,484	\$14,939		\$1,659	
Miscellaneous	\$16,337	\$32,614	\$13,616	\$10,772	\$12,644	\$10,295	\$14,370	\$13,516	\$111,939	\$16,181		-\$11,308	
TOTAL NON-PROPERTY REVENUES													
For Municipal Services	\$344,657	\$331,035	\$358,095	\$381,407	\$379,991	\$427,281	\$473,267	\$490,510	\$660,532	\$483,817		\$125,752	3.06%
NET PROPERTY TAX EXPENSE													
MUNICIPAL	\$261,027	\$258,552	\$258,705	\$248,558	\$314,432	\$380,031	\$361,676	\$393,842	\$495,365	\$648,458		\$426,754	11.33%
SCHOOL DISTRICT	\$992,175	\$822,143	\$932,359	\$1,039,012	\$1,127,256	\$1,345,724	\$1,348,807	\$1,509,748	\$1,674,769	\$1,723,423		\$764,724	6.04%
COUNTY	\$129,549	\$136,704	\$147,073	\$179,759	\$179,908	\$177,329	\$234,201	\$244,324	\$306,164	\$347,900		\$223,671	10.85%
TOTAL	\$1,382,751	\$1,217,399	\$1,338,137	\$1,467,329	\$1,621,596	\$1,903,084	\$1,944,684	\$2,147,914	\$2,476,298	\$2,719,781		\$1,415,149	7.62%

Total Change Dollars and Average Annual % are calculated from 1997 to provide full 10 year numbers

Exhibit 5: Forecast of Future Operating Expenditures and Debt Service **DRAFT**

DEPARTMENT	Current										Average	
	Acutal * 2007	Year Budget 2008	Year 1 2009	Year 2 2010	Year 3 2011	Year 4 2012	Year 5 2013	Year 6 2014	2015	2016	Total Change Dollars	Annual %
General Government	\$268,693	\$313,221	\$327,316	\$342,045	\$357,437	\$373,521	\$390,330	\$407,895			94,674	4.5%
Public Safety												
Police	\$50,109	\$59,000	\$61,655	\$64,429	\$67,329	\$70,359	\$73,525	\$76,833			17,833	4.5%
Fire & Rescue	\$51,271	\$59,723	\$62,410	\$65,219	\$68,154	\$71,221	\$74,425	\$77,775			18,052	4.5%
Highways and Streets	\$204,104	\$207,300	\$216,629	\$226,377	\$236,563	\$247,209	\$258,333	\$269,958			62,658	4.5%
Solid Waste	\$80,772	\$85,612	\$89,465	\$93,490	\$97,698	\$102,094	\$106,688	\$111,489			25,877	4.5%
Health & Welfare	\$20,095	\$22,857	\$23,885	\$24,960	\$26,084	\$27,258	\$28,485	\$29,767			6,910	4.5%
Culture & Recreation	\$32,378	\$35,554	\$37,154	\$38,826	\$40,573	\$42,399	\$44,307	\$46,301			10,747	4.5%
Interest - Tax Anticipation											0	0.0%
Miscellaneous	\$454	\$1,500	\$1,568	\$1,639	\$1,712	\$1,788	\$1,869	\$1,953			453	4.5%
OPERATING COSTS-MUNICIPAL (Total Above Departments) 4.5%	\$707,876	\$784,767	\$820,082	\$856,985	\$895,550	\$935,849	\$977,962	\$1,021,971			237,204	4.5%
DEBT SERVICE-MUNICIPAL ** (Long-Term Bonded Debt - Committed)	\$128,134	\$94,516	\$117,703	\$102,752	\$73,251	\$71,840	\$69,739	\$67,637			-26,879	-5.4%
TOTAL MUNICIPAL EXPENDITURE (Operating Plus Long-Term Debt)	\$836,010	\$879,283	\$937,785	\$959,737	\$968,801	\$1,007,689	\$1,047,701	\$1,089,608			210,325	3.6%
LOCAL SHARE OF SCHOOL OPERATING COST (Excluding Debt Service Costs) 5.5%	\$1,512,189	\$1,595,359	\$1,683,104	\$1,775,675	\$1,873,337	\$1,976,371	\$2,085,071	\$2,199,750			604,391	5.5%
LOCAL SHARE OF SCHOOL DEBT SERVICE Net of Building Aid (Long-term Bonded Debt - Committed)	\$211,234	\$186,486	\$175,202	\$163,919	\$111,142	\$104,418	\$98,000	\$91,337			-95,149	-11.2%
LOCAL SHARE OF SCHOOL COSTS (Total Local Appropriation Forecast)	\$1,723,423	\$1,781,845	\$1,858,306	\$1,939,594	\$1,984,479	\$2,080,789	\$2,183,071	\$2,291,087			509,242	4.3%
COUNTY TAX ASSESSMENT (Assume 5% increase every year)	\$347,900	\$365,295	\$383,560	\$402,738	\$422,875	\$444,018	\$466,219	\$489,530			124,235	5.0%
TOTAL OF OPERATING COSTS AND DEBT SERVICE COMMITMENTS (Municipal, School and County Total)	\$2,907,333	\$3,026,423	\$3,179,651	\$3,302,069	\$3,376,155	\$3,532,496	\$3,696,991	\$3,870,225			\$843,802	4.2%

* 2007 figures for information only, current year 2008 is base year for calculating % change

** Assumes Pingree Bridge payment begins 2009, 15 years

Exhibit 6: Forecast of Future Revenues and Funds Available for New Capital Projects **DRAFT**

	Actual	Current Year Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total Change	Average Annual
	* 2007	2008	2009	2010	2011	2012	2013	2014	Dollars	%
TOTAL NON-PROPERTY REVENUES										
For Municipal Services @ 4% growth per year	\$483,817	\$494,829	\$514,622	\$535,207	\$556,615	\$578,880	\$602,035	\$626,116	\$131,287	4.00%
SCHOOL BUILDING AID or other school funding programs										
TOTAL NON-PROPERTY REVENUES	\$483,817	\$494,829	\$514,622	\$535,207	\$556,615	\$578,880	\$602,035	\$626,116	\$131,287	4.00%
TOTAL TOWN/SCHOOL/COUNTY OPERATING AND DEBT SERVICE	\$2,907,333	\$3,026,423	\$3,179,651	\$3,302,069	\$3,376,155	\$3,532,496	\$3,696,991	\$3,870,225	\$843,802	4.18%
PROPERTY TAXES NEEDED	\$2,423,516	\$2,531,594	\$2,665,029	\$2,766,862	\$2,819,540	\$2,953,616	\$3,094,956	\$3,244,109	\$712,515	4.22%

PROPERTY TAXES AVAILABLE

FORECAST OF NET ASSESSED VALUATION										
Estimated - Assumes 1.5% growth rate per yr	\$119,201,976	\$120,990,006	\$122,804,856	\$124,646,929	\$126,516,633	\$128,414,382	\$130,340,598	\$132,295,707	\$11,305,701	1.50%
TAX RATE Needed to support cost (Estimate of Acceptable Rate)	\$20.33	\$20.92	\$21.70	\$22.20	\$22.29	\$23.00	\$23.75	\$24.52	\$3.60	2.68%
ACTUAL TAX RATE Assumes 3.5% growth rate per year	\$22.98	** \$22.82	\$23.62	\$24.45	\$25.31	\$26.20	\$27.12	\$28.07		3.50%
CAPITAL BUDGET TAXES AVAILABLE (Add Property and Non-Property Tax Revenues)	\$2.65	\$1.90	\$1.92	\$2.25	\$3.02	\$3.20	\$3.37	\$3.55		
REVENUE AVAILABLE TO FUND NEW CAPITAL PROJECTS (Operating Costs + Debt Service) - Total Revenues	\$315,885	\$229,881	\$235,785	\$280,455	\$382,080	\$410,926	\$439,248	\$469,650		

* 2007 figures for information only, current year 2008 is base year for calculating % change

** Adjusted rate down to bring 2008 revenue available in line with actual budgeted capital expenditures

Capital Improvements Program, FY 2009 to FY 2014 DRAFT
Summary of Potential Projects, Costs, and Ranking

DEPARTMENT REQUESTS and PROJECT TITLE	Applicant			Committee	
	Proposed Year	Applicant Priority	Estimated Cost Today's \$	Priority Rank 1-5	Fiscal Year Priority
GENERAL GOVERNMENT/ADMIN					
Revaluation	2009-2014		\$50,400		2009-2014
Buildings and Grounds	2009-2014		\$30,000		2009-2014
Highway Equipment	2009-2104		\$15,000		2009-2104
Land Acquisition	2009-2014		\$60,000		2009-2014
SUBTOTAL GENERAL GOVERNMENT/ADMIN			\$155,400		
PUBLIC SAFETY					
FIRE DEPARTMENT					
Tanker	2015	1	\$250,000		2015
SUBTOTAL PUBLIC SAFETY			\$250,000		
HIGHWAY DEPARTMENT					
Mill Rd. - Culvert	2009	2	\$14,500	2	2009
Center Rd. - Culvert	2010	4	\$17,600	4	2010
W. Salsibury Rd. - Culvert	2010	5	\$14,300	5	2010
Warner Rd. - Reclamation and Widening #1	2009	1	\$133,000	1	2009
Warner Rd. - Reclamation and Widening #2	2010	3	\$134,250	3	2010
Warner Rd. - R/W (Tucker Pd. end) #1	2011	6	\$128,800	6	2011
Warner Rd. - R/W (Tucker Pd. end) #2	2012	7	\$129,200	7	2012
Warner Rd. - R/W (Tucker Pd. end) #3	2013	8	\$126,000	8	2013
Warner Rd. - R/W (Tucker Pd. end) #4	2014	9	\$123,000	9	2014
SUBTOTAL HIGHWAYS			\$820,650		
SOLID WASTE (RECYCLING)					
Ring Road	2009		\$10,000	1	2009
Compactor	2010		\$30,000	2	2012
SUBTOTAL SOLID WASTE			\$40,000		

Proposed Schedule of Capital Improvements Projects and Annualized Costs DRAFT

DESCRIPTION OF PROJECT OR EQUIPMENT By Department or Service Area	Gross Cap Cost at 4.5%	Available Revenues CR, Grants	Source Other Funds	Balance From Local Funds	Annualized Town Capital Cost Funded From Taxes						Total For 6-Year Period
					2009	2010	2011	2012	2013	2014	
GENERAL GOVERNMENT/ADMIN											
CAPITAL RESERVE ACCOUNTS*											
Revaluation	\$50,400			\$50,400	\$8,400	\$8,400	\$8,400	\$8,400	\$8,400	\$8,400	\$50,400
Buildings and Grounds	\$30,000			\$30,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Highway Equipment	\$15,000			\$15,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$15,000
Land Acquisition	\$60,000			\$60,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
SUBTOTAL GENERAL GOV/ADMIN	\$155,400	\$0		\$155,400	\$25,900	\$25,900	\$25,900	\$25,900	\$25,900	\$25,900	\$155,400
PUBLIC SAFETY											
FIRE DEPARTMENT											
Tanker 2015	\$340,215			\$340,215	\$30,000	\$30,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
SUBTOTAL PUBLIC SAFETY	\$340,215	\$0		\$340,215	\$30,000	\$30,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
HIGHWAY DEPARTMENT											
Mill Rd. - Culvert 2009	\$15,152	\$15,152		\$0							\$0
Center Rd. - Culvert 2009	\$18,392			\$18,392		\$18,392					\$18,392
W. Salisbury Rd. - Culvert 2009	\$14,943			\$14,943		\$14,943					\$14,943
Warner Rd. #1 (at Rt. 127) 2009	\$139,000			\$139,000	\$139,000						\$139,000
Warner Rd. #2 (west from #1) 2010	\$146,600			\$146,600		\$146,600					\$146,600
Warner Rd.(Tucker Pd. End) 2011	\$147,000			\$147,000			\$147,000				\$147,000
Warner Rd.(Tucker Pd. End) 2012	\$154,000			\$154,000				\$154,000			\$154,000
Warner Rd.(Tucker Pd. End) 2013	\$157,000			\$157,000					\$157,000		\$157,000
Warner Rd.(Tucker Pd. End) 2014	\$160,000			\$160,000						\$160,000	\$160,000
SUBTOTAL HIGHWAYS	\$952,087	\$15,152		\$936,935	\$139,000	\$179,935	\$147,000	\$154,000	\$157,000	\$160,000	\$936,935
SOLID WASTE (RECYCLING)											
Ring Road 2009	\$10,450			\$10,450	\$10,450						\$10,450
Compactor 2012	\$35,775	\$5,000		\$30,775		\$11,000	\$11,000	\$8,000			\$30,000
SUBTOTAL SOLID WASTE	\$46,225	\$5,000		\$41,225	\$10,450	\$11,000	\$11,000	\$8,000	\$0	\$0	\$40,450
NEW TOWN CAPITAL COSTS											
TOTAL TOWN CAPITAL COSTS	\$1,493,927	\$20,152		\$1,473,775	\$205,350	\$246,835	\$243,900	\$247,900	\$242,900	\$245,900	\$1,432,785
											\$238,798
SCHOOL CAPITAL COSTS: LOCAL SHARE											
NEW CAPITAL EXPENDITURES FOR PERIOD											
Total Capital Expenditures 2009-2014	\$1,493,927	\$20,152		\$1,473,775	\$205,350	\$246,835	\$243,900	\$247,900	\$242,900	\$245,900	\$1,432,785
PROJECTED ASSESSED VALUATION											\$238,798
Net Local Assessed Valuation (Projected at 1.5% rate of growth per year)					\$122,804,856	\$124,646,929	\$126,516,633	\$128,414,382	\$130,340,598	\$132,295,707	
TAX RATE IMPACT OF NEW DEBT AND CAPITAL PROJECTS											(Avg. for Period)
Tax rate needed to support NEW capital projects (@ 1.5% ann. growth Taxable Value)		Town			\$1.67	\$1.98	\$1.93	\$1.93	\$1.86	\$1.86	\$1.87
		School			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Total			\$1.67	\$1.98	\$1.93	\$1.93	\$1.86	\$1.86	\$1.87

* Figures in today's dollars

DESCRIPTION OF PROJECT OR EQUIPMENT By Department or Service Area	2007 Recommended Budget	Non-Property Tax Revenue Anticipated for Project		Property Tax Revenues Required
		Amount	Source	
GENERAL GOVERNMENT/ADMIN				
				\$0
PUBLIC SAFETY				
POLICE DEPARTMENT				\$0
FIRE DEPARTMENT				
SUBTOTAL PUBLIC SAFETY	\$0	\$0		\$0
HIGHWAY DEPARTMENT				
				\$0
				\$0
				\$0
SUBTOTAL HIGHWAYS	\$0	\$0		\$0
SOLID WASTE (RECYCLING)				
				\$0
SUBTOTAL SOLID WASTE	\$0	\$0		\$0
PARKS, RECREATION, CONSERVATION				
				\$0
				\$0
SUBTOTAL RECREATION & CONSERVATION	\$0	\$0		\$0
LIBRARY				
				\$0
SUBTOTAL LIBRARY	\$0	\$0		\$0
WATER DEPARTMENT				
				\$0
SUBTOTAL WATER DEPARTMENT	\$0	\$0		\$0
SEWER DEPARTMENT				
				\$0
SUBTOTAL SEWER DEPARTMENT	\$0	\$0		\$0
NEW TOWN CAPITAL COSTS				
TOTAL TOWN CAPITAL COSTS	\$0	\$0		\$0
SCHOOL CAPITAL COSTS: LOCAL SHARE				
				\$0
NEW CAPITAL EXPENDITURES FOR PERIOD				
Total Capital Expenditures 2007	\$0	\$0		\$0