

# NHMA Budget & Finance Workshops 2023



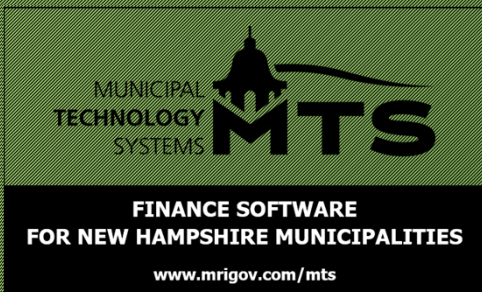
## Fundamentals of the Municipal Budget Process

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THANK YOU TO OUR SPONSORS:

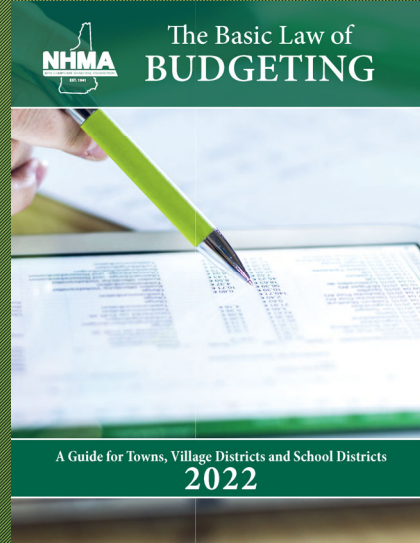


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**Contents\*:**

- Appropriations
- Gross Basis Budgeting
- Warrant Notice
- No Spending w/out Appropriations
- Lapse of Appropriations
- Transfers of Appropriations
- Budget Committee
- SB 2 - Official Ballot law
- Town/Village/School Meetings
- Capital Improvement Plans
- Property Tax System
- Eight Appendices

*\* Including 2023 Supplement*



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## Types of Governmental Entities



Cities

Towns

Village Districts

School Districts

Counties

Intergovernmental Agreements

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## Budgeting Laws



- RSA Ch. 32 (Municipal Budget Law)
- RSA Chapter 31 (Powers & Duties)
- RSA Ch. 33 (Bonds)
- RSA Chapter 39 (Town Meeting)
- RSA Ch. 35 (Capital Reserve Funds)
- RSA Chapter 21-J

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## No Spending without an Appropriation




No board of selectmen, school board, village district commissioners or any other officer, employee, or agency of the municipality acting as such shall pay or agree to pay any money, or incur any liability involving the expenditure of any money, for any purpose in excess of the amount appropriated by the legislative body for that purpose, or for any purpose for which no appropriation has been made, except as provided in RSA 32:9-11.

RSA 32:8

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# Violations of Budget Law



Removal,  
RSA 32:12

*Blake v.  
Pittsfield*

DRA  
Disallowance

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# The Budget Process: Key Players



- Legislative Body
- Governing Body
- Budget Committee:  
Advisory v. Official



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## The Town Meeting



Approves all appropriations

Votes to create and fund common municipal funds

Citizen authority to propose appropriations by petition

May amend separate articles to reduce or zero out appropriations

May amend budget to reduce (or increase) total bottom line appropriation

Can zero out line item appropriations in DRA budget form

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## Governing Body - Definition



- 21:48 Governing Body. - the term "governing body" shall mean the board of selectmen in a town, the board of aldermen or council in a city or town with a town council, the school board in a school district or the village district commissioners in a village district

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## Roles of the Governing Body



Prepares warrant, drafts separate warrant articles	Submit proposed budget to the Budget Committee or Town Meeting.	Prepares manifest to pay all town expenses
Ensure all funds totaling \$500 or more are remitted by departments, town clerk and tax collection to the treasurer	Publish in annual report, the general fund balance sheet based upon audited financial statements	Establish and maintain appropriate internal control procedures
Maintain records of all town financial transactions	Annually review and adopt an investment policy	Pay all sums of money received to the town treasurer

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## Role of Budget Committee



- Review current year's expenditures
- Review proposals, request information
- Prepare budget
- Schedule and hold budget hearings
- Forward final proposed budget to governing body
- ***Does not control spending***
- 10% Rule in towns with official budget committee

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## Status of Ex-Officio Budget Committee Members



- The membership of an elected municipal budget committee is prescribed by RSA 32:15 and shall include one member *each* from the select board, school board and village district located in town.
- These Ex-Officio members serve as full voting members of a municipal budget committee - this is not optional, *it is mandatory*.
- Budget Committees cannot by procedural rule make these Ex-Officio representatives non-voting members: *Town of Hudson and Hudson School District v. Hudson Budget Committee* - Hillsborough County Superior Court- Case No. 2022-CV-00223, 8/15/22

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## The Budget Cycle is Continuous



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## Why May a Municipality Appropriate Money?



No Home Rule

RSA 32:3, V & RSA 31:4

Village Districts, RSA 52:1

School Districts, RSA 198:4

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## Steps in Budget Development



- Department heads prepare estimated expenditures and revenue projections and submit to governing body. RSA 32:4. (library trustees may directly submit their proposed budget to budget committee - RSA 202-A:11, II)
- Towns with Town Manager - the manager provides the governing body with an estimate of the probable expenditures of the town for the ensuing fiscal year, along with an estimate of revenues. RSA 37:6, V
- Select Board reviews information provided under RSA 32:4 and RSA 37:6, V and submits their budget recommendations to the budget committee (if there is one).
- Budget Committee prepares the budget as provided in RSA 32:5, and if authorized under RSA 40:14-b, a default budget under RSA 40:13. RSA 32:16, I.

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## Appropriations Create Guiding Values



- ✓ An appropriation is a fundamental exercise of governmental power.
- ✓ Both taxing power and spending power flow directly from the power to make appropriations.
- ✓ Appropriations give a governmental unit purpose and direction.
- ✓ They form the guiding values of the governmental entity.
- ✓ When local officials make spending decisions, they are carrying out those policy values.

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## Appropriations Are Acts of Legislative Policy



- ✓ An appropriation is a policy decision to set aside a specific amount of public money for a specific stated governmental purpose.
- ✓ It is a legislative act by vote of the legislative body (the voters) at a properly noticed annual or special meeting.
- ✓ An appropriation is different from the authorization to tax (raising money). “Raising” indicates the source of the revenue; “appropriating” indicates how the money will be spent.

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## Uniform Chart of Accounts



- DRA establishes a uniform chart of accounts for accounting by cities and towns. RSA 21-J:13, IV; NH Admin Code Rev 1700
- RSA 32:5, III & IV - All appropriations recommended shall be stipulated on a "gross" basis, showing anticipated revenues from all sources, including grants, gifts, bequests, and bond issues, which shall be shown as offsetting revenues to appropriations affected.
- Budget forms shall include recommended appropriations, comparative columns indicating at least the following information:
  - (a) Appropriations voted by the previous annual meeting.
  - (b) Actual expenditures made pursuant to those appropriations
  - (c) All appropriations, including appropriations contained in special warrant articles, recommended by the governing body.
  - (d) If there is a budget committee, all the appropriations, including appropriations contained in special warrant articles, recommended by the budget committee.

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## Sub - Account Information



- Amendments to the Municipal Budget Law require the governing body to provide to the budget committee sub-account information, defined as "an optional level of accounting, one or more levels below the account level," which, if used, must support the numbering classification system established by the DRA
- Any detail included in sub-accounts must be made available for public inspection at the town's budget hearing and must be included in the information provided to the budget committee
- The new law also requires the governing body to provide information to the budget committee in a format acceptable to the budget committee, but states that this requirement may be satisfied "by providing the assistance of a knowledgeable staff person who will attend the budget committee meetings with access to and the ability to provide the required information."


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**“Separate” Articles**

**“Special” Articles, RSA 32:3, VI:**

- Petitioned
- Bonds
- Capital reserve/town-funded trust funds
- Designated non-lapsing, non-transferable, special

- Nontransferable, RSA 32:10, I(d)
- Can be encumbered for one more year
- Can be designated initially as nonlapsing for up to 5 years



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## General Warrant Article Suggestions



- ✓ Disclose gross appropriation
- 🏠 Disclose revenue sources
- 📄 Consider order of articles
- 👍 Consider statutory wording and vote requirements
- 📖 Use DRA's Suggested Warrant Article Language found in the Portal

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## Problems to Avoid



Change of Purpose	Improper Use of CRF	Agents of CRF Not Warned	Made “Non-Lapsing” From Floor
Not Warned	Did Not Gross Appropriate	No Recommendations on Special Warrant Articles	No “Sum Certain”

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## Procedural Requirements for Valid Appropriations (Budget Creation)



- ✓ Public budget hearing
- ✓ Disclosure of purpose and amounts at hearing (including sub-account information)
- ✓ Disclosure of default budget at first budget hearing
- ✓ Budgeting on gross basis
- ✓ Recommendations
- ✓ Warrant Notice
- ✓ Listing of all appropriations and separate warrant articles on posted budget

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## Public Budget Hearing Required



- Must have at least one budget hearing; deadlines for traditional towns in RSA 32:5 (25 days before town meeting) and for SB 2 in 40:13 (see NHMA Important Date Calendars - <https://www.nhmunicipal.org/calendars-printable-pdfs> )
- All purposes must be “discussed or disclosed” at public hearing-new purposes and additional amounts may be brought up at a hearing and the budget committee/governing body can accept those suggestions...or not.
- After hearing is closed, no new purposes or amounts may be added to budget or separate articles (unless supplemental hearing is held).
- However, budget items can be reduced or eliminated after the final budget hearing.



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## Gross Basis Budgeting RSA 32:5, III



- ✓ RSA 32:5, III requires all appropriations- to be stated on a “gross basis,” meaning that all anticipated revenue from all sources, not just tax money, must be shown as offsetting revenues to the amounts appropriated for specific purposes.
- ✓ Revenues other than taxes raised may include grants, gift bond issues and proceeds of the sale of municipal property. With a few exceptions revenues not appropriated cannot be spent.
- ✓ This rule follows logically from the principle that all expenditures—not just tax expenditures—must be supported by legislative body appropriations RSA 32:8.

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## Multi-Year Agreements



Municipalities are authorized to make multi-year contracts under the basic statutory power to “make any contracts which may be necessary and convenient for the transaction of the public business of the town,” quoting what is now RSA 31:3.

A municipality can bind itself to a multi-year agreement if the total cost items for the full life of the agreement are fully disclosed and adopted by the legislative body.

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## 3/5ths Majority to Approve Bonds



- ✓ The procedure for authorizing and rescinding bonds or notes is contained in RSA chapter 33.
- ✓ As of September 27, 2020 the necessary majority for passage is three-fifths (3/5) for both traditional town meeting municipalities and those who have adopted the official ballot voting procedures under RSA 40:13 (SB2).
- ✓ The issue of notes or bonds by a municipality that has adopted an optional form of legislative body under RSA 49-D:3, I-a or RSA 49-D:3, II-a shall be authorized by either a 2/3 or 3/5 vote as adopted and provided for in the charter. If such charter does not specify which majority vote is required, then the required majority vote shall be three fifths (3/5).

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## Recommendations & Numeric Tallies RSA 32:5, V & V-a



- Recommendations:
  - ✓ Required on special articles, 32:5, V
  - ✓ Required on collective bargaining cost items, 32:19
  - ✓ Defects/deficiencies don't affect validity of appropriations, 32:5, V
- Numeric tallies:
  - ✓ 32:5, V-a - allowed by vote of town meeting - but if not required by vote of town meeting may be included at discretion of budget committee or governing body
- Recommendations on non-money articles allowed by governing body - Olson v. Grafton

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## Estimated Tax Impact


RSA 32:5, V-b

Must be adopted by legislative body


Governing body determines

Only an estimate!

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## Limitations on Actions by Budget Committee



- ✓ The Budget Committee cannot intentionally neuter the ability of town meeting to increase budget by 10% over the amount recommended. *Baker v. Hudson*
- ✓ Budget Committee can cut budget and is not required to specify how a school budget must absorb a \$650,000 budget cut. *Brentwood School Dist. v. Brentwood Budget Committee*

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## Exceptions to 10% Limitation



Fixed charges not counted, RSA 32:18	Bonds and Notes, interest and principal Charges imposed by other governments
↓	
Bond requests recommended by governing body, RSA 32:18-a	Prevents non-recommendation by budget committee from keeping issue from the voters
↓	
Collective bargaining agreements, RSA 32:19	As with bonds, assures the voters consider the matter

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## Warrant Notice & Amendments



- **Warning Subject Matter**
  - ✓ Appropriation valid only if subject matter appears in warrant (RSA 32:6)
  - ✓ New purposes/line items cannot be added from the floor of the meeting, whether traditional or SB 2 deliberative session
  - ✓ Petitioned articles can be amended
  - ✓ In SB 2 towns amendments only invalid if they effectively eliminate the subject matter of the warrant article
- **Stay at Home Rule**
  - ✓ Stay at home test: Suppose a voter had read the original article in the posted warrant and decided she wasn't interested and stayed home instead of attending the meeting. The question then is, does the proposed amendment add a new subject matter, such that the voter might have reconsidered his or her decision not to attend? If so, the amendment is probably improper.

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## Spending Limitations




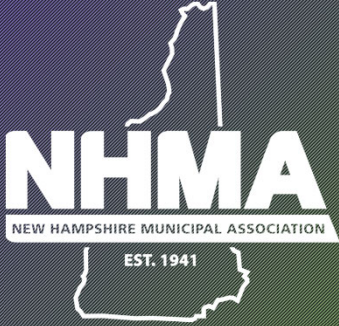
### ***Tax & Spending Caps, RSA 32:5-b; 32:5-c.***

- ▶ Limitation on annual increase of proposed budget
- ▶ Adopted by voters
- ▶ Fixed percentage or fixed dollar amount
- ▶ Proposed amount to be raised by taxes can't exceed prior year by more than cap
- ▶ Voters can exceed cap through amendments at town meeting


### ***10% Limitation in Official Budget Committee towns***

- ▶ Amount approved by town meeting cannot exceed by more than 10% of the amount recommended by the budget committee
- ▶ Certain exclusions from total


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Questions?



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Time for a 10-minute break!



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## The Rules Governing The Annual Appropriation

- Appropriations only at Annual or Special Meeting - *a Special Meeting must be authorized by court order to approve an appropriation for an emergency under RSA 31:5. RSA 32:6*
- Appropriations cover anticipated expenditures for one fiscal year. RSA 32:7
- Calendar fiscal year towns with a March annual meeting may spend between January 1<sup>st</sup> and the date a budget is adopted commensurate with prior year's appropriations and expenditures for the same purposes during the same time period. RSA 32:13

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## Appropriations at Special Meetings?


Need ballot vote of ½ of voters on checklist at the special meeting

Appropriation due to emergency requiring immediate expenditure - get court approval

RSA 31:5, III & RSA 197:3, III—special meeting to reconsider cost items of a proposed collective bargaining agreement

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## Emergency Expenditures RSA 32:11



Unusual circumstance requiring over expenditure of budget	Before making expenditure apply to DRA for permission
Official Budget Committee must vote to approve	Governing body must designate the source of the proposed spending

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## Contingency Fund RSA 31:98-a



- ✓ Towns may annually establish a contingency fund to meet the cost of unanticipated expenses that may arise during the year.
- ✓ Fund shall not exceed one per cent of the amount appropriated by the town for town purposes during the preceding year excluding capital expenditures and the amortization of debt.
- ✓ Better option than RSA 32:11 (Emergency Expenditures) or RSA 31:5 (Special Meetings).


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## Certain Multi-Year Expenditures




- Lease/purchase agreements, RSA 33:7-e**
  - With escape clause (simple majority)
  - Without escape clause (supermajority vote)
- Capital projects, RSA 32:7-a**
  - Identified capital projects
  - 2/3 or 3/5 majority vote
  - Up to 5 years
  - Included in default budget

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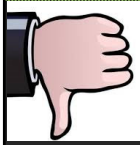


## Transfer Of Appropriations RSA 32:10



- Governing body may transfer money from one line to another
- Transfer authority is the same over the default budget
- Voters cannot restrict transfer authority
- Special warrant articles - can transfer into, but not out of

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## No Means No RSA 32:10, I (e)



*IF*

Budget line item reduced to zero, or  
Separate warrant article with appropriation defeated or reduced to zero.

*THEN*

That “purpose” is deemed to be one where no appropriation is made.

No money may be spent for that defeated purpose during the ensuing fiscal year.

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## Lapse of Appropriations RSA 32:7




All appropriations shall lapse at the end of the fiscal year and any unexpended portion thereof shall not be expended without further appropriation, **UNLESS**:

- Encumbered by legally-enforceable obligation;
- Placed in nonlapsing fund: capital reserve or trust;
- Appropriated to a capital reserve fund;
- Amount is raised through bonds or notes (then lapses upon completion of purpose);
- Money received from state, federal, or private grant (then nonlapsing for as long as program rules)
- Special warrant article:
  - Governing body can vote to encumber for one year; OR
  - Article was labeled as nonlapsing by meeting (specifies lapse, up to 5 years).

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## Encumbering and Special Non-Lapse Rule



- How is an Appropriation Encumbered?
  - ✓ First, the unspent funds must be encumbered by a legally enforceable obligation for their expenditure.
  - ✓ Second, the obligation must attach to the funds before the end of the fiscal year for which they were appropriated. *Monadnock Regional School District v. Monadnock District Education Assoc.*, 173 N.H. 411 (2020)
- Under RSA 36-A:5, I, Conservation Commission may deposit any unspent part of its annual budget appropriation into the conservation fund.

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## Other forms of Spending



Legal judgments,  
RSA 32:9

Unanticipated revenue, RSA 31:95-b

Capital Reserve Fund

Expendable Trust Fund

Revolving Fund

Special Revenue Fund

Trust Funds - Gifts & Bequests

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## Pay Legal Judgment - RSA 32:9



- 32:9 Exception. - Money may be spent to pay a judgment against the town or district, without an appropriation

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## Unanticipated Money - RSA 31:95-b



- Town Meeting authorizes select board or board of commissioners to accept unanticipated money from a state, federal or other governmental unit or a private source
- If amount to be received is \$10,000 board shall hold public hearing
- Expenditure of any local funds must be lawfully appropriated for same purpose
- Exempt from RSA 32 limitations on expenditures
- Library Trustees can be granted same authority under RSA 202-A:4-c
- Land Use Boards may also accept gifts & grants - RSA 673:16

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# Capital Reserve Funds: RSA 35




Towns, village districts and school districts are permitted to establish and fund capital reserve funds to:

- ✓ Acquire or improve capital improvement, or capital equipment;
- ✓ A reappraisal of the real estate in the municipality for tax assessment purposes;
- ✓ The acquisition of land;
- ✓ The acquisition of a tax map of a town;
- ✓ Extraordinary legal fees and expenses;
- ✓ Municipal and regional transportation improvement projects

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# Capital Reserve Funds: RSA chapter 35



Creation:  
Majority vote -  
distinctly state  
purpose

Creation -  
appropriate  
dollar amount

Discontinuance:  
Majority vote

Changing  
purpose: 2/3  
vote

Agents to  
expend: Majority,  
can't be added  
from floor

Transferring  
funds: NO!

Additional  
payments into by  
separate warrant  
article

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## New Rules for Capital Reserve Funds and Lease Payments



- **RSA 35:15 amended by 2021 Chapter 105 (SB 87)**
- Allows a capital reserve fund to be used to make payments under a lease/purchase agreement, regardless of whether the agreement contains an “escape” or “non-appropriation” clause.
- This is a significant change from previously, where payments could be made from the fund only after super-majority approval by town meeting and no escape clause existed.
- **Effective Date: August 30, 2021.**

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## Expendable Trust Fund RSA 31:19-a



- RSA 31:19-a authorizes towns to create trust funds for the maintenance and operation of the town and any valid public purpose
- Agents can be appointed to expend trust funds
- Expendable trust funds subject to same provisions concerning custody, investment, expenditure, change of purpose, and audit as are capital reserve funds
- Expendable trust funds can be permitted to accept privately donated gifts and legacies provided there is no commingling of private money with public money

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## Revolving Funds RSA 31:95-h



Deposit into the fund all fees, charges, income derived from the activities or services supported by the fund

Money in the fund accumulates, not part of town general surplus

Held in custody of Treasurer

Spent on order of select board or other board or body designated by town meeting

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## Revolving Fund Purposes



- Facilitating, maintaining, or encouraging recycling as defined in RSA 149-M:4;
- Providing ambulance services, or fire services, or both;
- Providing public safety services by municipal employees or volunteers outside of the ordinary detail of such persons;
- Creating affordable housing and facilitating transactions relative thereto;
- Providing cable access for public, educational, or governmental use;
- Financing of energy conservation and efficiency and clean energy improvements by participating property owners in an energy efficiency and clean energy district established pursuant to RSA 53-F; or
- Facilitating transactions relative to municipal group net metering.
- Recreation Revolving Fund - RSA 35-B:2, II
- NO OTHER REVOLVING FUND PURPOSES PERMITTED

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## Special Revenue Funds- RSA 31:95-c



- Created to shield and preserve the revenue from fee generating facilities like airports and solid waste facilities for repairs and upgrades of those facilities
- Special Revenue Funds limited to those town activities funded primarily through user fees
- No agents allowed for spending, requires vote of town meeting

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## Trust Funds RSA 31:19



Town meeting may authorize the select board, or town council, to accept gifts and donations without further action by the town.

Depending on the terms of the trust, the select board as agents of the town may expend the trust fund “to carry out the objects designated by such trusts.”

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## Suggested Warrant Articles



- Acceptance of Personal Property Donation - RSA 31:95-e
- Acceptance of Unanticipated Revenue - RSA 31:95-b
- Authorization of Tax Anticipation Borrowing - RSA 33:7
- Authorization of Select Board to set and establish fees - RSA 41:9-a

<https://www.revenue.nh.gov/mun-prop/municipal/documents/suggested-warrant-articles.docx>

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### Senate Bill 2

### Official Ballot

### Law

### RSA 40:13

C. To vote for a person whose name is not printed on the ballot, write the candidate's name on the line provided and completely fill in the OVAL.

<p><b>SELECTMEN</b> Three Year Term    Vote for not more than TWO</p> <p>ALED STEVENS <input type="radio"/></p> <p>JANDY BROWNRIGG <input type="radio"/></p> <p>RICHARD B. KAHN <input type="radio"/></p> <p>ED LUSZEY <input type="radio"/></p> <p>ORMAND G. MARTIN <input type="radio"/></p> <p>ARILYN MCGRATH <input type="radio"/></p> <p><small>(Write-in)</small></p> <p><small>(Write-in)</small></p>	<p><b>CEMETERY TRUSTEE</b> Three Year Term    Vote for not more than ONE</p> <p>LAURA DEANGELIS <input type="radio"/></p> <p><small>(Write-in)</small></p> <p><b>TRUSTEE OF THE TRUST FUND</b> Three Year Term    Vote for not more than ONE</p> <p>EDMOND A. DUCHESNE <input type="radio"/></p> <p><small>(Write-in)</small></p>	<p><b>CODE OF ETHICS</b> Three Year Term    Vote for not more than ONE</p> <p><input type="radio"/></p> <p><small>(Write-in)</small></p>
<p><b>BUDGET COMMITTEE</b> Three Year Term    Vote for not more than THREE</p> <p>ED TROST <input type="radio"/></p> <p><small>(Write-in)</small></p> <p><small>(Write-in)</small></p> <p><small>(Write-in)</small></p>	<p><b>LIBRARY TRUSTEE</b> Three Year Term    Vote for not more than ONE</p> <p>ARLENE CREEDEN <input type="radio"/></p> <p><small>(Write-in)</small></p>	

**ARTICLES**



**Article 2 Construction of a New Fire Station**

Shall the Town of Hudson vote to raise and appropriate the sum of \$2,174,600 for the design and construction of a new fire station on Town-owned land located on Lowell Road, and to authorize the issuance of not more than \$2,100,000 of bonds or notes in accordance with the provisions of Municipal Finance Act (RSA Chapter 33), and to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and further raise and appropriate the sum of \$74,600 for the purpose of paying 2015-2016 bond issuance cost and interest on said special obligation bonds or notes? (2016 ballot vote record) (This proposition)

YES   
NO

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## DEFAULT BUDGET RSA 40:13, IX, X & XI

- If operating budget rejected by voters, then the default budget is adopted
- Governing body can accept default budget or call a special town meeting to consider adoption of a revised operating budget
- Default budget prepared by governing body or budget committee if town meeting chooses

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## SB 2 & The Default Budget: RSA 40:13

- If statutory formula is used, default budget may be higher or lower than last year's budget.
- Default budget is amount of the same appropriations as contained in the operating budget authorized for the previous year . . .
  - reduced and increased, as the case may be, by debt service, contracts, and other obligations previously incurred or mandated by law, and
  - reduced by one-time expenditures contained in the operating budget and by *salaries and benefits of positions that have been eliminated in the proposed budget.*
  - RSA 40:13, IX(b).

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## Default Budget Terms Defined



“One-time expenditures”: Appropriations not likely to recur in the succeeding budget.

“Contracts”: Contracts previously approved, in the amount so approved, by the legislative body in either the operating budget authorized for the previous year or in a separate warrant article for a previous year.

“Eliminated positions” does not include vacant positions under recruitment or position redefined in the proposed operating budget.

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## Default Budget Procedure



- ✓ Disclosed and presented for questions and discussion at first budget hearing
- ✓ Line item changes must be available at budget hearing:
  - ✓ Appropriations in last year’s budget
  - ✓ Reductions and increases, including identification of specific items that constitute a change by account code and the reason for change
  - ✓ One-time expenditures
  - ✓ Reductions for eliminated positions
- ✓ Discussion and debate of default budget at deliberative session (not amended)

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## Capital Improvement Plan RSA 674:5 - 8



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## CIP Basics



### A CIP “shall” do the following:

- Address capital improvement projects over a period of at least six years.
- Classify projects according to the urgency and need for implementation.
- Include a timetable for implementation of projects.
- Take into account public facility needs shown in the master plan.

### A CIP “may” include the following:

- The estimated cost of each project.
- The probable operation and maintenance costs
- The probable revenues (if any) from each project

CIP preparation by planning board or CIP Committee

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This slide features the NHMA logo on the left, which includes the text 'NHMA', 'NEW HAMPSHIRE MUNICIPAL ASSOCIATION', and 'EST. 1941' along with a map outline of New Hampshire. In the center, there is a white icon of two stylized human figures with a speech bubble containing a question mark above them. The text 'Questions?' is written in a large, white, sans-serif font on a dark background. The NHMA logo is repeated in the bottom right corner.

**NHMA**  
NEW HAMPSHIRE MUNICIPAL ASSOCIATION  
EST. 1941

Questions?

**NHMA**  
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EST. 1941

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**LUNCH!**

One Hour Lunch Break

12 noon to 1pm

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