

# 2021 - 2026 Canaan Capital Improvement Program

Oct. 31, 2020

## INTRODUCTION

This 2020 Capital Improvement Program (CIP) Committee report presents Canaan's Capital Improvement Program for the years 2021-2026. This is an advisory report to identify anticipated capital needs, and does not ensure that funds will be expended in this manner, since needs and priorities will change as time progresses. A short description is included for many of the major projections.

This report was approved by Canaan's Planning Board on Nov. 12, 2020. It will be presented to the Budget Committee in December, 2020 to assist them and the Select Board with town budget preparations for the upcoming fiscal year. It is intended to provide a long term context for the following year's budget.

## EXECUTIVE SUMMARY

The **CIP Plan Summary** (Table 1) on the next page provides a quick look at major capital needs in the next six years. The town office is reaching capacity and has some legal and safety deficiencies. Exact plans are not known, so a tentative projection of \$300k has been included to cover a major project, for which funding sources are not yet determined. As projected for several years now, a fire truck and a rescue vehicle will need to be replaced within this planning period, due to their age, at a cost of approximately \$300k each. As the town has grown, the highway trucks and equipment have outgrown the existing highway garage. An addition to the structure (\$180k) is needed to keep loaded sand/salt trucks dry in the winter, while still providing room to service other vehicles. This is the second year that the the Canaan Ambulance service has been included in the CIP.

The state delayed the replacement of the Potato Road bridge from 2020 to 2021, with 80% of the cost paid by the state. The Transfer Station Road bridge, which was damaged by flooding in 2019, is also scheduled to be replaced in 2021, paid for mostly by FEMA funds. The state has now scheduled the replacement of the Gristmill Hill Road bridge in 2024, funded 80% by the state.

The customary annual funding of Capital Reserve Accounts for Police, Fire, and Highway Major Mobile Equipment will resume in 2021, after a one year interruption caused by the \$334,000 legal settlement against the town regarding utility company property valuations.

**Table 1 - CIP Plan Summary** (Capital is at least \$5,000, 3 year life, not an annual expense, excludes painting & tree work)

	2021	2022	2023	2024	2025	2026	6 years
<b>Gen. Gov't:</b> Mower, server, phones	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 26,000	\$ 38,000
<b>Police:</b> Cruisers	\$ 38,000	\$ 76,000	\$ 38,000	\$ -	\$ 40,000	\$ 40,000	\$ 232,000
Police radios, cameras, radar, etc.	\$ 20,000	\$ 40,000	\$ 20,000	\$ -	\$ 15,000	\$ 21,000	\$ 116,000
<b>Fire:</b> Trucks	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ 600,000
All accessory equipment	\$ 10,000	\$ 20,000	\$ 52,000	\$ 55,000	\$ 57,000	\$ 41,000	\$ 235,000
<b>Canaan Ambulance:</b> Monitors, ambulance	\$ 77,000	\$ -	\$ -	\$ -	\$ 198,000	\$ -	\$ 275,000
<b>Highways:</b> Trucks, backhoe	\$ 180,000	\$ 140,000	\$ 120,000	\$ 360,000	\$ 90,000	\$ 160,000	\$ 1,050,000
Generator, truck washer, misc.	\$ -	\$ -	\$ 30,000	\$ -	\$ 15,000	\$ -	\$ 45,000
Potato Rd, Grtistmill, Transfer Sta. Bridges	\$ 1,200,000	\$ -	\$ 140,000	\$ 600,000	\$ -	\$ -	\$ 1,940,000
<b>Buildings:</b> Hiway garage, town hall	\$ -	\$ -	\$ 180,000	\$ 300,000	\$ -	\$ -	\$ 480,000
<b>Cemetery:</b> Pickup Truck	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
<b>Library:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Transfer Station:</b> Truck, trailer	\$ 45,000	\$ -	\$ 20,000	\$ 25,000	\$ 45,000	\$ -	\$ 135,000
<b>Water &amp; Sewer:</b> (user funded)	\$ 5,000	\$ -	\$ 20,000	\$ -	\$ -	\$ 5,800	\$ -
<b>TOTAL Capital Items</b>	\$ 1,575,000	\$ 576,000	\$ 620,000	\$ 1,362,000	\$ 760,000	\$ 293,800	\$ 5,186,800
Non-capital: miscellaneous	\$ 38,070	\$ 50,940	\$ 21,950	\$ 45,450	\$ 50,340	\$ 36,500	\$ 243,250
Highway rebuild (annual expense)	\$ 160,935	\$ 160,935	\$ 160,935	\$ 160,935	\$ 160,935	\$ 160,935	\$ 965,607
<b>TOTAL Capital plus other</b>	\$ 1,774,005	\$ 787,875	\$ 802,885	\$ 1,568,385	\$ 971,275	\$ 491,235	\$ 6,395,657
<b>Total Less Water &amp; Sewer</b>	\$ 1,769,005	\$ 787,875	\$ 782,885	\$ 1,568,385	\$ 971,275	\$ 485,435	\$ 6,364,857
<b>Expected state + Fed road &amp; bridge funds</b>	\$ 1,160,000	\$ 140,000	\$ 252,000	\$ 620,000	\$ 140,000	\$ 140,000	\$ 2,452,000
<b>Total Less State road &amp; bridge funds</b>	\$ 609,005	\$ 647,875	\$ 530,885	\$ 948,385	\$ 831,275	\$ 345,435	\$ 3,912,857

## BACKGROUND

In 2004, a warrant article was passed which authorized the Selectmen to appoint a CIP Committee composed of members from the Planning Board, Budget Committee and others. Members of the current committee are Ken Lary, Sadie Wells, Claude Lemoi, and Al Posnanski. Under RSA 674.5, the purpose of a capital improvement program is to recommend municipal capital improvements over a six year period to aid the selectmen and budget committee with the annual budget.

The Committee has adopted a definition of capital expenses and capital projects as:

1. A gross cost in the aggregate of \$5,000 or more;
2. A useful life of at least three years, and
3. Non-recurring, i.e., is not an annual budget item.

Capital expenditure projections were derived from discussions between the Town Administrator and the department heads about the future integrated needs of the departments. Joint meetings with department heads who had major capital equipment requests were held, and departments discussed the need to adjust priorities and timing to achieve a reasonable financial plan for the good of the town. The town administrator facilitated these meetings and cooperation between the departments was outstanding.

Because Canaan has a substantial investment in non-mobile assets in excess of \$1 million at estimated current replacement cost, a complete inventory of these items was begun in 2011 and updated annually. While many of these items do not meet the definition of Capital, their replacement cost is included to provide a better picture of total non-recurring expenses. All purchases in the non-mobile category are normally funded in the annual operating budget, and there is no capital reserve (see Table 2).

The purchase of Police, Fire and Highway Department vehicles are normally the subject of warrant articles. For the more expensive, longer lived and intermittently purchased fire and highway vehicles, an annual amount is normally appropriated to build a capital reserve fund sufficient to finance the purchase of these vehicles in the year of expected replacement. Voter approval is required for these appropriations, and voter approval is again required to expend the funds when the need arises to purchase these vehicles.

Table 3 contains annual capital expenditure projections for **Mobile Equipment**, which are primarily vehicles, listed by department, and projects annual appropriations for capital reserves, withdrawals from reserves and reserve balances for each year of the six-year period.

## DISCUSSION OF CAPITAL PROJECTIONS BY DEPARTMENT

**Police Department:** The fleet of Police vehicles was increased last year from five to six cruisers for better efficiency and improved emergency backup response times in off hours. In general, the plan provides for the replacement of one cruiser each year. Actual replacement needs will unfold year by year, depending on usage and condition of the vehicles (Table 3).

**Fire Department:** The Fire Department is planning to replace Engine 2 in 2022, and Canaan's rescue vehicle in 2025. Both vehicles are approaching end of life, and will cost approximately \$300,000 each. Capital Reserve appropriations in this plan are expected to cover the costs. (Table 3).

**Ambulance:** The Canaan ambulance service needs to replace on-board monitoring equipment in 2021 (\$77k), and purchase a new ambulance in 2025 (\$175k). This plan increases the annual capital reserve appropriation from \$30k to \$40k, beginning in 2021.

**Highway Department:** The Highway Department's vehicles are very expensive, costing up to \$360K (for a grader). Seven vehicles are expected to need replacement during the six year planning period, depending on actual use and condition. These purchases will be funded by the highway mobile capital reserve, less trade-in allowances. This plan includes an increase in the annual Capital Reserve appropriation for this department from \$155,000 to \$165,000 per year, beginning in 2023. (Table 3).

**Transfer Station:** The Transfer Station is planning to purchase two live floor trailers and a skid steer within this six year planning period to replace aging and less effective equipment, at a total cost of \$110k. These purchases will be funded by a combination of a new sticker fee and an increase from \$2,600 to \$20,000 for the annual Capital Reserve Appropriation, as reflected in this plan. This level of annual appropriations will support the purchase of one more live floor trailer and a replacement tractor in the out-years beyond this period. (Table 3).

**Water & Sewer:** The Water and Sewer Department plans to purchase a heavy duty pickup truck in 2023 to replace the current 2003 GMC truck. Funding is provided by user fees (Table 3).

**Buildings:** The town office building does not meet all of the state and federal regulatory requirements. Also, the volume of official documents is increasing as the town continues to grow, and space to store this ever increasing quantity of records is becoming a major problem. The state is forecasting a Canaan population of 4,201 in 2025, which is a 7% increase over 10 years. A sum of \$300,000 is forecast to improve, expand, or relocate the town office.

The other major building expenditure of \$180,000 is projected in 2023 for the addition of 3,200 square feet of additional space for highway department vehicles and equipment. In freezing weather, there is insufficient space in the heated garage to prevent loaded

sand trucks from freezing, while allowing space for other equipment needing maintenance and repair. With voter approval, annual additions to capital reserves of \$35,000 are planned to add to the current CR balance of \$75,000. This will not be sufficient to fund these building projects and other steps will be necessary (Table 4).

**Bridges:** Major bridge projects are scheduled by the State of New Hampshire, which normally pays 80% of the cost. The Potato Road bridge replacement is now scheduled in 2021 (replace deck only). The design costs were expended in 2018, and construction cost is projected to be \$800,000 (\$640k state funds and \$160k town funds). The Transfer Station Road bridge, which was damaged by flooding in 2019, is also scheduled to be replaced in 2021, paid for mostly by FEMA funds.

The state has scheduled the replacement of the Gristmill Hill Rd bridge in 2024, at a cost of \$740k for design and construction over two years (\$592k state and \$148k town funds). Annual appropriations of \$40,000 per year are planned to ensure the town will have sufficient funds in Capital Reserve to cover the town's 20% share of all these bridge projects. (Table 5).

The town is exploring a grant application under a new federal initiative by the US Economic Development Administration to fund the following flood mitigation projects:

- Replace two trestle bridges on the Rail Trail
- Raise and widen the Potato Road bridge over the Mascoma River

This CIP Plan does not assume receipt of the US EDA Grant. If the grant is approved, the Town would need to match up to \$500k, depending on the amount of the grant. Half of this funding would come from the Bridges Capital Reserve account, and the other half has been approved by NH DRA to be drawn from the unassigned fund balance.

**Road Reconstruction** The proposed budget is presented in Table 6. A long term road reconstruction program has been formulated for the annual repair of a uniform portion of the Town's paved roads and reconstruction of gravel roads. For continuity, the cost projected for 2021 has been carried forward to subsequent years. The State usually provides approximately \$140,000 per year as a Highway Block Grant, which funds over 60% of this recurring expense, and there is no capital reserve.

## **CONCLUSION**

Major expenditures for bridges, a fire truck, a rescue vehicle, an ambulance, highway department vehicles, highway garage expansion, and town office renovation, along with many other necessary expenditures, will prove difficult to fund in this six year forecast period. The Capital Improvement Program Committee wishes to thank the Department Heads and Town Administrator for their efforts in providing the Committee with the comprehensive, long-range projections contained in this report. It is hoped that this document will assist the Town in evaluating Canaan's future capital requirements.

<b>Table 2 Non Mobile Assets - Items with asterisk are considered non-capital</b>							
<b>Dept/Asset</b>	<b>Cost</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Gen. Gov't</b>							
John Deere Mower	\$12,000				12,000		
Server	\$14,000						14,000
Telephone System	\$12,000						12,000
Copier *	\$2,484						2,500
High Speed Laser Printer 2 *	\$1,240		1,240			1,240	
Software (Off/CS/Acrobat) *	\$3,300					3,300	
5 Printers *	\$7,000		1,000	1,500		1,000	
7 Work Stations - 1 Laptop *	\$10,500		1,500		1,500		1,500
<b>SUB-TOTAL</b>		<b>0</b>	<b>3,740</b>	<b>1,500</b>	<b>13,500</b>	<b>5,540</b>	<b>30,000</b>
<b>Mechanic</b>							
Tools and Diagnostics *	\$10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>SUB-TOTAL</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Highways</b>							
Building Generator	\$25,000			30,000			
25 t custom trailer	\$22,000						
Compressor Davy cd179d982681	\$10,000						
Belmont Trailer & Pressure Wash	\$10,000						
Truck washer hydrotek	\$15,000					15,000	
York rake 1695 *	\$4,000						
York rake 448 *	\$4,000						
York rake 683	\$5,500						
Front york rake	\$6,000						
Welders (3) *	\$5,000						
Air compressors (2) *	\$5,000						
Plasma cutter	\$5,000						
Printer *	\$1,000			1,000			
Computers 3 *	\$3,500			1,000			
Truck Lift	\$90,000						
<b>SUB-TOTAL</b>		<b>0</b>	<b>0</b>	<b>32,000</b>	<b>0</b>	<b>15,000</b>	<b>0</b>
<b>Cemetery</b>							
Riding Mowers (2) *	\$5,100		4,000		4,000		
Landscape trailer	\$7,000						
Small Trailer *	\$1,000						
Tree removal and trimming *	\$30,000		5,000			5,000	
2 Pumps *	\$6,000						
Mapping Software *							
<b>SUB-TOTAL</b>		<b>0</b>	<b>9,000</b>	<b>0</b>	<b>4,000</b>	<b>5,000</b>	<b>0</b>

<b>Table 2 Non Mobile Assets - Items with asterisk are considered non-capital</b>							
<b>Dept/Asset</b>	<b>Cost</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Police</b>							
Server	\$6,500						
Telephone System	\$6,000						6,000
Ballistic Vests 6 *	\$8,800	2,000	2,000	2,000	2,000	2,000	2,000
Tasers 8 *	\$12,000						12,000
Base Radio *	\$10,000						
Hand Held Portable Radios 11 *	\$22,000		11,000		11,000		
Vehicle Laptops 6	\$30,000	5,000	10,000	5,000		5,000	5,000
Computers 6 *	\$9,000	1,500	1,500	1,500	1,500	1,500	1,500
EOC Generator	\$60,000						
EOC Equipment	\$10,000						
AED 3 *	\$4,500	1,500	1,500				
Breathalyzer 5 *	\$10,000					10,000	
in car repeaters 5	\$25,000						
Radar / Cruiser Radios 5	\$25,000	5,000	10,000	5,000		5,000	5,000
In Car Cameras 5	\$25,000	5,000	10,000	5,000			
Cruiser Outfit	\$30,000	5,000	10,000	5,000		5,000	5,000
Body Cameras *	\$12,000						
Handguns 8 *	\$7,500				7,500		
Long Rifles 6 *	\$12,000						
<b>SUB-TOTAL</b>		<b>25,000</b>	<b>56,000</b>	<b>23,500</b>	<b>22,000</b>	<b>28,500</b>	<b>36,500</b>
<b>Fire</b>							
Trailer *	\$4,000						
Exhaust Fans	\$100,000						
Portable generators *	\$6,400		800		800		800
6KW (3) 2 KW (2) 1 KW (3)							
Trash pump 2 *	\$1,000			500			
4000 5" hose *	\$28,000	5,000					
1500 1.5" *	\$3,750	3,750					
1200 2.5" *	\$3,120	3,120					
24' ladder 2 *	\$1,250						
16' roof ladders *	\$800		8,000				
10' attic ladder 2 *	\$450						
Ram *	\$4,000						
Spreader	\$10,000						
Cutter	\$10,000	10,000					
Compressor SCBA	\$20,000		20,000				
SCBA Packs 16	\$90,000				55,000	35,000	
Turnout Gear 30	\$66,000			33,000		22,000	11,000
Rescue Suit 2 *	\$4,000					4,000	
Rescue Sled *	\$4,000						
Chainsaws 3 *	\$1,500	900			600		
Vent Saw and cut off saw 2 *	\$3,600	3,600		3,600		3,600	
Washer *	\$850			850			
Dryer Commercial *	\$850				850		
Pipe Dryer 2 *	\$500						
Salemanders 2 *	\$500						
Pagers 30 *	\$8,500	1,700	3,400		1,700	1,700	1,700
Radios 8 *	\$19,000						
Portable Radios 22 *	\$28,000	2,000					
Building Generator	\$18,000						30,000
Thermal Imaging Camera	\$19,000			19,000			
Computer/printer 2 *	\$2,500						
<b>SUB-TOTAL</b>		<b>30,070</b>	<b>32,200</b>	<b>56,950</b>	<b>58,950</b>	<b>66,300</b>	<b>43,500</b>

<b>Table 2 Non Mobile Assets - Items with asterisk are considered non-capital</b>							
<b>Dept/Asset</b>	<b>Cost</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Canaan Ambulance</b>							
Lift Stretcher	\$13,000					23,000	
Radios *	\$5,000					5,000	
Tablet *	\$1,000				3,000		
Office Computer *	\$1,000						3,000
Laptop *	\$1,000						
<b>SUB-TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>28,000</b>	<b>3,000</b>
<b>Recreation</b>							
Playground	\$40,000						
Lights	\$50,000						
Paving *	\$5,000						
<b>SUB-TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMD</b>							
4 Phones *	\$3,000						1,500
<b>SUB-TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
<b>Library</b>							
Computers 6 *	\$1,000						
Server *	\$6,500						
Router UPS etc. *	\$1,000	1,000					
Printers 3 *	\$2,000	2,000				2,000	
<b>SUB-TOTAL</b>		<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>
<b>Water Sewer</b>							
<b>Not included below - paid from water/sewer</b>							
Printer *	\$1,000				1,000		
Computer *	\$2,000						
3" Diaphragm Pump *	\$4,500						
Simplicity Garden Tractor *	\$1,250				1,250		
Woods Brush Hog *	\$2,350						
Woods Rototiller *	\$2,750			2,750			
Woods York Rake *	\$1,950						
Harvest Time Manure Spreader	\$5,800						5,800
<b>SUB-TOTAL</b>		<b>0</b>	<b>0</b>	<b>2,750</b>	<b>2,250</b>	<b>0</b>	<b>5,800</b>
<b>Transfer Station</b>							
2 Balers (SELL)	\$10,000						
3 Compactors	\$45,000				25,000		
Printer *	\$1,000						
Computer *	\$1,000						
Scale *	\$2,000						
<b>SUB-TOTAL</b>	<b>\$210,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>0</b>	<b>0</b>
<b>All Annual Need Non-Mobile</b>		<b>\$ 68,070</b>	<b>\$ 110,940</b>	<b>\$ 123,950</b>	<b>\$ 136,450</b>	<b>\$ 160,340</b>	<b>\$ 124,500</b>





<b>Table 3 - Mobile Equipment - Items with asterisk are non-capital</b>							
<b>Dept./Asset</b>	<b>Cost</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Highway</b>							
Blazer	\$7,000						
F150 Mechanic	\$10,000						
10 Wheel Dump	\$160,000						
Loader I70g	\$175,000						
1 Ton	\$85,000		90,000				
410 Backhoe	\$120,000			120,000			
Grader g720b	\$360,000				360,000		
1 Ton	\$85,000					90,000	
6 Wheel Dump	\$160,000						160,000
6 Wheel Dump	\$160,000						
3500 1 ton	\$50,000		50,000				
10 Wheel Dump	\$180,000	180,000					
6 Wheel Dump	\$160,000						
Tractor 1520	\$32,000						
Excavator ec160c	\$200,000						
Bulldozer	\$10,000						
Heavy Haul Trailer	\$22,000						
Trailer 7000 gvw *	\$2,000						
Trailer hse165pc *	\$4,000						
Trailer w/welder	\$20,000						
7000 gvw	\$68,000						
Hot Box	\$36,000						
Vibratory Roller	\$10,000						
Portable Sign	\$15,000						
Power Screen	\$45,000						
Road side Mower	\$20,000						
Water Truck	\$5,000						
Chipper	\$40,000						
Cargo trailer *	\$3,000						
<b>ANNUAL NEED</b>	<b>\$2,244,000</b>	<b>180,000</b>	<b>140,000</b>	<b>120,000</b>	<b>360,000</b>	<b>90,000</b>	<b>160,000</b>
	<b>Prior CR Balance</b>	1,715	16,715	61,715	126,715	-18,285	96,715
	<b>To Capital Reserve</b>	155,000	155,000	165,000	165,000	165,000	165,000
	<b>From Capital Reserve</b>	180,000	140,000	120,000	360,000	90,000	160,000
	<b>Trade In</b>	40,000	30,000	20,000	50,000	40,000	20,000
	<b>From General Fund</b>	0	0	0	0	0	0
	<b>Balance</b>	<b>16,715</b>	<b>61,715</b>	<b>126,715</b>	<b>-18,285</b>	<b>96,715</b>	<b>121,715</b>
<b>Water &amp; Sewer</b>							
Pump Truck (used)	\$140,000						
Tractor 50342 12548	\$32,000	5,000					
Pick-up HD	\$14,000			20,000			
<b>ANNUAL NEED</b>	<b>\$186,000</b>	<b>5,000</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Prior W&amp;S Balance</b>	116,021	125,021	139,021	133,021	147,021	161,021
	<b>To W&amp;S Fund</b>	14,000	14,000	14,000	14,000	14,000	14,000
	<b>From W&amp;S Fund</b>	5,000	0	20,000	0	0	0
	<b>Balance</b>	<b>125,021</b>	<b>139,021</b>	<b>133,021</b>	<b>147,021</b>	<b>161,021</b>	<b>175,021</b>
<b>Transfer Station</b>							
FL120 Tractor	\$50,000						
East Live Floor	\$40,000						
Ram Trailer	\$40,000	45,000					
3 Closed 40 Yard Roll-Off	\$15,000						
40 yard open top trailer	\$5,000					45,000	
mac live floor	\$40,000						
5th Wheel 40 yd rolloff tra	\$15,000						
Skid Steer	\$10,000			20,000			
Van Trailer HHW	\$6,000						
<b>ANNUAL NEED</b>	<b>\$221,000</b>	<b>45,000</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>45,000</b>	<b>0</b>
	<b>Prior CR Balance</b>	15,381	10,381	30,381	30,381	50,381	30,381
	<b>To Capital Reserve</b>	20,000	20,000	20,000	20,000	20,000	20,000
	<b>From Capital Reserve</b>	45,000	0	20,000	0	45,000	0
	<b>From Trade In/Equip. Sale</b>	20,000				5,000	
	<b>From General Fund</b>	0	0	0	0	0	0
	<b>Balance</b>	<b>10,381</b>	<b>30,381</b>	<b>30,381</b>	<b>50,381</b>	<b>30,381</b>	<b>50,381</b>
<b>TOTAL ANNUAL NEED</b>		<b>340,000</b>	<b>516,000</b>	<b>178,000</b>	<b>371,000</b>	<b>650,000</b>	<b>200,000</b>

<b>Table 4 - Buildings</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Renovate Town Office				300,000		
Library - replace columns						
Highway Garage - add 3,200 SF			180,000			
Senior Center						
Cozy Corner/Recreation						
Police Station/FAST Squad						
Fire Station						
Sand Shed						
Transfer Station Barn						
Gravel Pit Barns/Sheds 2						
Meeting House						
Museum/Bath House						
<b>ALL ANNUAL NEED BUILDINGS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Prior CR Balance</b>	75,000	110,000	145,000	5,000	-260,000	-225,000
<b>To Capital Reserve</b>	35,000	35,000	35,000	35,000	35,000	35,000
<b>From Capital Reserve</b>			175,000	5,000		100,000
<b>From General Fund</b>			5,000			
<b>CR Balance</b>	<b>\$110,000</b>	<b>\$145,000</b>	<b>\$5,000</b>	<b>-\$260,000</b>	<b>-\$225,000</b>	<b>-\$190,000</b>

<b>Table 5 - BRIDGES</b>	Does not include most culverts	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Lashua Road - <b>on Class 6, will not be replaced</b>							
Transfer Station	Inadequate Flow Area	\$400,000					
Goose Pond Culvert	Replaced in 2014						
North Lary Road	Repaired by town in 2016						
Lary Pond Road - <b>on Class 6, will not be replaced</b>							
Grist Mill Hill Rd over Indian River	Gross Cost to replace			\$140,000	\$600,000		
Grist Mill Hill Rd over trail	no rating						
Goose Pond over Hinkson	not deficient						
Goose Pond / Goose Pond Brook	not deficient						
Blackwater / Crystal Lake Brook	not deficient						
Blackwater over Mascoma	not deficient						
River Road over Mascoma	not deficient						
Potato Road	Gross Cost to replace	\$800,000					
By Passed Historic on Juniper	Closed on Juniper to N. Lary Rd						
	<b>ANNUAL NEED</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$140,000</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>
	<b>State Funding</b>	<b>\$1,020,000</b>	<b>\$0</b>	<b>\$112,000</b>	<b>\$480,000</b>	<b>\$0</b>	<b>\$0</b>
	<b>Prior CR Balance</b>	<b>\$154,531</b>	<b>\$14,531</b>	<b>\$54,531</b>	<b>\$66,531</b>	<b>-\$13,469</b>	<b>\$26,531</b>
	<b>To Capital Reserve</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
	<b>From Capital Reserve</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$28,000</b>	<b>\$120,000</b>	<b>\$0</b>	<b>\$0</b>
	<b>From General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>CR Balance</b>	<b>\$14,531</b>	<b>\$54,531</b>	<b>\$66,531</b>	<b>-\$13,469</b>	<b>\$26,531</b>	<b>\$66,531</b>

<b>Table 6 - Road Reconstruction</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Project</b>	<b>Roads</b>						
<b>Paved Roads</b>	Potato Road in 2020	\$141,990	\$141,990	\$141,990	\$141,990	\$141,990	\$141,990
<b>Dirt Reconstruction</b>		\$18,945	\$18,945	\$18,945	\$18,945	\$18,945	\$18,945
<b>Minor Bridges</b>		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ANNUAL NEED</b>		<b>\$160,935</b>	<b>\$160,935</b>	<b>\$160,935</b>	<b>\$160,935</b>	<b>\$160,935</b>	<b>\$160,935</b>
	Projected State Grants	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
	From General Fund	\$20,935	\$20,935	\$20,935	\$20,935	\$20,935	\$20,935