

# 2022 - 2027 Canaan Capital Improvement Program

Nov. 23, 2021

## INTRODUCTION

This 2021 Capital Improvement Program (CIP) Committee report presents Canaan's Capital Improvement Program for the years 2022-2027. 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.

This report was approved by Canaan's Planning Board on Dec. 9, 2021. It will be presented to the Budget Committee in December, 2021 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. As projected for several years now, a fire truck will need to be replaced within this planning period, due to its age, at a cost of approximately \$558k. Eight major highway department trucks are also scheduled for replacement during this period (about \$1 Million total).

As the town has grown, the highway trucks and equipment have outgrown the existing highway garage. An addition to the structure is needed to keep loaded sand/salt trucks dry in the winter, while still providing room to service other vehicles, at an estimated cost of \$300k. The town office is reaching capacity and has some legal and safety deficiencies. Exact plans are not known, so a tentative projection of \$400k has been included to cover a major project, for which funding sources are not yet determined.

The plan for bridge replacements has been significantly upgraded since last year to take advantage of substantial funding from the state and federal government. Planned expenditures from the town's Bridge Capital Reserve Fund during this six year period have been increased from \$328k in last year's plan to \$734k in this plan, to take advantage of \$5.3 Million in state and federal funds expected to be available for bridge replacements and flood mitigation. Specific projects and timing are described below in the "Bridges" section of this report.

Overall, about \$12 Million in Capital Improvement projects are planned in Canaan during this planning period, compared to about \$6 Million in last year's plan. About \$6.3 Million is expected from state and federal agencies to fund most of the additional work. There will be challenges for the town, both in providing administration and management for this significant increase, as well as allocating an additional \$1 Million in taxpayer funds over six years as compared to last year's plan (\$4.9 Mil vs. \$3.9 Mil).

<b>Table 1 - 2022 CIP Plan Summary</b> (Capital is at least \$5,000, 3 year life, not an annual expense, excludes painting & tree work)							
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>6 years</b>
<b>Gen. Gov't:</b> Mower, server, phones	\$ -	\$ -	\$ 12,000	\$ -	\$ 26,000	\$ -	\$ 38,000
<b>Police:</b> Cruisers	\$ 72,000	\$ 38,000	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 230,000
Police radios, cameras, radar, etc.	\$ 42,000	\$ 21,000	\$ -	\$ 16,000	\$ 22,000	\$ 32,500	\$ 133,500
<b>Fire:</b> Trucks	\$ -	\$ -	\$ -	\$ 558,000	\$ -	\$ -	\$ 558,000
All accessory equipment	\$ 6,000	\$ 52,000	\$ 55,000	\$ 57,000	\$ 76,000	\$ 30,000	\$ 276,000
<b>Canaan Ambulance:</b> Trucks	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
<b>Canaan Ambulance:</b> Stretchers	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 50,000
<b>Highways:</b> Trucks, backhoe	\$ 189,595	\$ 120,000	\$ -	\$ 450,000	\$ 160,000	\$ 95,000	\$ 1,014,595
Generator, truck washer, misc.	\$ 6,000	\$ 30,000	\$ -	\$ 15,000	\$ -	\$ -	\$ 51,000
Bridges	\$ 1,006,000	\$ 1,850,000	\$ 2,220,000	\$ 1,000,000	\$ -	\$ -	\$ 6,076,000
<b>Buildings:</b> Hiway garage, town hall	\$ -	\$ -	\$ 300,000	\$ 400,000	\$ -	\$ -	\$ 700,000
<b>Cemetery:</b> Pickup Truck	\$ -	\$ 10,000	\$ -	\$ -	\$ 7,000	\$ -	\$ 17,000
<b>Library:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Transfer Station:</b> Truck, trailer	\$ -	\$ -	\$ 50,000	\$ 35,000	\$ -	\$ -	\$ 85,000
<b>Water &amp; Sewer:</b> (user funded)	\$ 900,000	\$ 20,000	\$ -	\$ -	\$ 5,800	\$ 140,000	\$ -
<b>TOTAL Capital Items</b>	\$ 2,221,595	\$ 2,141,000	\$ 2,812,000	\$ 2,596,000	\$ 336,800	\$ 362,500	\$ 10,469,895
Non-capital: miscellaneous	\$ 42,800	\$ 36,300	\$ 49,200	\$ 49,640	\$ 32,500	\$ 52,700	\$ 263,140
Highway rebuild (annual expense)	\$ 204,974	\$ 204,974	\$ 280,752	\$ 280,752	\$ 280,752	\$ 280,752	\$ 1,532,955
<b>TOTAL Capital plus other</b>	\$ 2,469,369	\$ 2,382,274	\$ 3,141,952	\$ 2,926,392	\$ 650,052	\$ 695,952	\$ 12,265,990
<b>Total Less Water &amp; Sewer</b>	\$ 1,569,369	\$ 2,359,524	\$ 3,139,702	\$ 2,926,392	\$ 644,252	\$ 549,452	\$ 11,188,690
<b>Expected state + Fed road &amp; bridge funds</b>	\$ 1,162,000	\$ 1,636,000	\$ 2,212,000	\$ 956,000	\$ 156,000	\$ 156,000	\$ 6,278,000
<b>Total Less State road &amp; bridge funds (Town Funding Required)</b>	\$ 407,369	\$ 723,524	\$ 927,702	\$ 1,970,392	\$ 488,252	\$ 393,452	\$ 4,910,690

## BACKGROUND

In 2004, a warrant article was passed which authorized the Selectmen to appoint a CIP Committee composed of members from the Planning Board, Select Board, Budget Committee and others. Members of the current committee are Tom Milligan, Sadie Wells, Claude Lemoi, and Dan Collins. 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 excellent.

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 is updated annually, and, 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, Ambulance and Highway Department vehicles are normally authorized by warrant articles. There is usually an annual appropriation 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:** There are six cruisers in the fleet of Police vehicles. This plan provides for the replacement of one cruiser each year on average. Actual replacement needs unfold year by year, depending on usage and condition of the vehicles. Two cruiser replacements are planned in 2022, but none in 2024. (see Table 3)

**Fire Department:** The Fire Department is planning to replace Engine 2 in 2025, three years later than previously planned, at a higher cost of \$558,000 for a truck with more capability, compared to \$300,000 previously. Planned replacement of the Rescue vehicle has been delayed from 2025 to 2029, beyond this planning period (\$400,000). Annual Capital Reserve appropriations need to be increased from \$55,000 currently to \$65,000 for three years, then to \$75,000 to cover the cost of these trucks. (see Table 3)

**Ambulance:** The Canaan ambulance service needs to replace one ambulance in 2024 (\$175,000). Planned Capital Reserve appropriations remain at \$40,000 per year.

**Highway Department:** The Highway Department’s vehicles are very expensive, costing up to \$360K (for a grader). Eight 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 from \$155,000 to \$165,000 per year, beginning in 2023. (Table 3)

**Transfer Station:** The Transfer Station is planning to replace the tractor used to haul trailers and one skid steer within this planning period, at a total cost of \$70,000. The recommended annual Capital Reserve appropriation has been reduced from \$20,000 forecasted last year to \$9,000 in this plan, due to improved equipment utilization and increasing revenues for recyclables. (Table 3)

**Water & Sewer:** The Water and Sewer Department plans to spend \$900,000 to replace lead service pipes in 2022, funded by a combination of capital reserves, grants, and loans. (See Table 4). A heavy duty pickup truck is planned to replace the current 2003 GMC truck, and the pump truck may need to be replaced in 2027 (\$140,000). Funding is provided by user fees. (Table 3)

**Buildings:** An expenditure of \$300,000 is projected in 2024 for a 3,200 square foot addition to the highway garage for vehicles and equipment. In Winter, 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.

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. A sum of \$400,000 is estimated to improve, expand, or relocate the town office, but funding sources have not been identified.

With voter approval, annual additions to capital reserves of \$35,000 are planned to add to the current CR balance of \$126,000. This will not be sufficient to fund these building projects and other steps will be necessary (Table 4).

**Bridges:** A plan has been coordinated between the Town of Canaan, NH DOT, FEMA, and the US Economic Development Administration (EDA) to replace three highway bridges (Transfer Station Road, Gristmill Hill Rd, and Potato Rd), two trestle bridges on the rail trail, and to elevate Potato Rd between Rte 4 and the bridge. This package of projects planned within the next four years will improve safety and mitigate flooding in town. The full cost of these projects is projected to be just over \$6 Million, with Canaan responsible for only \$734,000. This plan assumes receipt of the US EDA grant for which the application process has been progressing. Canaan funding would come from the Bridges Capital Reserve account, and the unassigned fund balance, as approved by NH DRA. Planned Capital Reserve appropriations remain steady at \$40,000 annually. The year scheduled, projected cost, and funding sources for each of these projects is presented in Table 5.

**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 dirt roads. The annual expenditure for this program has increased from \$161k last year to \$205k this year and the current plan is to add one additional mile of dirt road reconstruction per year starting in 2024, which will increase the annual cost by about \$75,000. The State is projected to provide \$156,000 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, 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.

**Table 2 Non Mobile Assets** - Items with asterisk are considered non-capital

Dept/Asset		Cost	2022	2023	2024	2025	2026	2027
<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		
Software (Off/CS/Acrobat)	*	\$3,300	3,300					3,300
6 Printers	*	\$7,000	1,000		1,000		500	
7 Work Stations - 1 Laptop	*	\$10,500	1,500		1,500		1,500	
<b>SUB-TOTAL</b>			<b>8,300</b>	<b>0</b>	<b>14,500</b>	<b>1,240</b>	<b>28,000</b>	<b>3,300</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	6,000					
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>6,000</b>	<b>32,000</b>	<b>0</b>	<b>15,000</b>	<b>0</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	*							1,600
<b>SUB-TOTAL</b>			<b>9,000</b>	<b>0</b>	<b>4,000</b>	<b>5,000</b>	<b>0</b>	<b>1,600</b>

**Table 2 Non Mobile Assets** - Items with asterisk are considered non-capital

Dept/Asset		Cost	2022	2023	2024	2025	2026	2027
<b>Police</b>								
Server		\$6,500						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						10,000
Hand Held Portable Radios 11	*	\$22,000		11,000	11,000			
Vehicle Laptops 6	*	\$30,000	12,000	6,000		6,000	6,000	6,000
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	10,000	5,000		5,000	5,000	5,000
In Car Cameras 5		\$25,000	10,000	5,000				
Cruiser Outfit		\$30,000	10,000	5,000		5,000	5,000	5,000
Body Cameras	*	\$12,000						
Handguns 8	*	\$7,500			8,000			
Long Rifles 6	*	\$12,000						
<b>SUB-TOTAL</b>			<b>47,000</b>	<b>37,000</b>	<b>22,500</b>	<b>29,500</b>	<b>37,500</b>	<b>36,000</b>
<b>Canaan Ambulance</b>								
Lift Stretcher		\$13,000				25,000		25,000
Pagers			5,500					5,500
Radios	*	\$5,000				5,000		5,000
Tablet	*	\$1,000		3,000				
Office Computer	*	\$1,000			3,000			
Laptop	*	\$1,000						
<b>SUB-TOTAL</b>			<b>5,500</b>	<b>3,000</b>	<b>3,000</b>	<b>30,000</b>	<b>0</b>	<b>35,500</b>
<b>Fire</b>								
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				500
4000 5" hose	*	\$28,000						
1500 1.5"	*	\$3,750						
1200 2.5"	*	\$3,120						
24' ladder 2	*	\$1,250						
16' roof ladders	*	\$800	800					
10' attic ladder 2	*	\$450						
Ram	*	\$4,000						
Spreader		\$10,000						
Cutter		\$10,000						
Compressor SCBA		\$20,000					20,000	
SCBA Packs 16		\$90,000			55,000	35,000		
Turnout Gear 30		\$66,000	6,000	33,000		22,000	11,000	11,000
Rescue Suit 2	*	\$4,000				4,000		
Rescue Sled	*	\$4,000						
Chainsaws 3	*	\$1,500			600			900
Vent Saw and cut off saw 2	*	\$3,600		1,200		1,200		1,200
Washer	*	\$850		850				
Dryer Commercial	*	\$850			850			
Pipe Dryer 2	*	\$500						
Salemanders 2	*	\$500						
Pagers 30	*	\$8,500	3,400		1,700	1,700	1,700	1,700
Radios 8	*	\$19,000						
Portable Radios 22	*	\$28,000						7,000
Building Generator		\$18,000					45,000	
Thermal Imaging Camera		\$19,000		19,000				19,000
Computer/printer 2	*	\$2,500						
<b>SUB-TOTAL</b>			<b>11,000</b>	<b>54,550</b>	<b>58,950</b>	<b>63,900</b>	<b>78,500</b>	<b>41,300</b>

**Table 2 Non Mobile Assets - Items with asterisk are considered non-capital**

Dept/Asset		Cost	2022	2023	2024	2025	2026	2027
<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>1,500</b>	<b>0</b>
<b>Recreation</b>								
Playground		\$40,000						
Lights		\$50,000						
Paving	*	\$5,000				5,000		
<b>SUB-TOTAL</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
<b>Library</b>								
Computers 6	*	\$1,000						6,000
Server	*	\$6,500						
Router UPS etc.	*	\$1,000				1,000		
Printers 3	*	\$2,000				2,000		
<b>SUB-TOTAL</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>6,000</b>
<b>Water Sewer</b>								
Printer	*	\$1,000			1,000			
Computer	*	\$2,000						2,000
3" Diaphragm Pump	*	\$4,500						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>2,750</b>	<b>2,250</b>	<b>0</b>	<b>5,800</b>	<b>6,500</b>
<b>Transfer Station</b>								
2 Balers (SELL)		SELL						
3 Compactors		\$45,000				15,000		
Printer	*	\$1,000						
Computer	*	\$1,000						
Scale	*	\$2,000						
<b>SUB-TOTAL</b>		<b>\$179,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0</b>
<b>All Annual Need Non-Mobile</b>			<b>\$ 96,800</b>	<b>\$ 139,300</b>	<b>\$ 115,200</b>	<b>\$ 177,640</b>	<b>\$ 161,300</b>	<b>\$ 140,200</b>

**Table 3 - Mobile Equipment - Items with asterisk are non-capital**

Dept./Asset	Cost	2022	2023	2024	2025	2026	2027
<b>Police</b>							
Ford 620	\$35,000				40,000		
Ford 520	\$38,000					40,000	
Ford 421	\$38,000						40,000
Ford 214	\$38,000	36,000					
Ford 316	\$38,000	36,000					
Ford 115	\$38,000		38,000				
<b>ANNUAL NEED</b>	<b>\$225,000</b>	<b>72,000</b>	<b>38,000</b>	<b>0</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
	<b>Prior CR Balance</b>	30,000	0	500	35,500	34,000	32,500
	<b>To Capital Reserve</b>	35,000	35,000	35,000	35,000	35,000	35,000
	<b>From Capital Reserve</b>	65,000	38,000	0	40,000	40,000	40,000
	<b>Trade In</b>	7,000	3,500		3,500	3,500	3,500
	<b>From General Fund</b>						
	<b>Balance</b>	<b>0</b>	<b>500</b>	<b>35,500</b>	<b>34,000</b>	<b>32,500</b>	<b>31,000</b>
<b>Fire</b>							
1 ton utility	\$45,000						
Engine 1	\$300,000						
Engine 2	\$300,000				558,000		
Rescue	\$300,000						
Tahoe Command	\$25,000						
Tanker	\$300,000						
Utility Trailer *	\$3,500						
Trailer *	\$3,000						
<b>ANNUAL NEED</b>	<b>\$1,276,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>558,000</b>	<b>0</b>	<b>0</b>
	<b>Prior CR Balance</b>	388,210	443,210	508,210	573,210	80,210	155,210
	<b>To Capital Reserve</b>	55,000	65,000	65,000	65,000	75,000	75,000
	<b>From Capital Reserve</b>	0	0	0	558,000	0	0
	<b>From General Fund</b>	0	0	0	0	0	0
	<b>Balance</b>	<b>443,210</b>	<b>508,210</b>	<b>573,210</b>	<b>80,210</b>	<b>155,210</b>	<b>230,210</b>
<b>Water &amp; Sewer</b>							
Pump Truck (used)	\$140,000						140,000
Tractor 50342 12548	\$32,000						
Pick-up HD	\$14,000		20,000				
<b>ANNUAL NEED</b>	<b>\$186,000</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140,000</b>
	<b>Prior W&amp;S Balance</b>	130,021	144,021	138,021	152,021	166,021	180,021
	<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>	0	20,000	0	0	0	140,000
	<b>Balance</b>	<b>144,021</b>	<b>138,021</b>	<b>152,021</b>	<b>166,021</b>	<b>180,021</b>	<b>54,021</b>
<b>Canaan Ambulance</b>							
Monitors	\$106,000						
Ford #1	\$175,000			175,000			
Osage #2	\$175,000						
Osage #3	\$175,000						
<b>ANNUAL NEED</b>		<b>0</b>	<b>0</b>	<b>175,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Prior CR Balance</b>	52,056	92,056	132,056	0	40,000	80,000
	<b>To Capital Reserve</b>	40,000	40,000	40,000	40,000	40,000	40,000
	<b>From Capital Reserve</b>	0	0	175,000	0	0	0
	<b>From General Fund</b>			2,944			
	<b>Balance</b>	<b>92,056</b>	<b>132,056</b>	<b>0</b>	<b>40,000</b>	<b>80,000</b>	<b>120,000</b>

**Table 3 - Mobile Equipment - Items with asterisk are non-capital**

Dept./Asset	Cost	2022	2023	2024	2025	2026	2027
<b>Highway</b>							
Blazer	\$7,000						
F150 Mechanic	\$10,000						
10 Wheel Dump	\$160,000						
Loader I70g	\$175,000						
1 Ton	\$85,000	130,595					
410 Backhoe	\$120,000		120,000				
Grader q720b	\$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	59,000					50,000
10 Wheel Dump	\$180,000						
6 Wheel Dump	\$160,000						
Tractor 1520	\$32,000						
Excavator ec160c	\$200,000						
Bulldozer	\$10,000						25,000
Heavy Haul Trailer	\$22,000						
Trailer 7000 qvw *	\$2,000						
Trailer hse165pc *	\$4,000						
Trailer w/welder	\$20,000						
7000 qvw	\$68,000						
Hot Box	\$36,000						
Vibratory Roller	\$10,000						
Portable Sign	\$15,000						
Power Screen	\$45,000						20,000
Road side Mower	\$20,000						
Water Truck	\$5,000						
Chipper	\$40,000						
Caroo trailer *	\$3,000						
<b>ANNUAL NEED</b>	<b>\$2,244,000</b>	<b>189,595</b>	<b>120,000</b>	<b>0</b>	<b>450,000</b>	<b>160,000</b>	<b>95,000</b>
	<b>Prior CR Balance</b>	22,000		65,000	230,000	35,000	60,000
	<b>To Capital Reserve</b>	155,000	165,000	165,000	165,000	165,000	165,000
	<b>From Capital Reserve</b>	189,595	120,000	0	450,000	160,000	95,000
	<b>Trade In</b>	12,595	20,000	0	90,000	20,000	20,000
	<b>From General Fund</b>						
	<b>Balance</b>	<b>0</b>	<b>65,000</b>	<b>230,000</b>	<b>35,000</b>	<b>60,000</b>	<b>150,000</b>
<b>Cemetery</b>							
Ford 103	\$10,000		10,000				
Landscape trailer	\$7,000					7,000	
Small Trailer *	\$1,000					1,000	
Utility Trailer *	\$1,000			1,000			
<b>ANNUAL NEED</b>		<b>0</b>	<b>10,000</b>	<b>1,000</b>		<b>8,000</b>	
	<b>Trade In</b>						
	<b>From General Fund</b>		10000	1,000		8,000	
	<b>Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfer Station</b>							
FL120 Tractor	\$50,000			50,000			
East Live Floor	\$40,000						
Ram Trailer	\$40,000						
3 Closed 40 Yard Roll-Off	\$15,000						
40 yard open top trailer	\$5,000						
mac live floor	\$40,000						
5th Wheel 40 vd rolloff tra	\$15,000						
Skid Steer	\$10,000				20,000		
Van Trailer HHW	\$6,000						
<b>ANNUAL NEED</b>	<b>\$221,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>
	<b>Prior CR Balance</b>	37,198	39,698	48,698	17,698	11,698	20,698
	<b>To Capital Reserve</b>	2,500	9,000	9,000	9,000	9,000	9,000
	<b>From Capital Reserve</b>	0	0	50,000	20,000	0	0
	<b>From Trade In &amp; Sales</b>	0	0	10,000	5,000	0	0
	<b>From General Fund</b>	0	0	0	0	0	0
	<b>Balance</b>	<b>39,698</b>	<b>48,698</b>	<b>17,698</b>	<b>11,698</b>	<b>20,698</b>	<b>29,698</b>
<b>TOTAL ANNUAL NEED</b>		<b>261,595</b>	<b>188,000</b>	<b>226,000</b>	<b>1,068,000</b>	<b>208,000</b>	<b>275,000</b>

<b>Table 4 - Buildings</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Renovate Town Office				400,000		
Library						
Highway Garage - add 3,200 SF			300,000			
Water & Sewer	900,000					
Senior Center						
Cozy Corner/Recreation						
Log Cabin Market						
Freight House						
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>\$900,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Prior CR Balance</b>	126,558	161,558	196,558	-0	-365,000	-330,000
<b>To Capital Reserve</b>	35,000	35,000	35,000	35,000	35,000	35,000
<b>From Capital Reserve</b>			196,500			
<b>Other revenue, grants, loans</b>	900,000		68,442			
<b>From General Fund</b>						
<b>CR Balance</b>	<b>\$161,558</b>	<b>\$196,558</b>	<b>-\$0</b>	<b>-\$365,000</b>	<b>-\$330,000</b>	<b>-\$295,000</b>

<b>Table 5 - BRIDGES</b>	Does not include most culverts	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Lashua Road - <b>on Class 6, will not be replaced</b>							
Transfer Station	Inadequate Flow Area			1,400,000			
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	Rusted steel beams				1,000,000		
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 over Indian River	Functionally obsolete	1,006,000					
Potato Road By-Pass Over Field	Flood control		830,000				
Upper trestle	EDA TOC Project		1,020,000				
Lower trestle	EDA TOC Project			820,000			
By Passed Historic on Juniper	Closed on Juniper to N. Lary Rd						
	<b>ANNUAL NEED</b>	<b>\$1,006,000</b>	<b>\$1,850,000</b>	<b>\$2,220,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>
	<b>Prior CR Balance</b>	\$553,512	\$719,076	\$389,076	\$265,076	\$105,076	\$145,076
	<b>To Capital Reserve</b>	\$165,564	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
	<b>State/Federal Funding</b>	\$1,006,000	\$1,480,000	\$2,056,000	\$800,000	\$0	\$0
	<b>From Capital Reserve</b>	\$0	\$370,000	\$164,000	\$200,000	\$0	\$0
	<b>From General Fund</b>	\$0	\$0	\$0	\$0	\$0	\$0
	<b>CR Balance</b>	\$719,076	\$389,076	\$265,076	\$105,076	\$145,076	\$185,076

<b>Table 6 - Road Reconstruction</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Project</b>							
<b>Paved Roads</b>		\$148,140	\$148,140	\$148,140	\$148,140	\$148,140	\$148,140
<b>Dirt Reconstruction</b>		\$56,834	\$56,834	\$132,612	\$132,612	\$132,612	\$132,612
<b>Minor Bridges</b>		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ANNUAL NEED</b>		<b>\$204,974</b>	<b>\$204,974</b>	<b>\$280,752</b>	<b>\$280,752</b>	<b>\$280,752</b>	<b>\$280,752</b>
	Projected State Grants	\$156,000	\$156,000	\$156,000	\$156,000	\$156,000	\$156,000
	From General Fund	\$48,974	\$48,974	\$124,752	\$124,752	\$124,752	\$124,752