

2023 - 2028 Canaan Capital Improvement Program

Nov. 21, 2022

INTRODUCTION

This 2022 Capital Improvement Program (CIP) Committee report presents Canaan's Capital Improvement Plan for the years 2023-2028. This is an advisory report to identify anticipated capital needs, with the goal of planning reasonably level expenditures and taxes needed. Funds may not be expended exactly as planned, since needs and priorities will change as time progresses. The CIP plan does not authorize spending, which can only be authorized by voters through warrant articles at Town Meeting.

This report was approved by Canaan's Planning Board on Dec. 8, 2022. It will be presented to the Budget Committee in December, 2022 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 an overview of planned spending for equipment in the next six years. Inflation in the heavy equipment market has increased dramatically in the past year, making CIP planning more challenging.

A Fire Department Rescue vehicle is planned for replacement in 2024, due to its age and condition, at a cost of approximately \$500k. Nine major highway department vehicles are also scheduled for replacement during this period (nearly \$1.5 Million total). Capital Reserves are not sufficient to procure all the highway vehicles, so a bank loan is planned to buy a grader, with payments from the General Fund, as prescribed by state law.

The existing highway garage is inadequate for proper shelter and maintenance of all the town's major equipment, resulting in higher costs due to inefficiencies and shortened equipment life. An addition to the structure is planned, 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.

Three highway bridge replacements continue to be planned, described below in the "Bridges" section of this report.

Overall, about \$9.6 Million in Capital Improvement projects are planned in Canaan during this planning period, not including Water & Sewer, which is funded separately. About \$4 Million is expected from state road and bridge funds, about \$3.5 Million can be funded from Capital Reserves, and about \$2 Million is planned from the General Fund.

Table 1 - 2023 CIP Plan Summary (Capital is at least \$5,000, 3 year life, not an annual expense, excludes painting & tree work)

	2023	2024	2025	2026	2027	2028	6 years
Gen. Gov't: Mower, server, printers, phones	\$ 2,000	\$ 14,500	\$ 1,240	\$ 28,000	\$ 3,300	\$ 3,000	\$ 52,040
Mechanic	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
Police: Cruisers	\$ 45,000	\$ -	\$ 48,652	\$ 50,478	\$ 52,304	\$ 54,130	\$ 250,564
Police radios, cameras, radar, etc.	\$ 26,000	\$ 22,500	\$ 40,500	\$ 37,500	\$ 36,000	\$ 19,500	\$ 182,000
Fire: Trucks	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
All accessory equipment	\$ 35,550	\$ 58,950	\$ 63,900	\$ 78,500	\$ 41,300	\$ 21,500	\$ 299,700
EMD: phones	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500
Canaan Ambulance: Trucks	\$ -	\$ 193,445	\$ -	\$ -	\$ -	\$ -	\$ 193,445
Canaan Ambulance: Stretchers, electronics	\$ 4,000	\$ 3,000	\$ 31,000	\$ -	\$ 35,500	\$ 4,000	\$ 77,500
Highways: Trucks, backhoe, grader	\$ 156,872	\$ 41,008	\$ 559,721	\$ 38,873	\$ 466,026	\$ 293,330	\$ 1,555,830
Generator, truck washer, misc.	\$ 2,000	\$ -	\$ 45,000	\$ -	\$ -	\$ 1,000	\$ 48,000
Bridges	\$ 1,200,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,700,000
Buildings: Hiway garage, town hall	\$ -	\$ -	\$ 300,000	\$ 400,000	\$ -	\$ -	\$ 700,000
Cemetery: Pickup Truck, lanmdscape trailer	\$ 10,000	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ 17,000
Cemetery: non-capital	\$ -	\$ 5,000	\$ 5,000	\$ 1,000	\$ 1,600	\$ 10,600	\$ 23,200
Recreation: paving	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Library: Computer equipment	\$ -	\$ -	\$ 3,000	\$ -	\$ 6,000	\$ -	\$ 9,000
Transfer Station: Truck, trailer, skid steer	\$ 24,216	\$ 44,216	\$ -	\$ -	\$ 50,540	\$ 65,810	\$ 184,782
Transfer Station: Compactor	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Road reconstruction (annual noncapital expense)	\$ 305,766	\$ 252,711	\$ 289,424	\$ 289,424	\$ 289,424	\$ 289,424	\$ 1,716,172
Water & Sewer: (user funded)	\$ 22,750	\$ 2,250	\$ -	\$ 5,800	\$ 146,500	\$ 22,350	\$ 199,650
GRAND TOTAL Needs	\$ 1,844,154	\$ 3,647,581	\$ 1,417,436	\$ 948,075	\$ 1,138,493	\$ 794,644	\$ 9,790,383
Total Non-Capital	\$ 367,066	\$ 301,911	\$ 373,064	\$ 332,924	\$ 347,624	\$ 345,374	\$ 2,067,962
Total Capital Items	\$ 1,477,088	\$ 3,345,669	\$ 1,044,373	\$ 615,151	\$ 790,870	\$ 449,270	\$ 7,722,421
Grand Total Less Water & Sewer	\$ 1,821,404	\$ 3,645,331	\$ 1,417,436	\$ 942,275	\$ 991,993	\$ 772,294	\$ 9,590,733
Expected state + Fed road & bridge funds	\$ 1,382,000	\$ 2,056,000	\$ 156,000	\$ 156,000	\$ 156,000	\$ 156,000	\$ 4,062,000
Grand Total Less State road & bridge funds (Town Funding Required)	\$ 439,404	\$ 1,589,331	\$ 1,261,436	\$ 786,275	\$ 835,993	\$ 616,294	\$ 5,528,733

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 (such as computers, police radios, electric generators, etc.). A complete inventory of these items is updated annually, and, while many of them 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. Due to significant inflation in the heavy mobile equipment market, the CIP Committee is recommending increases in the 2023 Capital Reserve savings over 2022 levels for Fire, Ambulance, and Highway equipment. The committee has also improved the CIP Planning tool to project annual increases to planned capital reserve savings based on inflation. However, capital reserve funding is still projected to fall short for the Highway Department, so a bank loan is planned during this period to fund the acquisition of a required replacement grader, valued at well over \$300,000. Voter approval is required for all capital reserve appropriations, for the bank loan, and again to expend the funds to purchase these vehicles.

Table 3 contains annual capital expenditure projections for Mobile Equipment, 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 were replaced in 2022, with none planned in 2024. (see Table 3)

Fire Department: The Fire Department is planning to replace the Rescue vehicle in 2024, and has delayed the planned replacement of Engine 2 until 2029, just beyond this planning window. New estimates project that Engine 2 will cost about \$700,000, a dramatic increase from previous estimates. Annual Capital Reserve appropriations need to be increased from \$60,000 in 2022 to \$85,000 in 2023, and inflated each year thereafter, to prepare for the cost of the Engine 2 replacement. (see Table 3)

Ambulance: The Canaan ambulance service needs to replace one ambulance in 2024 (about \$193,000). Planned capital reserve appropriations are recommended to increase from \$40,000 to \$50,000 per year to provide for this higher cost estimate. (Table 3)

Highway Department: The Highway Department's vehicles are very expensive, costing up to \$314K (for a grader). Nine 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, except for the grader. Capital reserves are projected to be insufficient to acquire all needed highway equipment, so a bank loan is planned to procure a grader, which is expected to be much more efficient than the old model. This plan recommends an increase in the annual Capital Reserve appropriation from \$155,000 to \$170,000 in 2023, inflated each year thereafter, combined with a bank loan to be paid from the General Fund, as prescribed by state law. (Table 3)

Transfer Station: The Transfer Station is planning to replace the tractor used to haul trailers, two live floor trailers, and one skid steer within this planning period, at a total cost of \$180,000. This equipment will be funded by a combination of recycling revenue and the General Fund. (Table 3)

Water & Sewer: A heavy duty pickup truck is planned to replace the current 2003 GMC truck in 2023, and the pump truck may need to be replaced in 2027 (\$140,000). These vehicles will be funded by water & sewer user fees. (Table 3)

The Water and Sewer Department has identified four major improvement projects totaling \$2,146,500. These projects will be scheduled based on the availability of state and federal grant funding, to be supplemented by loans and user fees when the grants become available. No Canaan tax funds or capital reserves are applied to water & sewer, therefore, this amount is displayed in the first column of Table 4 for visibility only, and is not included in the totals and grand totals of this report.

Buildings: An expenditure of \$300,000 is projected in 2025 for a 2,850 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 increases every year, 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.

With voter approval, annual additions to capital reserves for Government Buildings are recommended to increase from \$35,000 to \$40,000 to add to the current CR balance of \$160,000. This will essentially fund the garage addition, but funding for a town office project has not been identified. (Table 4).

Bridges: Three bridge replacement projects are included in this plan, to be funded by Capital Reserves and substantial NH DOT funding. They are Potato Road, Gristmill Hill Road (both over Indian River), and Transfer Station Road over the Orange Brook. Continuing capital reserve savings of \$40,000 per year, added to this year's reserve balance of \$677,000, is projected to provide adequate funding of the town's portion of these project costs. The year scheduled, projected cost, and funding sources for each of these projects is presented in Table 5.

Three previously planned flood mitigation projects have been removed from the plan, since the town was informed that anticipated US EDA funding will not be available. They are replacement of two rail trail trestle bridges over the Indian River, and elevation of Potato Road between Rte 4 and the bridge.

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 averages about \$250,000 per year, with NH state Block Grants expected to subsidize \$156,000 per year, over 60% of this recurring expense. There is no capital reserve.

CONCLUSION

Major expenditures for bridges, a fire rescue vehicle, an ambulance, highway department vehicles, highway garage expansion, and town office renovation, along with provision to replace Engine 2 in seven years, comprise a significant financial challenge. The town's commitment to allocating over \$300,000 per year to Capital Reserves is critical to maintaining stable finances in Canaan.

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.

Table 2 Non Mobile Assets - Items with asterisk are considered non-capital								
Dept/Asset		Cost	2023	2024	2025	2026	2027	2028
Gen. Gov't								
John Deere Mower		\$12,000		12,000				
Server		\$14,000				14,000		
Telephone System		\$12,000				12,000		
Copier	*	\$2,484						
High Speed Laser Printer 2	*	\$1,240			1,240			
Software (Off/CS/Acrobat)	*	\$3,300					3,300	
6 Printers	*	\$7,000		1,000		500		1,500
7 Work Stations - 1 Laptop	*	\$10,500	2,000	1,500		1,500		1,500
SUB-TOTAL			2,000	14,500	1,240	28,000	3,300	3,000
Mechanic								
Tools and Diagnostics	*	\$10,000	10,000	10,000	10,000	10,000	10,000	10,000
SUB-TOTAL			10,000	10,000	10,000	10,000	10,000	10,000
Highways								
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	*	\$6,000						
York rake 448	*	\$4,000						
York rake 683		\$5,500						
Front york rake		\$6,000						
Welders (3)	*	\$5,000						
Air compressors (2)	*	\$7,500						
Plasma cutter		\$5,000						
Printer	*	\$1,000	1,000					
Computers 3	*	\$3,500	1,000					1,000
Truck Lift		\$90,000						
SUB-TOTAL			2,000	0	45,000	0	0	1,000
Cemetery								
Riding Mowers (2)	*	\$5,100		4,000				4,000
Landscape trailer		\$7,000				7,000		
Small Trailer	*	\$1,000				1,000		
Tree removal and trimming		\$30,000			5,000			5,000
2 Pumps	*	\$6,000						
Mapping Software	*						1,600	1,600
SUB-TOTAL			0	4,000	5,000	8,000	1,600	10,600

Table 2 Non Mobile Assets - Items with asterisk are considered non-capital								
Dent/Asset		Cost	2023	2024	2025	2026	2027	2028
Police								
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	*	\$36,000	6,000		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					
Breathalyzer 5		\$10,000			10,000			
New Cloud Information System		\$0						
Radar / Cruiser Radios 5		\$25,000	5,000		5,000	5,000	5,000	5,000
In Car Cameras 5		\$25,000	5,000					
Cruiser Outfit		\$30,000	5,000		5,000	5,000	5,000	5,000
Body Cameras	*	\$12,000						
Handguns 8	*	\$8,000		8,000				
Long Rifles 6	*	\$12,000						
SUB-TOTAL			26,000	22,500	40,500	37,500	36,000	19,500
Canaan Ambulance								
Lift Stretcher		\$75,000			25,000		25,000	
Pagers	*						5,500	
Radios	*	\$18,000			5,000		5,000	
3 Hot Spots 3 ipads	*	\$4,000	4,000					4,000
Office Computer	*	\$3,000		3,000				
Laptop	*	\$1,000			1,000			
SUB-TOTAL			4,000	3,000	31,000	0	35,500	4,000
Fire								
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						5,000
1500 1.5"	*	\$3,750						
1200 2.5"	*	\$3,120						
24' ladder 2	*	\$1,250						
16' roof ladders	*	\$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	33,000		22,000	11,000	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						500
Pagers 30	*	\$8,500		1,700	1,700	1,700	1,700	1,700
Radios 8	*	\$19,000						
Portable Radios 22	*	\$28,000					7,000	
Building Generator		\$45,000				45,000		
Thermal Imaging Camera		\$19,000					19,000	
Computer/printer 2	*	\$2,500						2,500
SUB-TOTAL			35,550	58,950	63,900	78,500	41,300	21,500

Table 2 Non Mobile Assets - Items with asterisk are considered non-capital								
Dent/Asset		Cost	2023	2024	2025	2026	2027	2028
Recreation								
Playground		\$40,000						
Lights		\$50,000						
Paving	*	\$5,000			5,000			
SUB-TOTAL			0	0	5,000	0	0	0
EMD								
4 Phones	*	\$3,000				1,500		
SUB-TOTAL			0	0	0	1,500	0	0
Library								
Computers 6	*	\$6,000					6,000	
Server 1	*	\$3,000						
Router UPS etc.	*	\$1,000			1,000			
Printers 3	*	\$2,000			2,000			
SUB-TOTAL			0	0	3,000	0	6,000	0
Water Sewer								
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						2,350
Woods Rototiller	*	\$2,750	2,750					
Woods York Rake	*	\$1,950						
Harvest Time Manure Spreader		\$5,800				5,800		
SUB-TOTAL			2,750	2,250	0	5,800	6,500	2,350
Transfer Station								
2 Balers (SELL)		SELL						
3 Compactors		\$45,000			15,000			
Printer	*	\$1,000						
Computer	*	\$1,000						
Scale	*	\$2,000						
SUB-TOTAL			0	0	15,000	0	0	0
All Annual Need Non-Mobile			\$ 82,300	\$ 115,200	\$ 219,640	\$ 169,300	\$ 140,200	\$ 71,950

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

Dept./Asset	Est. Current Repl. Cost	2023	2024	2025	2026	2027	2028
Police							
Ford 620	\$45,000			48,652			
Ford 520	\$45,000				50,478		
Ford 421	\$45,000					52,304	
Ford 214	\$45,000						54,130
Ford 316	\$45,000						
Ford 115	\$45,000	45,000					
ANNUAL NEED		45,000	0	48,652	50,478	52,304	54,130
	Prior CR Balance	1,833	178	38,964	34,642	30,646	27,089
	To Capital Reserve	36,845	38,786	40,830	42,982	45,247	47,632
	From Capital Reserve	45,000	0	48,652	50,478	52,304	54,130
	Trade In	3,500	0	3,500	3,500	3,500	3,500
	From General Fund	3,000	0	0	0	0	0
	CR Balance	178	38,964	34,642	30,646	27,089	24,091
Fire							
1 ton utility	\$45,000	0	0	0	0	0	0
Engine 1	\$485,000	0	0	0	0	0	0
Engine 2	\$485,000	0	0	0	0	0	0
Rescue	\$450,000	0	500,000	0	0	0	0
Tahoe Command	\$35,000	0	0	0	0	0	0
Tanker	\$350,000	0	0	0	0	0	0
Utility Trailer *	\$3,500	0	0	0	0	0	0
Trailer *	\$3,000	0	0	0	0	0	0
ANNUAL NEED		0	500,000	0	0	0	0
	Prior CR Balance	448,210	533,210	122,690	216,885	316,044	420,429
	To Capital Reserve	85,000	89,480	94,195	99,159	104,385	109,886
	From Capital Reserve	0	500,000	0	0	0	0
	From General Fund	0	0	0	0	0	0
	CR Balance	533,210	122,690	216,885	316,044	420,429	530,314
Water & Sewer							
Pump Truck (used)	\$140,000	0	0	0	0	140,000	0
Tractor 50342 12548	Ω	0	0	0	0	0	0
Pick-up HD	\$14,000	20,000	0	0	0	0	20,000
ANNUAL NEED		20,000	0	0	0	140,000	20,000
	Prior W&S Balance	144,021	138,021	152,021	166,021	180,021	54,021
	To W&S Fund	14,000	14,000	14,000	14,000	14,000	14,000
	From W&S Fund	20,000	0	0	0	140,000	20,000
	CR Balance	138,021	152,021	166,021	180,021	54,021	48,021
Canaan Ambulance							
Monitors	\$106,000	0	0	0	0	0	0
Ford #1	\$175,000	0	193,445	0	0	0	0
Osage #2	\$350,000	0	0	0	0	0	0
Osage #3	\$350,000	0	0	0	0	0	0
ANNUAL NEED		0	193,445	0	0	0	0
	Prior CR Balance	92,056	142,056	3,611	64,111	130,661	203,866
	To Capital Reserve	50,000	55,000	60,500	66,550	73,205	80,526
	From Capital Reserve	0	193,445	0	0	0	0
	From Trade In	0	0	0	0	0	0
	From General Fund	0					
	CR Balance	142,056	3,611	64,111	130,661	203,866	284,392

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

Mechanic pickup	\$10,000	from hw su					
10 Wheel Dump	\$270,000			266,020			
Loader I70g	\$175,000						
1 Ton	\$142,000						
410 Backhoe	\$100,000	88,740					
Grader g720b	\$314,000	42,076	41,008	39,941	38,873	37,806	36,738
NOTE! All funding for grader is by loan and funding is in General Fund							
1 Ton	\$150,000			163,200			
6 Wheel Dump	\$213,000					217,160	
6 Wheel Dump	\$213,000					211,060	
3500 1 ton	\$70,000						
10 Wheel Dump	\$270,000						
6 Wheel Dump	\$213,000						256,592
Tractor 1520	\$32,000						
Excavator ec160c	\$200,000						
Bulldozer	\$25,000	26,056					
Heavy Haul Trailer	\$22,000						
Trailer 7000 gvw *	\$2,000						
Trailer hse165pc *	\$4,000						
Trailer w/welder	\$20,000						
Hot Box	\$36,000						
Vibratory Roller	\$10,000						
Portable Sign	\$15,000						
Power Screen	\$45,000						
Road side mower	\$30,000						
Road side mower	\$90,000			90,560			
Chipper	\$54,000						
Cargo trailer *	\$3,000						
ANNUAL NEED		156,872	41,008	559,721	38,873	466,026	293,330
	Prior CR Balance	67,765	123,969	302,928	16,538	214,856	70,406
	To Capital Reserve	170,000	178,959	188,390	198,318	208,770	219,772
	From Capital Reserve	113,796	0	474,780	0	353,220	246,592
	Trade In	1,000	0	45,000	0	75,000	10,000
	From General Fund	42,076	41,008	39,941	38,873	37,806	36,738
	CR Balance	123,969	302,928	16,538	214,856	70,406	43,586
Cemetery							
Ford 103	\$10,000	10,000					
Landscape trailer	\$7,000				7,000		
Small Trailer *	\$1,000				1,000		
Utility Trailer *	\$1,000		1,000				
ANNUAL NEED		10,000	1,000	0	8,000	0	0
	Trade In						
	From General Fund						
	Balance	0	0	0	0	0	0
Transfer Station							
FL120 Tractor	\$50,000						65,810
East Live Floor	\$40,000		44,216				
Ram Trailer	\$40,000						
3 Closed 40 Yard Roll-Offs	\$15,000						
40 yard open top trailer	\$5,000						
mac live floor	\$40,000					50,540	
5th Wheel 40 yd rolloff trailer	\$15,000						
Skid Steer	\$20,000	24,216					
Van Trailer HHW	\$6,000						
ANNUAL NEED		24,216	44,216	0	0	50,540	65,810
	Prior Non-Lapsing Recyc	15,153	23,437	11,721	44,221	76,721	58,681
	To Non-Lapsing	7,500	7,500	7,500	7,500	7,500	7,500
	From Non-Lapsing	24,216	44,216	0	0	50,540	65,810
	From General Fund	25,000	25,000	25,000	25,000	25,000	25,000
	Balance	23,437	11,721	44,221	76,721	58,681	25,371
TOTAL ANNUAL NEED MOBILE		256,088	779,669	608,373	97,351	708,870	433,270

Table 4 - Buildings	2023	2024	2025	2026	2027	2028
Renovate Town Office				400,000		
Library						
Highway Garage - add 3,200 SF			300,000			
Water & Sewer Projects	2,146,500					
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						
ALL ANNUAL NEED BUILDINGS	\$2,146,500	\$0	\$300,000	\$400,000	\$0	\$0
Prior CR Balance	161,558	201,558	241,558	-18,442	-378,442	-338,442
To Capital Reserve	40,000	40,000	40,000	40,000	40,000	40,000
From Capital Reserve	0	0	300,000	400,000	0	0
Other revenue, grants, loans						
From General Fund						
CR Balance	\$201,558	\$241,558	-\$18,442	-\$378,442	-\$338,442	-\$298,442

Table 5 - BRIDGES	Does not include most culverts	2023	2024	2025	2026	2027	2028
Lashua Road - on Class 6, will not be replaced							
Transfer Station	Inadequate Flow Area		500,000				
Goose Pond Culvert	Replaced in 2014						
North Lary Road	Repaired by town in 2016						
Lary Pond Road - on Class 6, will not be replaced							
Grist Mill Hill Rd over Indian River	Rusted steel beams		2,000,000				
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	1,200,000					
Potato Road By-Pass Over Field	Flood control						
Upper trestle	EDA TOC Project						
Lower trestle	EDA TOC Project						
By Passed Historic on Juniper	Closed on Juniper to N. Lary Rd						
	ANNUAL NEED	\$1,200,000	\$2,500,000	\$0	\$0	\$0	\$0
	Prior CR Balance	\$677,512	\$687,512	\$127,512	\$167,512	\$207,512	\$247,512
	To Capital Reserve	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
	State/Federal Funding	\$1,170,000	\$1,900,000	\$0	\$0	\$0	\$0
	From Capital Reserve	\$30,000	\$600,000	\$0	\$0	\$0	\$0
	CR Balance	\$687,512	\$127,512	\$167,512	\$207,512	\$247,512	\$287,512

Table 6 - Road Reconstruction		2022	2023	2024	2025	2026	2027
Project							
Paved Roads		\$148,140	\$148,140	\$148,140	\$148,140	\$148,140	\$148,140
Dirt Reconstruction		\$56,834	\$56,834	\$132,612	\$132,612	\$132,612	\$132,612
Minor Bridges		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ANNUAL NEED		\$204,974	\$204,974	\$280,752	\$280,752	\$280,752	\$280,752
	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