

TOWN OF TAMWORTH

NEW HAMPSHIRE

CAPITAL IMPROVEMENT PROGRAM REPORT

2010 to 2015

Prepared by the

Capital Improvement Program Committee

and presented to the

Tamworth Planning Board

on January 27th, 2010, and to the

Tamworth Board of Selectmen

on January 28th, 2010

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Capital Improvements Program Committee – 2009

Steve Gray	Chair
Herb Cooper	CIP Committee Member
Steve Jacobs	CIP Committee Member
Bill Jones	CIP Committee Member
David Little	Planning Board Member
Melissa Donaldson	Clerk

Acknowledgements

The Tamworth Capital Improvements Program (CIP) Committee wishes to acknowledge and thank all the Department Heads, Committee, Commission, and Board Chairs of Tamworth, and the Trustee of Trust Funds, all of whom assisted so readily and effectively in this CIP process.

The CIP Committee would like to extend special thanks to Cassandra Pierce, Administrative Assistant, and Anne Abear, Bookkeeper/Municipal Secretary, for their knowledge, attention to detail, help, and patience, throughout this process. Without their assistance, it would not have been possible to complete this report.

1.0 INTRODUCTION

The original Tamworth Capital Improvement Program was accepted by the Planning Board on February 26, 2009. This report is an interim update, covering the period 2010-2015.

The Capital Improvement Program is a listing of all Capital Projects in the town, and their expected costs, for the next six years. There is also a schedule showing how funds will be raised to finance these projects.

This complete schedule, spanning all departments, allows the town's elected officials to do comparative analysis, and prioritize, coordinate, and sequence the various municipal and school improvements which impact the tax rate.

The Capital Improvement Program is an advisory report for the selectmen (who are responsible for preparing the budget), and for the voters (who ultimately approve all spending decisions.)

A summary of recommendations appears on pages 11-13. The Tax Impact of recommended appropriations appears on page 10. Detailed listings of Capital Improvement Projects, by department appear on pages 14-17.

Authorization

New Hampshire Revised Statutes Annotated (RSAs) governing the creation and operation of a CIP Committee are 674:5 to 674:8. The language which authorizes the establishment of a CIP Committee is:

"In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years."

Tamworth's Capital Improvement Program was authorized at town meeting in 2006, when Article #5 (by Petition) was approved:

"To see if the town, having a Master Plan adopted by the planning Board on March 29, 1995, will vote to authorize the Planning board to prepare and amend a recommended program of municipal capital improvement project over a period of at least 6 years, in accordance with RSA 674:5."

Purpose

The purpose of the Capital Improvement Program is to:

- Provide a summary of proposed capital spending to be used in the preparation and approval of the annual budget
- Provide consistent, objective evaluation of needs, and enable a dialogue between residents and officials about Capital Project priorities
- Encourage Departments and Committees to think and plan for the future
- Reduce surprises by informing residents, business owners, and developers of needed and planned improvements.
- Avoid spikes & fluctuations in tax rates

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- Enable a more efficient use of limited resources
- Minimize the costs of financing
- Insure the Master Plan is being implemented
- Provide a legal basis for the Town to consider using impact fees and growth management ordinances.

Process

2009 CIP Committee appointed	11/18/09
CIP Public Hearing	01/20/10
CIP report accepted by Planning Board	01/27/10
CIP report presented to Board of Selectmen	01/28/10

The CIP Committee's immediate goal was to update Tamworth's Capital Improvements Program (2008-2009) by gathering, adjusting, and reporting information on:

current/planned/proposed capital projects;
current/planned/proposed capital reserve fund requests and warrants;
annual projected expenditures and sources of revenue, 2010-2015;

and, as time and adequacy of information allowed, to:

review individual projects in detail with departments and committees;
categorize projects according to need and urgency.

The CIP Committee gathered information through interviews, attendance at Department/Committee meetings, and solicitation of information from Town administrative and volunteer personnel. As noted, the departments, committees, and people were most helpful and cooperative.

As this update includes some changes in procedures, methods, and reporting, the CIP Committee held a public hearing prior to approval for submission to the Planning Board and Selectmen.

Although this report is substantially more thorough than first planned, the CIP Committee has not completed all of our goals for this update. Some departments are in the process of substantial capital improvement planning and information is not immediately available. Time constraints prevent us from completing the extensive analysis required (e.g., review of the Master Plan, setting fiscal goals and adjusting recommended implementation schedules, etc.). The CIP Committee will continue work on goals and requirements unmet.

Process notes:

1. *The School Board* has contracted for an extensive study of capital projects relating to building maintenance, efficiency, function, and optimal use of building space. The Superintendent expects a completed analysis within 2 or 3 months. The School Board will assess and plan capital projects following the report submission. The School Board's capital project plans will be included in the 2011 CIP update.
2. *The Volunteer Energy Committee* is considering capital projects for energy efficiency and cost savings, including street lighting and Tamworth's vehicle fleet.

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The committee's work will potentially impact other departments' capital project plans.

3. *The Chocorua Village Project*, omitted here, will be included in the 2011 update following progress timetable resolution.

Departments/Committees/Boards

The CIP Committee contacted the heads/chairs of each Department and Committee in Tamworth to request that they prepare a listing for capital spending project planned or contemplated for implementation during the next six years. The following entities were included:

Town Government
Police Department
Fire Department
Rescue Squad
Emergency Management
Highway Department
Parks & Recreation

Conservation Commission
School District
Cook Memorial Library
Transfer Station
Economic Development Committee
Energy Commission
Planning Board

2.0 BACKGROUND

Capital Improvement Definition

For the purpose of this document, a capital improvement is defined as a major expenditure for public facilities having a gross cost of more than \$5,000; having a useful life of five years or more; or considered beyond the scope of normal annual operating expenses.

Report Time Frame

The time frame of this report is the six year period from 2010 through 2015. Expenditures beyond 2015 are included if they require funds to be raised in the current period.

Debits & Credits

This report lists both appropriations and expenditures for the Capital Improvement Program. This may appear redundant, but raising money and spending the money are two different steps. Both require planning. Listing the details and timing of future expenses requires planning by departments for the maintenance of infrastructure or expansion of services and facilities. Capturing spending-plan detail allows a fine-tuned scheduling of the fund-raising requirements, one of the goals of the CIP.

The detail spreadsheets list appropriations as credit, and planned expenditures as debits.

Line Number References

The detail spreadsheets assign each project a sequential line number. The only purpose of this line number is to tie a particular project to its funding source.

Ratings & Priorities

The CIP Committee assigned project ratings and priorities using the following scales:

Rating:

- A = Urgent; Health/safety; Federal/State mandate; Deficient Condition
- B = Needed to Maintain Basic Quality/Level of Service, Existing Infrastructure
- C = Improve Level of Service; Reduce Long-Term Operation Costs
- D = Needs more research, planning, or coordination

Priorities:

- 1=Highest
- 2=Second
- 3=Third
- 4=Lowest

Financing Methods

There are five alternative means of funding Capital Improvements used by the town, each with different cost and policy considerations.

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- **Current Revenue** The easiest way to finance capital projects is through the use of current revenues (money raised by the local property tax for a given year.) This method is typically used for projects with lower costs. When a project is funded with current revenues, the entire cost is paid off within one year. If the town has the capacity to pay for a project in one year, then there are no additional finance charges. If the project is included within a department's operating budget, then a separate vote on the project is not required. A Warrant Article on the budget requires a majority vote.
- **Capital Reserve Fund** For capital projects that involve larger amounts, current revenue is set aside over a period of years in order to make a purchase. One obvious advantage of a capital reserve fund is that the major acquisition can be made without the need to go into the bond market and without making interest payments. With capital reserve funds, monies are "removed" from the town's budget in the year in which the money is appropriated, not in the year in which the purchase is actually made. A Warrant Article to create or add to a Capital Reserve fund requires a majority vote. When the project is due, a Warrant Article to remove the monies from the reserve, supplemented, if necessary, by monies from current taxes, requires a majority vote.
- **Lease/Purchase** For vehicle and major equipment purchases, a lease/purchase agreement can be used, if the seller of a piece of equipment is willing to finance the purchase at a favorable interest rate. Lease agreements run for shorter amounts of time than bonds (3, 5, 7, or 10 years.) For qualifying essential vehicles, payments are tax exempt, resulting in lower interest rates for the town. Payments for lease/purchases require a majority vote each year during the lease.
- **Bond Financing** Bonds are used to finance major capital projects over longer periods of time (typically 15, 20, or 30 years.) They commit resources over an extended period, decreasing budget flexibility during that time period. Interest payments over the life of the bond add substantially to total project costs. The New Hampshire Bond Bank or commercial banks financing can be used as sources for bond financing. A two-thirds majority vote is required to pass warrant article for a bond. Warrant Articles for the operating budgets including bond payments over the life of the bond only require a majority vote.
- **Grants, Donations** Resources from outside town government can be obtained for some projects, in the form of gifts, grants, or donations. This will reduce the magnitude of funds that need to be raised from real estate taxes. Typical examples are grants obtained from State of New Hampshire Department of Transportation, the Moose Plate Fund, and private donations raised by town departments. Sometimes grant funds do not arrive until after the expenditures have been made. A majority vote is required on a Warrant Article to expend funds obtained through grants and donations.

Cost of Money

Different forms of financing have different cost premiums.

There is no additional cost when funds from current revenue are used. But there is a limit to the capital capacity of the town in any given year.

The biggest price increase comes from using bonds, even when the interest rate appears low. For example, the land fill closure cost \$1,051,905. It was funded by a 20-year bond with a 3.72% interest rate. The total cost is \$1,459,719.89, which is a 38.72% increase over the original price. The School addition cost \$3.2 million, financed by a 20-year bond

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with a 4.87% interest rate. The total cost is \$4,758,400.04, which is a 48.7% premium over the original price.

Lease/purchase agreements acquired by the town have similar interest rates, but because the duration of the loan is much shorter, the impact is not as great. The two 6-wheelers the Highway Department is leasing carry a 4.71% finance charge. The Caterpillar grader had a 3.75% finance charge.

Using Capital Reserves carry premiums of a different sort. Funds in a Capital Reserves earn interest, but at a rate substantially lower than the rate of inflation. The result is that the value of funds held in Capital Reserves decrease every year. The decline is cumulative. Actual interest rates and inflation figures vary, but over a period of six years, the cost can exceed 10% of the total appropriation.

There are also administrative costs involved with any type of financing, which add up over time. Beyond the initial paperwork, every transaction that involves financing requires additional paperwork, and the time and attention of the Selectmen, administrative staff, and voters every year, to no additional benefit.

Policy Issues

Funds for Capital Improvements can be appropriated in the past, present or future, relative to when the expense occurs.

The choice of which financing method is used involves a policy choice about who should pay for a particular project. If the project is to replace a piece of equipment that is being regularly used and has a finite life, it is usually reasonable to ask those who benefit from its use to pay for its replacement, through Capital Reserve funds. However, if the project is to provide a new facility or piece of equipment that is to meet expanded future use, then it is reasonable to ask the future users to pay for it as they use it, rather than build up a Capital Reserve at the expense of those who may not use it.

The optimal solution is to manage capital spending to minimize finance charges and unnecessary transaction costs.

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3.0 SUMMARY

Appropriations

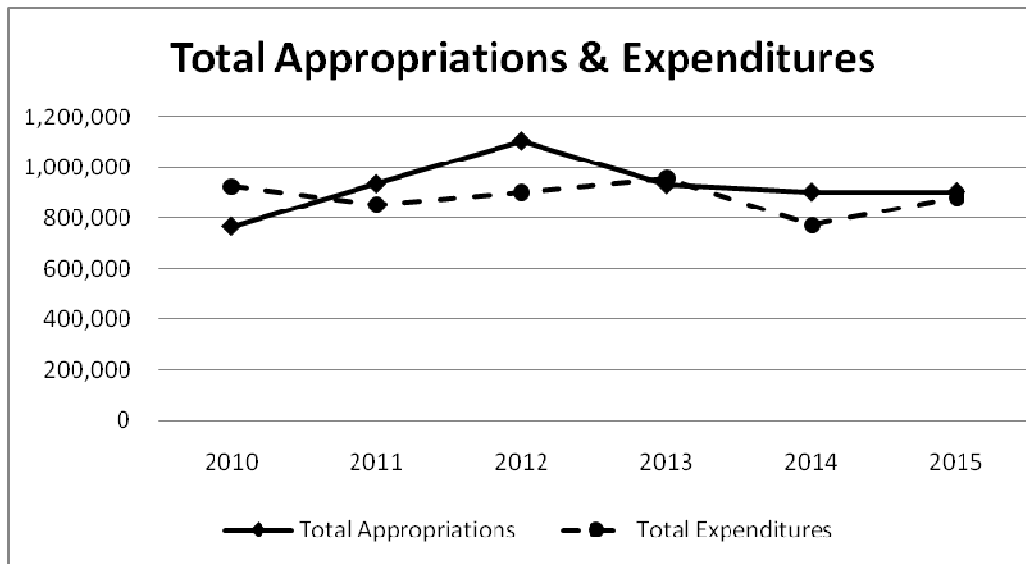
Department	Capital				Beyond				Totals
	Reserves	2010	2011	2012	2013	2014	2015	2015	
Town Government	31,080		61,920	93,500	93,500	60,000	60,000	130,000	530,000
Fire Department	23,506	16,701	16,000	62,556	64,000	64,000	64,000	128,000	438,763
Police Department	1,167		6,333	32,500	7,500	30,500			78,000
Highway Department	143,197	217,314	417,314	498,308	380,001	380,000	423,104	277,517	2,736,755
Rescue Squad	57,852							92,148	150,000
Parks & Recreation			16,000						16,000
Conservation Commission	122,049	33,666	50,000	50,000	50,000	50,000	50,000	50,000	455,716
Transfer Station	15,730	90,046	78,085	76,124	74,164	72,203	70,242	491,349	957,943
Cook Memorial Library	16,845	2,000	2,000	2,000	2,000	2,000	2,000		28,845
Emergency Management		59,455	855	855	9,855	1,000			72,020
Energy Commission		53,000							53,000
School District	276,861	293,990	285,998	288,006	250,016	242,023	234,031	1,584,542	3,455,466
Total Appropriations	688,286	766,172	934,505	1,103,849	931,036	901,725	903,377	2,753,556	8,972,506

Expenditures

Department								Beyond	Totals
	2010	2011	2012	2013	2014	2015	2015		
Town Government				(130,000)				(400,000)	(530,000)
Fire Department	(16,700)	(16,000)						(406,063)	(438,763)
Police Department		(7,500)	(32,500)	(7,500)	(30,500)				(78,000)
Highway Department	(335,289)	(417,314)	(472,314)	(486,001)	(426,000)	(578,621)	(21,215)		(2,736,755)
Rescue Squad								(150,000)	(150,000)
Parks & Recreation		(16,000)							(16,000)
Conservation Commission	(91,556)							(364,160)	(455,716)
Transfer Station	(90,046)	(78,085)	(76,124)	(74,164)	(72,203)	(70,242)		(497,079)	(957,942)
Cook Memorial Library								(28,845)	(28,845)
Emergency Management	(59,455)	(855)	(855)	(9,855)	(1,000)				(72,020)
Energy Commission	(53,000)								(53,000)
School District	(278,990)	(315,998)	(321,006)	(250,016)	(242,023)	(234,031)	(1,813,402)		(3,455,466)
Total Expenditures	(925,036)	(851,752)	(902,799)	(957,536)	(771,725)	(882,894)	(3,680,764)		(8,972,506)

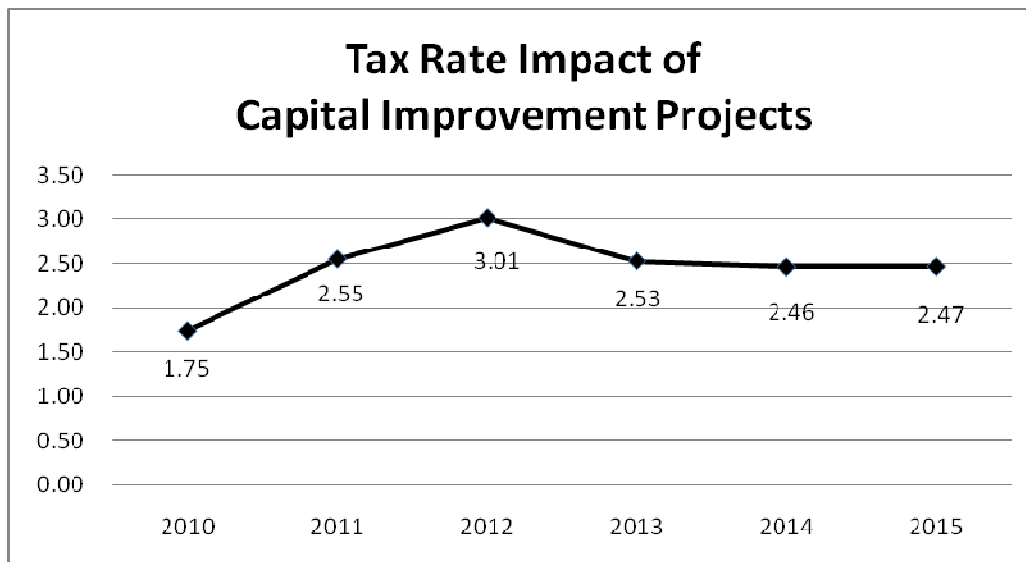
Total Appropriations and Expenditures

	2010	2011	2012	2013	2014	2015
Total Appropriations	766,172	934,505	1,103,849	931,036	901,725	903,377
Total Expenditures	(925,036)	(851,752)	(902,799)	(957,536)	(771,725)	(882,894)



Tax Rate Impact* of Capital Improvement Projects

	2010	2011	2012	2013	2014	2015
Tax Rate Impact	1.75	2.55	3.01	2.53	2.46	2.47



*The Tax Rate Impact is calculated by subtracting Funds obtained from Grants, Donations, and existing Capital Reserve Accounts from Total Appropriations, and then Tax Rate Impact equals Appropriations times 1,000 divided by Total Assessed Valuation.

4.0 RECOMMENDATIONS

Recommended Action Steps for 2010

Implementing the Capital Improvement Program is a work in progress. The following steps are recommended to improve the effectiveness of the program:

- **The CIP Committee should commence work in April** In order to complete the necessary work in time to be of benefit, the committee should begin in April. For 2010, it's recommended that the CIP committee be expanded and include a member of the Board of Selectmen and a member of the School Board.
- **Include CIP as Part of the Budget Process** The CIP should be updated as part of the Selectmen's regular budget process. There is an existing process for creating the town budget that all departments participate in. Worksheets of each department's capital improvement plans from the previous year's CIP should be distributed, along with the worksheets for the operating budget.
- **Include Detail of Expenditures** The CIP report needs to contain specific details of all expenditures to be useful. Listing amounts to be added to Capital Reserves without giving details of specific expenditures doesn't provide the information needed for analysis or scheduling.
 - Road and bridge maintenance is one of the largest expenses in the annual budget. The town has acquired software to inventory the town's roads. It's recommended that a detailed schedule of road maintenance with expense details be included in future CIP reports.
 - A detailed maintenance plan for the School building and Library should be developed and included in future CIP reports.
- **Compare CIP to the Master Plan** The CIP Committee should review the recommendations of the 2008 Master Plan, in relation to proposed capital improvement projects recommended by town departments, to insure the goals of the Master Plan are being implemented.
- **In-Depth Review of One Department** The Master Plan recommends that each year an in-depth review of one department be conducted, as part of the CIP. It's recommended that in 2010 a review be conducted of the Rescue Squad, and the cost benefit of their being the primary EMS and Transport Service for the Town of Tamworth.
- **Limit Funds held in Capital Reserves** Because the amount of interest earned on Capital Reserve funds will always be less than the rate of inflation, holding funds for long periods of time in those accounts is not prudent. The value of Capital Reserve assets diminishes over time. If there are Capital Reserve accounts with funds that do not have a specific near-term use, it makes more sense to reallocate those funds.

Recommended Warrant Articles for 2010

FIRE DEPARTMENT

1. A Warrant Article to raise and appropriate \$16,700 in the Fire Department operating budget to fund miscellaneous maintenance of the Fire Stations in Wonalancet, South Tamworth, Chocoura, and the Central Station in Tamworth.
2. A Warrant Article to add \$1 to add to the Fire Engine Capital Reserve.

HIGHWAY DEPARTMENT

3. A Warrant Article to raise and appropriate \$77,313 in the Highway Department operating budget for payments of the lease/purchases for 3 vehicles.
4. A Warrant Article to appropriate \$25,080 and expend it from the Equipment Repair and Maintenance Capital Reserve.
5. A Warrant Article to appropriate \$32,220 and spend it from the Bridge Replacement Capital Reserve.
6. A Warrant Article to raise and appropriate \$200,648 for road reconstruction, with \$140,000 from current revenue, and \$60,676 from the Road Reconstruction & Paving Capital Reserve.

TRANSFER STATION

7. A Warrant Article to raise and appropriate \$80,046 in the Transfer Station operating budget for the Landfill Closure bond payment.
8. A Warrant Article to appropriate \$10,000.00 from the Recycle Equipment Capital Reserve and expend it on replacement of tractor+backhoe+plow.

COOK MEMORIAL LIBRARY

9. A Warrant Article to add \$2,000 to the Library's Building Maintenance Capital Reserve.

EMERGENCY MANAGEMENT

10. A Warrant Article to raise and appropriate \$855 to purchase 15 shelter cot sets.
11. A Warrant Article to create a Capital Reserve Account and raise and appropriate \$58,600 to replace the K. A. Brett School generator, \$29,300 to be funded through a state EMPG grant, and \$29,300 from current revenue.

ENERGY COMMISSION

12. A Warrant Article to raise and appropriate \$53,000 to retrofit town buildings for energy efficiency, funds to be raised through a state OEP grant and PSNH rebates.

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SCHOOL DISTRICT

13. A Warrant Article to raise and appropriate \$ 273,990 in the School District operating budget for the School Building bond payment.
14. A Warrant Article to add \$20,000 to add to the Renovations & Emergency Repairs Capital Reserve.

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Department		Capital									Beyond	Totals
Project or Equipment Description		RTPR Reserves		2010	2011	2012	2013	2014	2015	2015		
T	TOTALS (to include all Depts)											
	Total Expenditures			(925,036)	(851,752)	(902,799)	(957,536)	(771,725)	(882,894)	(3,680,764)	(8,972,506)	
	Total Source of Funds			688,286	766,172	934,505	1,103,849	931,036	901,725	903,377	2,753,556	
A	TOWN GOVERNMENT											
1	Revaluation	A	4							(300,000)	(300,000)	
2	Renovations,const,a/or land acq.-RSA35:1	B	3				(130,000)				(130,000)	
3	Tax Map Revisions	B	2							(100,000)	(100,000)	
1	Capital Reserve Fund = Revaluation			30,985	19,015	50,000	50,000	50,000	50,000	50,000	300,000	
2	Capital Reserve Fund = Renovations			95	42,905	43,500	43,500				130,000	
3	Capital Reserve Fund = Mapping							10,000	10,000	80,000	100,000	
B	FIRE DEPARTMENT											
4	Fire Station-W,ST,C,CH: misc maintenance	B	4	(16,700)							(16,700)	
5	Fire Station-C,ST: misc maintenance	B	4		(16,000)						(16,000)	
6	Engine No 1 Hose Truck (2017)	B	4							(384,000)	(384,000)	
7	Land Acquisition	D	4							(22,063)	(22,063)	
4	Operating Budget - Fire Station Maintenance			16,700							16,700	
5	Operating Budget - Fire Station Maintenance				16,000						16,000	
6	Capital Reserve Fund =Engine No 1 Hose Truck			1,443	1	62,556	64,000	64,000	64,000	128,000	384,000	
7	Capital Reserve =Land Acquisition			22,063							22,063	
C	POLICE DEPARTMENT											
8	Tahoe cruiser lease/purchase	B	4		(7,500)	(7,500)	(7,500)	(7,500)			(30,000)	
9	Crown Victoria 5 year purchase (2014)	B	4					(23,000)			(23,000)	
10	Ford Expedition 5 year purchase (2012)	B	4			(25,000)					(25,000)	
8	Tahoe cruiser lease/purchase replacement			1,167	6,333	7,500	7,500	7,500			30,000	
9	Crown Victoria 5 year purchase (2014)							23,000			23,000	
10	Ford Expedition 5 year purchase (2012)					25,000					25,000	
D	HIGHWAY DEPARTMENT											
11	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year	B	1	(26,482)	(26,482)	(26,482)					(79,446)	
12	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year	B	1	(26,482)	(26,482)	(26,482)					(79,446)	
13	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year	B	4				(106,000)				(106,000)	

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Department		Capital									Beyond	Totals
Project or Equipment Description		RTPR Reserves		2010	2011	2012	2013	2014	2015	2015		
14	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year	B	4					(106,000)			(106,000)	
15	1 ton truck purchase	C	4				(60,000)				(60,000)	
16	Highway - Broom	C	4		(20,000)						(20,000)	
17	1 Articulating Loader w/ attachments ----Lease/Purchase : 5 year	B	1	(24,350)	(24,350)	(24,350)	(1)				(73,051)	
18	1 Grader Lease/Purchase : 5 year	D	4						(258,621)		(258,621)	
19	Accessory Building - Warrant	D	2			(75,000)					(75,000)	
20	Equipment Repair and Maintenance Capital Reserve	B	2	(25,080)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)		(125,080)	
21	Bridge Replacement Capital Reserve	B	2	(32,220)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)		(532,220)	
22	Road Reconstruction & Paving Capital Reserve	B	1	(200,676)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)		(1,200,676)	
23	State Ten Year Plan sholders from 4-corners to	D	4							(21,215)	(21,215)	
11	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year			26,482	26,482	26,482					79,446	
12	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year			26,482	26,482	26,482					79,446	
13	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year						30,000	30,000	30,000	16,000	106,000	
14	1 Single axle 6 wheeler plow/sand ----Lease/Purchase : 5 year							30,000	30,000	46,000	106,000	
15	1 ton truck purchase					30,000	30,000				60,000	
16	Highway - Broom				20,000						20,000	
17	1 Articulating Loader w/ attachments ----Lease/Purchase : 5 year			24,350	24,350	24,350	1				73,051	
18	1 Grader Lease/Purchase : 5 year								43,104	215,517	258,621	
19	Accessory Building - Warrant					70,994					70,994	
19	Highway Garage Capital Reserve			4,006							4,006	
20	Equipment Repair and Maintenance Capital Reserve			25,080	20,000	20,000	20,000	20,000	20,000		125,080	
21	Bridge Replacement Capital Reserve			32,220	100,000	100,000	100,000	100,000	100,000		532,220	
22	Road Reconstruction & Paving Capital Reserve			60,676							60,676	
22	Road Reconstruction & Paving Warrant			140,000	200,000	200,000	200,000	200,000	200,000		1,140,000	
23	CR=Highway - Transpor. Maint.			21,215							21,215	
E	RESCUE SQUAD											

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Department		Capital									Beyond	Totals
Project or Equipment Description		RTPR	Reserves	2010	2011	2012	2013	2014	2015	2015		
24	Rescue truck/ambulance	B	4							(150,000)	(150,000)	
24	CR=Rescue truck/ambulance			49,676						92,148	141,824	
24	Atwood Gift			8,175							8,175	
F	PARKS & RECREATION											
25	Town House Fire Alert System	B	3		(8,000)						(8,000)	
26	Exterior Painting for Town House	B	3		(8,000)						(8,000)	
25	Town House Fire Alert System				8,000						8,000	
26	Exterior Painting for Town House				8,000						8,000	
G	CONSERVATION COMMISSION											
27	Conservation Land Purchases	D	4							(359,143)	(359,143)	
28	Gilman Forest Project	C	1	(91,556)							(91,556)	
29	Easement Stewardship & Enforcement	D	4							(5,016)	(5,016)	
27	Conservation Fund			59,143	50,000	50,000	50,000	50,000	50,000	50,000	359,143	
28	Gilman Forest Project			57,890							57,890	
28	Donations for Gilman Forest Project			33,666							33,666	
29	Easement Stewardship & Enforcement			5,016							5,016	
H	TRANSFER STATION											
30	Landfill: Closure	A	1	(80,046)	(78,085)	(76,124)	(74,164)	(72,203)	(70,242)	(491,349)	(942,212)	
31	Replacement of tractor/backhoe/plow	A	1	(10,000)							(10,000)	
32	Recycle Equipment	D	4							(5,730)	(5,730)	
30	Landfill: Closure			80,046	78,085	76,124	74,164	72,203	70,242	491,349	942,213	
31	CR=Recycle Equipment			10,000							10,000	
32	CR=Recycle Equipment			15,730							5,730	
I	COOK MEMORIAL LIBRARY											
33	None Specified	D	4							(28,845)	(28,845)	
33	CR=Building Maintenance Fund			16,845	2,000	2,000	2,000	2,000	2,000		28,845	
L	Emergency Management											
34	Shelter Cot Setss	A	1	(855)	(855)	(855)	(855)				(3,420)	
35	Generator	A	1	(58,600)							(58,600)	
36	Supply Trailer	A	3				(9,000)				(9,000)	
37	Shelter Supplies	A	3					(1,000)			(1,000)	

Capital Improvement Program 2010-2015

Department		Capital									Beyond	Totals
Project or Equipment Description		RTPR Reserves		2010	2011	2012	2013	2014	2015	2015		
34	Capital Reserve Warrant Article			855	855	855	855				3,420	
35	Other grants, donations, state or federal funds			29,300							29,300	
35	Capital Reserve Warrant Article			29,300							29,300	
36	Capital Reserve Warrant Article						4,500				4,500	
36	Other grants, donations, state or federal funds						4,500				4,500	
37	Capital Reserve Warrant Article							1,000			1,000	
M	Energy Commission											
38	Energy Efficiency Retrofit of Town Buildings	C	1	(53,000)							(53,000)	
38	State OEP grant & PSNH rebates			53,000							53,000	
N	Planning Board											
39	None Planned										0	
O	Economic Development Committee											
40	None Planned										0	
P	School District											
41	School Expansion Bond Payments	A	1	(273,990)	(265,998)	(258,006)	(250,016)	(242,023)	(234,031)	(1,584,542)	(3,108,605)	
42	Heating & Ventilation	B	2			(63,000)					(63,000)	
42	Roofing	B	2		(50,000)						(50,000)	
42	Septic System	B	1	(5,000)							(5,000)	
42	CR=Renov. & Emerg.	D	4							(2,269)	(2,269)	
43	CR=Special Ed.	D	4							(218,783)	(218,783)	
44	CR=Drew School	D	4							(7,809)	(7,809)	
41	Operating Budget			273,990	265,998	258,006	250,016	242,023	234,031	1,584,542	3,108,605	
42	CR=Renov. & Emerg.			50,269	20,000	30,000					120,269	
43	CR=Special Ed.			218,783							218,783	
44	CR=Drew School			7,809							7,809	