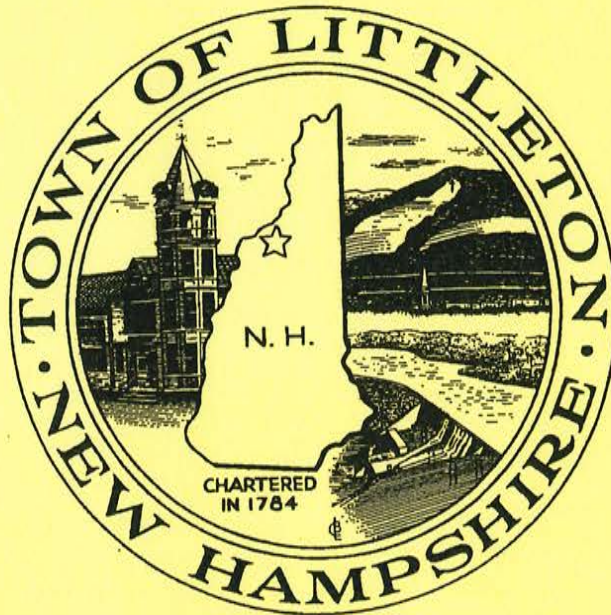


TOWN OF LITTLETON NEW HAMPSHIRE



Annual Report
For the Year of
2003

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Elected Officials

Board of Selectmen

George O. Hicks, Chairman (2004)
Burton E. Ingerson, Vice Chairman
(2005)
William R. Hight (2006)

**Selectmen meet on the 2nd & 4th
Wednesday**

Moderator Gerald Winn (2004)
Town Clerk Judith White (2004)
Treasurer Lillian Rayno (2004)

Supervisors of the Checklist

Raymond G. Hopkins (2008)
Richard L. Hill (2006)
Donald Sargent (2004)

Trustees of the Trust Funds

Janet Costa (2004)
Stanley Fillion (2005)
Robert Paddock (2006)

Representatives to the General Court

Stephanie Eaton (2004)
Michael Gilman (2004)

State Senator District 1

John Gallus

Executive Councilor

Raymond Burton

Library Trustees

Joan Buffington (2004)
Patricia Eastman (2006)
Louise Tabbut (2004)
Ed Haines (2005)
Carroll Campbell (2005)
Henry Peterson (2004)
Ellen Manley (2006)
David McLure (2006)
Patricia Stinehour (2005)

Parks Commissioners

Mark Driscoll (2004)
Jon Wood (2005)
Todd McKee (2006)

Appointed Officials

Town Government

Administrative Services Director Carol Cullen
Bookkeeper Karen Noyes
Chief of Police Cameron Brown
Deputy Chief of Police Peter Merkes
Deputy Town Clerk Bonnie Bowles
Executive Assistant Cheryl Sargent
Fire Chief Paul Lopes
Health Officer Dr. Richard Hill
Landfill/Recycling Manager Anthony Ilacqua
Model Community Project Manager Nicole LaPointe
Parks Superintendent Michael Spaulding
Police Department Administrative Assistant Lori Higgins
Police Department Executive Secretary Donna Santo
Project Manager/Town & School Collaboration Tim Breen
Receptionist Joan Santy
Tax Collector/Facilities Manager Joe Wiggett
Town Manager Jason Hoch
Water & Light Superintendent Tom Considine
Welfare Director/Assistant Tax Collector Joan Santy

Town/School Budget Committee

Steve Kelley, *Chairman*
Wendell Lucas
George Kirk
Eddy Moore
Patricia Eastman
Ed Haines

Conservation Committee

Wendell Lucas, *Chairman* (2005)
Gwen Howe, *Vice Chairman* (2006)
Charles Richey (2006)
Connie McDade (2004)
Pricilla Didio (2004)
Jan Edick (2005)
Carlton Schaller, *Alternate* (2005)
Bill Nichols, *Alternate* (2004)
John Blake (2006)

Planning Board

Robert C. May, Jr., *Chairman* (2006)
Charlie Ryan, *Vice Chairman* (2005)
Anthony Ilacqua (2004)
Joseph Dubey (2006)
Linda MacNeil (2004)
Burton Ingerson (*Ex Officio*)
Irene Yeargle (2005)
David Willis, *Alternate* (2004)

Zoning Board of Adjustment

Eddy Moore, *Chairman* (2005)
Mike Lombardi, *Vice Chairman* (2005)
Faye V. White (2004)
Richard Merrow (2005)
William Hight, (*Ex Officio*) (2005)
Schuyler Sweet (2004)

Appointed Officials

Public Works Roster

<i>Highway</i>	<i>Transfer Station</i>
Larry Jackson	Tony Ilacqua
Lionel Sylvester	Jacqueline King
George Chartier	Herbert Plante
Rex Fisher	Darrell Decker
Peter Kappler	Brian Patnoe
Scott Chase	
Edward Parker	
William B. Sargent	
Ralph Lucas	
Brian Webster	

Police Department Roster

Full Time

Cameron Brown, *Chief of Police*
Peter Merkes, *Deputy Chief of Police*
Paul Smith, *Sergeant*
Matt Culver, *Sergeant*
Fred Gilbert, *Patrol Officer*
Chris Tyler, *Patrol Officer*
Stephen Cox, *Patrol Officer*
Michelle Soares, *Patrol Officer*
Aaron Roberts, *Patrol Officer*
Mike Fein, *Patrol Officer*
Steve Keeney, *School Resource Officer*
Donna Santo, *Executive Secretary*
Lori Higgins, *Administrative Assistant*
Anthony Mincu, *Prosecutor*
"Jenny", K-9 Dog

Special Officers—Part Time

Keith Consentino
John Rice, *Parking Enforcement Officer*
Anne Spargo, *Office Assistant*

Auxiliary Unit

Keith Bowles, *Traffic Control*
Shari Brooks, *Traffic Control*
Karen Clapp, *Traffic Control*
Paul Cassily, *Traffic Control*

Fire Department Roster

Full Time

Paul Lopes, *Chief*
Jeff Whitcomb, *Captain/EMT-B*
William Brusseau, *Lt./EMT-B*
Raymond Bowler, *Lt./EMT-B*
James Pineo, *Lt./EMT-B*
Nick Antonucci, *Lt./EMT-B*

Call Company

James Duranty, *1st Engineer*
Todd McKee, *1st Lt./EMT-B*
William Sencabaugh, *1st Lt.*
Robert Reinhard, *1st Lt.*
James McMahon, Sr., *1st Lt.*
William Sargent, *2nd Lt./EMT-I*
Wesley Hicks, *2nd Lt./EMT-I*
Vanja Antonovic, *FF/EMT-B*
Greg Bartholomew, *FF*
Jason Finkle, *FF*
Jason Hodgeman, *FF/EMT-B*
Tim Leavitt, *FF/EMT-I*
Robert Magoon, *FF*
Julien Marquis, *FF*
Megan McGovern, *FF*
James McMahon, III, *FF*
Keith Reinhard, *FF*
Tammy Ross, *FF/EMT-P*
Adam Smith, *FF/EMT-I*

Appointed Officials

Police Citizens Advisory Board

Janet Parker, *Chair*
Paul Starring
Ralph Green
Kate Stearns
Dale Mitchell
Eddy Moore
Cam Brown
Juanita Gilpin
Richard Alberini

Police Facility Study Committee

Schuyler Sweet, *Chair*
Don Sargent, *Vice-Chairman*
Bill Beebe
John Blake
Donald Gilpin
Ralph Green
Dale Mitchell
Bob Montagno
Janet Parker
Mary Swinyer
Bud Thomsen
Faye White

Littleton Town Building Restoration Committee

Dan Stearns, *Chairman*
Ed Haines
Mike Dickerman
Don Merrill
Richard Merrow
Ruth Taylor
Joe Wiggett
Dave Willis
Vi Hopkins
Jeff Wheeler

Chairman of the Board of Selectmen

The past year has been a busy and prosperous one for Littleton. There have been many positive happenings in your Town. Last spring, we learned we had been received "Great American Main Street Award", a great honor for our small town and outstanding recognition for the hard work of many volunteers, businesses and property owners. On Memorial Day, Littleton dedicated its Veterans' Memorial Bridge, the first in the nation and a fitting tribute to those veterans who have served and lost their lives for our Country. The Pollyana sculpture celebrated her first birthday in Littleton with a well attended birthday party.

Littleton continued to see development with many construction projects, subdivisions and business expansions; but, at the end of the year we were saddened to see Butson's close its doors. The former Littleton Regional Hospital continues to be a challenge; but the building is now back under local control with AHEAD, who is aggressively taking on the building's challenges. In March, the warrant article to renovate the Opera House was defeated and the condition and future of the town building continues to be of concern to the Selectmen. The Police Department Facility Study Committee was formed and came back in the fall with recommendations to the Selectmen for a new facility proposed for West Main Street.

After several years of discussion and planning, work has begun on the Riverwalk project and we look forward to the completion of the pedestrian bridge in 2004. At the same time, many people have been involved in different aspects of our TCSP project, as we begin to work on improvements to Main Street, traffic and pedestrian safety. This project included some experiments of potential changes on Pleasant Street and Cottage Street. We received many comments about these two experiments. This idea of experiments will hopefully let us learn without making expensive changes that we might regret.

On May 3rd we were shocked and saddened to learn we had lost an old friend when the Old Man of the Mountain fell. A driving experience through Franconia Notch has changed forever and we miss him.

This summer, we received a new challenge with the bankruptcy of USGEN, owners of Moore Dam. As they move through the bankruptcy court, we continue to be concerned about the long term ownership of Moore Dam and the potential impact on the tax base.

The Selectmen began discussing selling part of the Eaton property and will likely continue that discussion in 2004. We also decided not to try to purchase the Kittridge property at this time. While it was appealing, given its location next to our Fire Station and Highway Department, we felt that our effort to try to keep spending under control was also important.

It has been an honor to serve the community of Littleton this year. I appreciate the time and commitment of our volunteers on the many committees and boards that assist us in our work. In addition, all of our Town staff continues to provide excellent service and shows a strong commitment to Littleton and the Board of Selectmen appreciates their dedication.

Respectfully submitted,

George Hicks, Chair

Town Manager

In February, I had the honor of taking over as your Town Manager, after serving the Town in a variety of roles over the past five years. This past year continued the trends of progress, success and improvement that we have enjoyed recently, as well as a new range of challenges for us to consider.

The hard work and dedication of business and property owners and a wide range of volunteers culminated in Littleton being named a Great American Main Street community in 2003. This is a tremendous accomplishment and one of which the entire town can be proud. Later in the year, we received the Governor's Arts Award for Community Spirit Award, recognizing our expanding commitment to the arts, including the Mill Street Mural, Pollyanna, the Chamber of Commerce's Sidewalk Art Show and Sale and performances in the Opera House.

We continued work on a major planning and design project for Main Street. This project, funded by the Federal Highway Administration, and conducted in partnership with NHDOT has provided an opportunity for us to think about creative approaches to design that will hopefully make our downtown more convenient and safer for both pedestrians and vehicles. Part of the project involved some experiments with potential design changes on Cottage Street and at the intersection of Pleasant and Main Streets. These experiments generated a high level of discussion as well as some anxiety and complaint. However, the concept of experiments is a useful one in many aspects of town operations and a concept I expect to expand in areas beyond road improvements in the coming years. Traditionally, towns pay for engineers to design a change, then hold a public hearing, most likely with limited attendance, then spend a lot of money to build something, only to regret it after the fact. Using low cost materials and reversible changes, experiments let us save money as test ideas before we decide to make a major commitment to a project, or decide to pass over something.

The past year also provided many of our departments to realize operational improvements from our commitment to technological improvements over the past several years. Our Geographic Information System (GIS), tying together a variety of databases and mapping, has allowed us to make better, more accurate and faster decisions. In addition, this system, now used in the Police, Highway, Fire, Planning and Assessing Departments, now includes data previously uncollected or only available in poorly organized paper form. While most of the gains from this may not be visible to the average resident, this system has helped us work more efficiently and most likely held off on our need to add additional staff. Littleton's GIS has been recognized as one of the leading systems in New England and other communities are now looking to us as a role model. Beyond this, improved data tracking in the Police, Fire and Highway Departments is helping us to better understand our use of staffing, equipment, materials and to more accurately manage our expenditures.

Combining both the concept of experiments and technology, this annual report will be delivered primarily on CD-ROM and over the internet. It is our hope that this will allow us to save money, reduce unnecessary printing and waste (despite reducing quantities annually, we regularly haul hundreds of reports to the Transfer Station.) If we find the desire for printed copies is strong, we will investigate returning to printed documents next year.

Town Manager

To accomplish the many tasks and responsibilities of operating the Town, we rely on many volunteers and committees. Without the dedicated service of community members serving on boards, we would not be able to accomplish nearly as much. This year, four groups took on additional time-consuming tasks as part of their service. The Opera House Restoration Committee began the year working out final details for a proposed renovation to the Town Building and Opera House. Unfortunately, 2003 proved not to be the time that the community was willing to take on this project. After Town Meeting, the committee continued their work and began seeking potential sources of grant funding for parts of this project. The Planning Board, as part of the transportation planning project, spent a better part of the year working on revising our Master Plan. They added additional hearings to their already full schedule to tackle this project. The Conservation Commission wrapped up a comprehensive Natural Resources Inventory that will be an asset for understanding the potential impacts of future development throughout the community as well as a guide to help ensure that we can be responsible stewards of existing resources. Finally, the Police Facility Study Committee, armed with no budget, comprehensively and systematically evaluated space needs for upgrading our currently woefully inadequate Police facility. They also reviewed a wide range of potential sites before recommending West Main Street. The countless hours of service by all of these volunteer groups will help us make better decisions.

I would like to express my appreciation to all of the dedicated employees of the Town. We are lucky to have a team of committed professionals in all of our departments that work aggressively and knowledgeably on our behalf. Particularly over the past two years, our staff has delayed vacations and put in longer hours than usual to get the job done.

Finally, continue to participate in the activities of your Town. In government, we rely on public input and comment to help us make decisions as well as to identify problems and concerns. It is always preferable to hear earlier about an issue, rather than later. We welcome the opportunity to work with citizens to resolve issues as well as the chance to help you better understand what we do. All of our departments are available for tours and visits and our records are open for you to review. Please come to our meetings, or if that is not your preference, feel free to call, e-mail or stop by our offices.

Respectfully submitted,

Jason Hoch
Town Manager
jhoch@townoflittletown.org

2004 Town Meeting Warrant

TOWN MEETING WARRANT

To the inhabitants of the Town of Littleton in the State of New Hampshire, qualified to vote in town affairs:

FIRST SESSION

You are hereby notified to meet for the First (Deliberative) Session of the annual town meeting, to be held at the Littleton High School Auditorium, Littleton, NH on the third day of February 2004 being Tuesday, at six in the evening (6:00 P.M.) The First (Deliberative) Session will consist of explanation, discussion, and debate of each of the following warrant articles, and will afford those voters who are present the opportunity to propose, debate and adopt amendments to each warrant article, except those articles whose wording is prescribed by state law. This session will be conducted in cooperation with the Littleton School District.

SECOND SESSION

You are also notified to meet for the Second Session of the annual town meeting, to elect town officers by official ballot and to vote by official ballot on the warrant articles as they may have been amended at the First Session, to be held at the Littleton Opera House, 2 Union Street, Littleton NH, on the ninth day of March 2004, being Tuesday, at eight o'clock in the forenoon (the polls are to be open at 8:00 A.M. and may not close prior to 7:00 P.M.) to act upon the following:

ELECTION OF OFFICERS

Article 1 To choose necessary officers including Selectman (1), Moderator (1), Town Clerk (1), Treasurer (1), Supervisor of the Checklist (1) Trustee of Trust Funds (1), Library Trustees (3) and Park Commissioner (Ballot Vote).

REZONING OF INDUSTRIAL TO COMMERCIAL – ROUTE 135

Article 2 *By Petition:* Are you in favor of amending Littleton's Zoning Ordinance as follows:

That the zoning classification of Littleton Lot 45-9, being the 58.96 acre parcel presently owned by the C. George McLure Revocable Trust, situated on the northeast side of Route 135, of which approximately 5 acres are located in the Commercial-I zone, and the approximately 54 acre remainder is presently located in the Industrial zone, be converted so that the entire 58.96 acres of said lot shall be zoned as Commercial-I, and the entire lot subject to the Permitted Uses for the Commercial-I district.

RECOMMENDED BY THE PLANNING BOARD

COMMERCIAL DEVELOPMENT VOLUNTARY REVIEW

Article 3 Are you in favor of the adoption of the zoning amendment as proposed by the Planning Board to the existing town zoning ordinance as follows:?

The amendment adds recommended lot features for commercial development over 25,000 square feet and requires an informational hearing with the Planning Board.

RECOMMENDED BY THE PLANNING BOARD

2004 Town Meeting Warrant

EXTENSION OF RESIDENTIAL-1 ZONE ALONG FARR HILL ROAD

Article 4 Are you in favor of the adoption of the zoning amendment to the existing town zoning ordinance as proposed by the Planning Board?

The amendment extends the Residential-I zone to properties on the west side of Farr Hill Road, behind the existing Commercial zone along West-Main Street.

RECOMMENDED BY THE PLANNING BOARD

POLICE DEPARTMENT REPLACEMENT FACILITY

Article 5 To see if the Town will vote to raise and appropriate the sum of \$1,250,000 (One Million Two Hundred Fifty Thousand Dollars), for the purpose of constructing a replacement police facility to be located at West Main Street, said amount to be raised through a bond or other borrowing in compliance with the provisions of the Municipal Finance Act (RSA 33), and to further authorize the Selectmen to issue and negotiate such notes and/or bonds and to determine the rate of interest thereon and to take such other action as may be necessary to effect the issuance, negotiation, sale and delivery of such notes and/or bonds as shall be in the best interest of the town. (60% majority vote required)

RECOMMENDED BY THE BOARD OF SELECTMEN

TOWN BUDGET

Article 6 Shall the Town raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purpose set forth therein, totaling \$5,446,663 (Five Million Four Hundred Forty Six Thousand Six Hundred Sixty Three Dollars). Should this article be defeated, the operating budget shall be \$5,410,930 (Five Million Four Hundred Ten Thousand nine Hundred Thirty Dollars) which is the same as last year, with certain adjustments required by previous action of the Town or by law or the governing body may hold one special meeting, in accordance with RSA 40:13,X and XVI, to take up the issue of a revised operating budget only.

RECOMMENDED BY THE BOARD OF SELECTMEN

SEA OF NH CHAPTER #57 UNION CONTRACT

Article 7 To see if the town will vote to approve the cost items included in the collective bargaining agreement reached between the Selectmen and SEA of NH Chapter 57 (Police) which calls for increases in total salaries and benefit costs in 2004 fiscal year in the amount of \$19,912 (Nineteen Thousand Nine Hundred Twelve Dollars), increases in total salaries and benefit costs in the fiscal year 2005 in the amount of \$21,505 (Twenty One Thousand Five Hundred Five Dollars) and increases in total salaries and benefit costs for the 2006 fiscal year in the amount of \$23,010 (Twenty Three Thousand Ten Dollars), such sums representing the additional cost attributable to the increase in salaries over those of the appropriation at the current staffing levels paid in the 2003 fiscal year. And further to raise and appropriate \$19,912 for this year's increases with \$3,750 (Three Thousand Seven Hundred Fifty Dollars) to come from surplus in the unexpended fund balance as of December 31, 2003 (which amount was appropriated in 2003 and not spent for negotiation costs) and the balance to be raised by general taxation.

Note: This is a three year contract which runs from April 1, 2004 – March 31, 2007

RECOMMENDED BY THE BOARD OF SELECTMEN

2004 Town Meeting Warrant

AFSCME UNION CONTRACT

Article 8 To see if the town will vote to approve the cost items included in the collective bargaining agreement reached between the Selectmen and AFSCME Local 1348 Union (Fire and Public Works) which calls for increases in total salaries and benefit costs in 2004 fiscal year in the amount of \$27,499 (Twenty Seven Thousand Four Hundred Ninety Nine Dollars), increases in total salaries and benefit costs in the fiscal year 2005 in the amount of \$30,249 (Thirty Thousand Two Hundred Forty Nine Dollars) and increases in total salaries and benefit costs for the 2006 fiscal year in the amount of \$32,669 (Thirty Two Thousand Six Hundred Sixty Nine Dollars), such sums representing the additional cost attributable to the increase in salaries over those of the appropriation at the current staffing levels paid in the 2003 fiscal year. And further to raise and appropriate \$27,499 for this year's increase with \$3,750 (Three Thousand Seven Hundred Fifty Dollars) to come from surplus in the unexpended fund balance as of December 31, 2003 (which amount was appropriated in 2003 and not spent for negotiation costs) and the balance to be raised by general taxation.

Note: This is a three year contract which runs from April 1, 2004 – March 31, 2007

RECOMMENDED BY THE BOARD OF SELECTMEN

COMMUNITY ACTIVITIES DIRECTOR

Article 9 To see if the town will raise and appropriate the sum of \$23,477 (Twenty Three Thousand Four Hundred Seventy Seven Dollars), of which \$16,333 (Sixteen Thousand Three Hundred Thirty Three Dollars) represents the cost of wages and \$7,144 (Seven Thousand One Hundred Forty Four Dollars) represents the cost of benefits and taxes for the purpose of hiring a Community Activities Director beginning after June 1, 2004. And further to direct the Board of Selectmen to establish an Advisory Committee with representation from Parks and Recreation, the Littleton Area Senior Center, Littleton High School, Daisy Bronson Middle School, Lakeway Elementary School, Littleton Youth Soccer, Cal Ripken Baseball and the Community Accessibility Advisory Board. This Advisory Committee will report quarterly to the Board of Selectmen and present a report on progress to the 2005 Town Meeting.

RECOMMENDED BY THE BOARD OF SELECTMEN

FIRE DEPARTMENT ROOF

Article 10 To see if the Town will vote to raise and appropriate the sum of \$27,500 (Twenty Seven Thousand Five Hundred Dollars) for the purpose of repairing the roof of the Littleton Fire Department.

RECOMMENDED BY THE BOARD OF SELECTMEN

BRIDGE REPAIR FUND

Article 11 To see if the Town will vote to raise and appropriate the sum of \$2,500 (Two Thousand Five Hundred Dollars) for the purpose of bridge cleaning and emergency bridge repairs. It is intended to present a warrant article in 2005 to place any funds raised by this article and not used for this purpose into the Capital Reserve Fund previously established for Bridge Repair. And further to raise and appropriate the sum of \$954 (Nine Hundred Fifty Four Dollars) for transfer into Bridge Repair Capital Reserve Fund, and further to authorize the funding of this appropriation by the transfer of this sum from the surplus unexpended fund balance as of December 31, 2003.

RECOMMENDED BY THE BOARD OF SELECTMEN

2004 Town Meeting Warrant

PURCHASE OF REPLACEMENT TRUCK FOR THE HIGHWAY DEPARTMENT

Article 12 To see if the Town will vote to authorize the Selectmen to enter into a four year lease/purchase agreement for the purpose of leasing a 2004 dump truck as a replacement for the 1990 dump truck in service in the Littleton Highway Department so that the total acquisition cost is \$120,373 (One Hundred Twenty Thousand Three Hundred Seventy Three Dollars) and to authorize the Selectmen to trade in the replaced vehicle for a value of \$4,500 (Four Thousand Five Hundred Dollars). To further raise and appropriate the total appropriated sum of \$36,082 (Thirty Six Thousand Eighty Two Dollars), this amount includes the \$4,500 (Four Thousand Five Hundred Dollars) trade-in leaving \$31,582 (Thirty One Thousand, Five Hundred Eighty Two Dollars) net. This being the balance of the first year lease payment and setup costs. This lease will contain an escape clause.

RECOMMENDED BY THE BOARD OF SELECTMEN

RECONSTRUCTING/RE-PAVING AND UPGRADING VARIOUS TOWN ROADS

Article 13 To see if the Town will vote to raise and appropriate the sum of \$300,000 (Three Hundred Thousand Dollars) for the purpose of upgrading and improving various Town Roads. The roads to be upgraded and improved are:

Slate Ledge Road – estimated cost \$187,706 (One Hundred Eighty Seven Thousand Seven Hundred Six Dollars)

Bishop Street – estimated cost \$34,700 (Thirty Four Thousand Seven Hundred Dollars)

Burndy Road – estimated cost \$22,500 (Twenty Two Thousand Five Hundred Dollars)

Crawford Street – estimated cost \$1,575 (One Thousand Five Hundred Seventy Five Dollars)

Orchard Hill Road – estimated cost \$7,674 (Seven Thousand Six Hundred Seventy Four Dollars)

Mount Misery Road – estimated cost \$1,480 (One Thousand Four Hundred Eighty Dollars)

Washington Street – estimated cost \$27,865 (Twenty Seven Thousand Eight Hundred Sixty Five Dollars)

Crushing of pavement for reuse on paved roads – estimated cost \$16,500 (Sixteen Thousand Five Hundred Dollars)

RECOMMENDED BY THE BOARD OF SELECTMEN

TRANSFER STATION IMPROVEMENTS & REPAIR FUNDS

Article 14 To see if the Town will vote to raise and appropriate the sum of \$34,000 (Thirty Four Thousand Dollars) for the purpose of improvements at the Transfer Station to include:

Purchase of replacement rubbish storage containers – estimated cost \$11,000 (Eleven Thousand Dollars)

Purchase of mobile recycling trailer – estimated cost \$3,000 (Three Thousand Dollars)

Replacement of retaining wall by rubbish compactor – estimated cost \$7,000 (Seven Thousand Dollars)

Purchase of trash bags – estimated cost \$7,000 (Seven Thousand Dollars)

Building, equipment and vehicle repairs as necessary – estimated cost \$6,000 (Six Thousand Dollars)

Said funds to come from the Transfer Station unexpended fund balance as of December 31, 2003. This will have no tax impact.

RECOMMENDED BY THE BOARD OF SELECTMEN

2004 Town Meeting Warrant

LANDFILL CLOSURE CAPITAL RESERVE

Article 15 To see if the Town will vote to raise and appropriate the sum of \$57,500 (Fifty Seven Thousand Five Hundred Dollars) to be placed in the Landfill Closure Trust Fund. This amount represents approximately one half of the debt repayment to be made in 2005.

RECOMMENDED BY THE BOARD OF SELECTMEN

FIRE DEPARTMENT LADDER TRUCK REPAIR

Article 16 To see if the Town will vote to raise and appropriate the sum of \$50,000 (Fifty Thousand Dollars) for the purpose of repairs to the Littleton Fire Department Ladder Truck *and/or temporary rental of a replacement vehicle*. It is intended to present a warrant article in 2005 to place any funds raised by this article and not used for this purpose toward future replacement of this vehicle.

RECOMMENDED BY THE BOARD OF SELECTMEN

ACCEPTANCE OF LAND

Article 17 To see if the Town will vote to authorize the Selectmen to accept property located at Tax Map 57, Lot 13, off Brickyard Road from the Nancy Brammer 1999 Revocable Trust. The land will be used for recreational fields.

RECOMMENDED BY THE BOARD OF SELECTMEN

PETITIONED ARTICLES

SCENIC ROAD DESIGNATION

Article 18 *By Petition:* To see if the Town will vote to designate Williams Road from Williams Lane to Gannon Road, and Gannon Road from Williams Road to the Lyman Town Line, and all of Hubbard Road as Scenic Roads as provided by RSA 231:157.

NOT RECOMMENDED BY THE BOARD OF SELECTMEN

LITTLETON AREA SENIOR CENTER

Article 19 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$24,300 (Twenty Four Thousand Three Hundred Dollars) for support of home delivered meals, senior dining room services, transportation, outreach, care management and other services provided by the Littleton Area Senior Center during fiscal year 2004.

RECOMMENDED BY THE BOARD OF SELECTMEN

NORTH COUNTRY YMCA

Article 20 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$500 (Five Hundred Dollars) for the purpose of the North Country YMCA's multitude of intergenerational programs offered throughout the year to families and citizens of the Town of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN

LITTLETON REGIONAL HOSPITAL

Article 21 *By Petition:* To see if the Town of Littleton will raise and appropriate the sum of \$15,500 (Fifteen Thousand Five Hundred Dollars) for Littleton Regional Hospital for the purpose of helping defray the costs associated with providing free medical services to the citizens of the Town of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN [Previous Page](#) [Next Page](#)

2004 Town Meeting Warrant

CALEB INTERFAITH GROUP

Article 22 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$1,500 (One Thousand Five Hundred Dollars) to help support the Caleb Group Interfaith Volunteer Caregiver Program that serves the needs of elderly and disabled people in the community

RECOMMENDED BY THE BOARD OF SELECTMEN

HOSPICE OF THE LITTLETON AREA

Article 23 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$3,697 (Three Thousand Six Hundred Ninety Seven Dollars) (based on 61 cents per capita) to support the social and volunteer services of Hospice of the Littleton Area, a non-profit organization which offers supportive care and bereavement services to terminally ill patients and their families in the Town of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN

TRI-COUNTY C.A.P.

Article 24 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$8,000 (Eight Thousand Dollars) for Tri-County Community Action Program, Littleton to offer energy, rental, housing and food or other emergency assistance to the low-income, elderly and handicapped residents of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN

NORTH COUNTRY HOME HEALTH AND HOSPICE

Article 25 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$15,966.50 (Fifteen Thousand Nine Hundred Sixty-Six Dollars and Fifty Cents) for the support of the home health care, supportive care, medical hospice and community health programs and services of the North Country Home Health and Hospice Agency, Inc. in the fiscal year 2004 for the residents of Littleton, NH.

RECOMMENDED BY THE BOARD OF SELECTMEN

WHITE MOUNTAIN MENTAL HEALTH AND DEVELOPMENTAL SERVICES

Article 26 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$9,506 (Nine Thousand Five Hundred Six Dollars) as the Town's contribution to White Mountain Mental Health Development Services, a non-profit mental health and developmental service center.

RECOMMENDED BY THE BOARD OF SELECTMEN

AMERICAN RED CROSS

Article 27 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$2,420.80 (Two Thousand Four Hundred Twenty Dollars and Eighty Cents) (based on 40 cents per resident) for disaster relief, community health and safety services, and military communication and disaster preparedness programs provided by the American Red Cross, Greater White Mountain Chapter.

RECOMMENDED BY THE BOARD OF SELECTMEN

2004 Town Meeting Warrant

PROJECT REACH

Article 28 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$10,000 (Ten Thousand Dollars) the amount of which will cover the funds lost during year three (fiscal year 2004) of its five year start-up grant. The Project REACH After-School Program offers social, educational, enrichment and community service programs for the middle school youth and their families in Littleton during the after-school hours. Project REACH funding provides daily transportation, daily healthy snacks, field trips, enrichment materials, Homework Center materials and qualified staff.

RECOMMENDED BY THE BOARD OF SELECTMEN

Dated and signed on January 26, 2004 and ordered posted by the undersigned members of the Town of Littleton, New Hampshire Board of Selectmen.

AS AMENDED AT FIRST SESSION 3 FEBRUARY 2004.

George Hicks
Selectman, Chair

Burton Ingerson
Selectman, Vice Chair

William Hight
Selectman

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Minutes of 2003 Annual Meeting

MARCH 11, 2003

ELECTION OF OFFICERS

Selectman	William R. Hight, Jr.	844 votes
Trustee of Trust Funds	Robert E. Paddock	1116 votes
Park Commissioner	Todd R. McKee	1154 votes
Library Trustees(3)	Patricia H. Eastman	1052 votes
	Ellen Manley	950 votes
	David F. McLure	1028 votes

EXTENSION OF RESIDENTIAL-1 ZONE ALONG FARR HILL ROAD

Article 2 Are you in favor of the adoption of the zoning amendment to the existing town zoning ordinance as proposed by the Planning Board?

The amendment extends the Residential-1 zone to properties on the west side of Farr Hill Road, behind the existing Commercial zone along West-Main Street.

RECOMMENDED BY THE PLANNING BOARD

ARTICLE 2 WAS DEFEATED 524 YES 790 NO

TOWN BUILDING/OPERA HOUSE RENOVATION BOND AND TEMPORARY FACILITIES RELOCATION

Article 3 To see if the Town will vote to raise and appropriate the sum of \$2,500,000 (Two Million Five Hundred Thousand Dollars), for the purpose of renovating and restoring the Littleton Town Building/Opera House, said amount to be raised through a bond or other borrowing in compliance with the provisions of the Municipal Finance Act (RSA 33), and to further authorize the Selectmen to issue and negotiate such notes and/or bonds and to determine the rate of interest thereon and to take such other action as may be necessary to effect the issuance, negotiation, sale and delivery of such notes and/or bonds as shall be in the best interest of the town, and to further raise and appropriate up to \$2,500 (Two Thousand Five Hundred Dollars) for administrative and legal costs associated with such borrowing. (60% majority vote required)

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 3 WAS DEFEATED 395 YES 931 NO

TOWN BUDGET

Article 4 Shall the Town raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purpose set forth therein, totaling \$5,299,230 (Five Million Two Hundred Ninety Nine Thousand Two Hundred Thirty Dollars). Should this article be defeated, the operating budget shall be \$5,335,420 (Five Million Three Hundred Thirty Five Thousand Four Hundred Twenty Dollars) which is the same as last year, with certain adjustments required by previous action of the Town or by law or the governing body may hold one special meeting, in accordance with RSA 40:13,X and XVI, to take up the issue of a revised operating budget only.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 4 PASSED 1065 YES 250 NO

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SEA OF NH CHAPTER #57 UNION CONTRACT

Article 5 To see if the town will vote to approve the cost items included in an amendment to the collective bargaining agreement reached between the Selectmen and State Employees Association of NH Chapter #57 (representing Police employees which calls for increases in total salaries in the 2003 fiscal year in the amount of \$27,746 (Twenty Seven Thousand Seven Hundred Forty Six Dollars). This appropriation includes all cost items related to wages, benefits and taxes.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 5 PASSED 839 YES 465 NO

COMMUNITY ACTIVITIES DIRECTOR

Article 6 To see if the town will raise and appropriate the sum of \$23,477 (Twenty Three Thousand Four Hundred Seventy Seven Dollars), of which \$16,333 (Sixteen Thousand Three Hundred Thirty Three Dollars) represents the cost of wages and \$7,144 (Seven Thousand One Hundred Forty Four Dollars) represents the cost of benefits and taxes for the purpose of hiring a Community Activities Director beginning after June 1, 2003. And further to direct the Board of Selectmen to establish an Advisory Committee with representation from Parks and Recreation, the Littleton Area Senior Center, Littleton High School, Daisy Bronson Middle School, Lakeway Elementary School, Littleton Youth Soccer, Cal Ripken Baseball and the Community Accessibility Advisory Board. This Advisory Committee will report quarterly to the Board of Selectmen and present a report on progress to the 2004 Town Meeting.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 6 WAS DEFEATED 645 YES 664 NO

TOWN BUILDING/OPERA HOUSE VFW COMMEMORATIVE PLAQUE

Article 7 To see if the Town will vote to raise and appropriate the sum of \$500 (Five Hundred Dollars) for the purpose of placing a commemorative plaque recognizing the Veterans Memorial Bridge.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 7 PASSED 1050 YES 250 NO

BRIDGE REPAIR FUND

Article 8 To see if the Town will vote to raise and appropriate the sum of \$2,500 (Two Thousand Five Hundred Dollars) for the purpose of bridge cleaning and emergency bridge repairs. It is intended to present a warrant article in 2004 to place any funds raised by this article and not used for this purpose into the Capital Reserve Fund previously established for Bridge Repair.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 8 PASSED 1014 YES 281 NO

PURCHASE OF REPLACEMENT TRUCK FOR THE HIGHWAY DEPARTMENT

Article 9 To see if the Town will vote to authorize the Selectmen to enter into a five year lease/purchase agreement for the purpose of leasing a 2003 one and one half ton truck as a replacement for the 1998 one

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ton truck in service in the Littleton Highway Department so that the total acquisition cost is \$48,000 (Forty Eight Thousand Dollars) and to authorize the Selectmen to trade in the replaced vehicle for a value of \$4,800 (Four Thousand Eight Hundred Dollars) and to apply such proceeds toward the lease payment and setup costs and further to raise and appropriate the sum of \$9,120 (Nine Thousand One Hundred Twenty Dollars), this amount being the balance of the first year lease payment and setup costs.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 9 PASSED 805 YES 495 NO

PURCHASE OF SEWER JET FOR THE HIGHWAY DEPARTMENT

Article 10 To see if the Town will vote to authorize the Selectmen to enter into a five year lease/purchase agreement for the purpose of leasing a replacement for the 1983 sewer jet in service in the Littleton Highway Department so that the net acquisition cost is \$40,000 (Forty Thousand Dollars) and further to raise and appropriate the sum of \$7,600 (Seven Thousand Six Hundred Dollars), this amount being the first year lease payment.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 10 PASSED 860 YES 430 NO

RECONSTRUCTING/RE-PAVING AND UPGRADING VARIOUS TOWN ROADS

Article 11 To see if the Town will vote to raise and appropriate the sum of \$299,942 (Two Hundred Ninety Nine Thousand Nine Hundred Forty Two Dollars) for the purpose of upgrading and improving various Town Roads and to use the sum of \$56,676 (Fifty Six Thousand Six Hundred Seventy Six Dollars) from the unexpended fund balance as of December 31, 2002, so that the amount to be raised by taxes will be \$243,266 (Two Hundred Forty Three Thousand Two Hundred Sixty Six Dollars). The roads to be upgraded and improved are:

- Bronson Street – overlay – estimated cost \$19,859 (Nineteen Thousand Eight Hundred Fifty Nine Dollars)
- Brickyard Road – add gravel & shape – estimated cost \$13,100 (Thirteen Thousand One Hundred Dollars)
- Orchard Hill Road – overlay – estimated cost \$14,341 (Fourteen Thousand Three Hundred Forty One Dollars)
- Owen Drive – overlay -- estimated cost \$8,721 (Eight Thousand Seven Hundred Twenty One Dollars)
- Pine Hill Road – reconstruct -- estimated cost \$15,321 (Fifteen Thousand Three Hundred Twenty One Dollars)
- Railroad Street – shim and pave -- estimated cost \$60,192 (Sixty Thousand One Hundred Ninety Two Dollars)
- Remick Street – shim and overlay -- estimated cost \$8,436 (Eight Thousand Four Hundred Thirty Six Dollars)
- Slate Ledge Road – cold plane and overlay -- estimated cost \$101,018 (One Hundred One Thousand Eighteen Dollars)
- Summer Street – shim and overlay -- estimated cost \$4,089 (Four Thousand Eighty Nine Dollars)
- Summit Avenue – shim and overlay -- estimated cost \$10,862 (Ten Thousand Eight Hundred Sixty Two Dollars)
- Washington Street -- shim and overlay -- estimated cost \$35,292 (Thirty Five Thousand Two

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Hundred Ninety Two Dollars)
Wilkins Farm Road – add gravel and shape -- estimated cost \$8,711 (Eight Thousand Seven Hundred Eleven Dollars)

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 11 PASSED 1039 YES 266 NO

TRANSFER STATION IMPROVEMENTS

Article 12 To see if the Town will vote to raise and appropriate the sum of \$23,400 (Twenty Three Thousand Four Hundred Dollars) for the purpose of improvements at the Transfer Station to include:

Purchase of four replacement storage trailers for the purpose of materials storage – estimated cost \$8,400 (Eight Thousand Four Hundred Dollars)

Addition to the glass and shingle bunker for a new sheetrock recycling program – estimated cost \$3,000 (Three Thousand Dollars)

Facility and/or equipment improvements for the purpose of a starting glass aggregation program – estimated cost \$12,000 (Twelve Thousand Dollars)

Said funds to come from the Transfer Station unexpended fund balance as of December 31, 2002. This will have no tax impact.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 12 PASSED 1011 YES 309 NO

POLICE DEPARTMENT AND HISTORICAL SOCIETY TEMPORARY MOVES

Article 13 To see if the town will vote to raise and appropriate the sum of \$25,000 (Twenty Five Thousand Dollars) for the purpose of setup and moving of equipment, materials and records of the Police Department and Littleton Area Historical Society to temporary facilities until such time as a permanent facility plan is approved by Town Meeting. And further, to direct the Board of Selectmen to hold at least two public hearings to discuss the temporary location of the Police Department at such time as a plan is completed.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 13 WAS DEFEATED 410 YES 908 NO

ELDERLY TAX EXEMPTION

Article 14 Shall we modify the elderly exemption from the property tax in the Town of Littleton, such that the taxpayer must have a net income of not more than \$25,000, or, if married, a combined income of less than \$35,000 and own net assets not in excess of \$75,000, excluding the value of the person's residence. To qualify, the person must have been a New Hampshire resident for at least 5 years, own the real estate individually or jointly, or if the real estate is owned by such person's spouse, they must have been married for at least 5 years.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 14 PASSED 1075 YES 228 NO

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LEAVE TIME LIABILITY TRUST FUND

Article 15 To see if the Town will vote to create an expendable trust fund under the provisions of RSA 31:19-a to be known as the Leave Time Liability Accrual Trust Fund as recommended by the Town's auditor and to authorize the Board of Selectmen to serve as agents to expend from the funds, and further to raise and appropriate the sum of \$76,089.62 (Seventy Six Thousand Eighty Nine Dollars and Sixty Two Cents) for transfer into this fund, and further to authorize the funding of this appropriation by the transfer of this sum from the surplus unexpended fund balance as of December 31, 2001. This amount is being held in that unexpended fund balance under the accounting heading of Vacation Accrual Liability. This will have no tax impact.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 15 PASSED 801 YES 471 NO

ROAD DISCONTINUANCE

Article 16 To see if the Town will discontinue completely a section of road, formerly Old Beacon Street, running perpendicular to Highland Avenue between Tax Map 117 Lots 13 and 14. This section of road is not currently in use.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 16 PASSED 1102 YES 191 NO

LAND AND COMMUNITY HERITAGE INVESTMENT PROGRAM

Article 17 To see if the Town will vote to send the following resolution to the New Hampshire General Court: Resolved, in its first two years of operation, the Land and Community Heritage Investment Program (LCHIP) has helped communities throughout New Hampshire preserve their natural, cultural and historic resources and has provided funding for preservation of the Littleton Opera House and Town Building, therefore, the State of New Hampshire should maintain funding for LCHIP in its next biennial budget.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 17 PASSED 932 YES 356 NO

PETITIONED ARTICLES

Littleton Area Senior Center

Article 18 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$23,900 (Twenty Three Thousand Nine Hundred Dollars) for support of home delivered meals, senior dining room services, transportation, outreach, care management and other services provided by the Littleton Area Senior Center during fiscal year 2003.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 18 PASSED 1130 YES 128 NO

Minutes of 2003 Annual Meeting

NORTH COUNTRY YMCA

Article 19 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$500 (Five Hundred Dollars) for the purpose of the North Country YMCA's multitude of intergenerational programs offered throughout the year to families and citizens of the Town of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 19 PASSED 894 YES 354 NO

LITTLETON REGIONAL HOSPITAL

Article 20 *By Petition:* To see if the Town of Littleton will raise and appropriate the sum of \$15,500 (Fifteen Thousand Five Hundred Dollars) for Littleton Regional Hospital for the purpose of helping defray the costs associated with providing free medical services to the citizens of the Town of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 20 PASSED 741 YES 531 NO

CALEB INTERFAITH GROUP

Article 21 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$1,500 (One Thousand Five Hundred Dollars) to help support the Caleb Group Interfaith Volunteer Caregiver Program that serves the needs of elderly and disabled people in the community

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 21 PASSED 873 YES 371 NO

HOSPICE OF THE LITTLETON AREA

Article 22 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$3,697 (Three Thousand Six Hundred Ninety Seven Dollars) (based on 61 cents per capita) to support the social and volunteer services of Hospice of the Littleton Area, a non-profit organization which offers supportive care and bereavement services to terminally ill patients and their families in the Town of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 22 PASSED 1079 YES 180 NO

TRI-COUNTY C.A.P.

Article 23 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$8,000 (Eight Thousand Dollars) for Tri-County Community Action Program, Littleton to offer energy, rental, housing and food or other emergency assistance to the low-income, elderly and handicapped residents of Littleton.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 23 PASSED 955 YES 298 NO

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NORTH COUNTRY HOME HEALTH AND HOSPICE

Article 24 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$15,966.50 (Fifteen Thousand Nine Hundred Sixty-Six Dollars and Fifty Cents) for the support of the home health care, supportive care, medical hospice and community health programs and services of the North Country Home Health and Hospice Agency, Inc. in the fiscal year 2003 for the residents of Littleton, NH.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 24 PASSED 973 YES 278 NO

WHITE MOUNTAIN MENTAL HEALTH AND DEVELOPMENTAL SERVICES

Article 25 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$9,506 (Nine Thousand Five Hundred Six Dollars) as the Town's contribution to White Mountain Mental Health Development Services, a non-profit mental health and developmental service center.

RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 25 PASSED 810 YES 439 NO

AMERICAN RED CROSS

Article 26 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$2,420.80 (Two Thousand Four Hundred Twenty Dollars and Eighty Cents) (based on .40 cents per resident) for disaster relief, community health and safety services, and military communication and disaster preparedness programs provided by the American Red Cross, Greater White Mountain Chapter.

ARTICLE 26 PASSED 865 YES 390 NO

RECOMMENDED BY THE BOARD OF SELECTMEN

1931 FIRE TRUCK

Article 27 *By Petition:* To see if the Town of Littleton will vote to raise and appropriate the sum of \$5,938 (Five Thousand Nine Hundred Thirty Eight Dollars) for the purpose of repairing the engine in the 1931 Fire Truck owned by the Town of Littleton Fire Department.

NOT RECOMMENDED BY THE BOARD OF SELECTMEN

ARTICLE 27 WAS DEFEATED 451 YES 791 NO

A TRUE COPY, ATTEST:

JUDITH F. WHITE
LITTLETON TOWN CLERK

Tax Collector

I am pleased to report to you that the fiscal condition of the Littleton Tax Office is good. At the close of business on December 31st, 94.4 percent of the 2003 Second Issue Property Taxes have been collected.

In 2003, the State of New Hampshire established a program to assist low-income property tax payers. This office placed ads in the local newspapers, appeared on a local radio program, Channel Two and mailed notices with your Sewer bill to make you aware of this program. I am pleased to say that several hundred Littleton Taxpayers were able to take advantage of this program. It is my understanding that a similar program will be offered again this year. As quickly as the applications for this year's program are available, we will make every effort to notify you.

At the 2003 Annual Tax Collectors Association Convention held at the Mountain View in Whitefield I was elected President of the Association. The Tax Association is comprised of Tax Collectors from every town and city in the State of New Hampshire. The primary goal of the association is education. Each spring we work directly with the Department of Revenue to train new Tax Collectors. In addition four Spring Workshops, at various locations throughout the state, are held for all collectors. During the summer a weeklong certification program is held in Concord. This is a three-year program designed to familiarize collectors with all aspects of Tax Collecting. Each year fifty to seventy-five collectors attend this program.

We continue to enjoy our quarters here at the Laconia Savings Bank building and we thank them for their generosity. However, the secure storage of records is an area of concern. This problem will continue to grow more critical as the quantity of records increases. There is little possibility of expansion at this location. However, we know that our time here is limited and we are looking forward to moving into newly renovated offices.

Sincerely,

*Joe Wiggett
Tax Collector*

Did You Know?

That more than 13,000 tax and sewer bills were mailed from the Littleton Tax Office in 2003 and that the total amount collected was in excess of \$11,000,000.

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TAX COLLECTORS REPORT

(Unaudited)

MS - 61

The Municipality of:	Littleton			Prior Levies	Dec-03	
	Levy for					
Dr.	Year of this report	2002	2001	2000		
<i>Uncollected Taxes - Beg of Year:</i>						
Property Taxes		853,909.57	3,619.71	3,045.41		
Yield Taxes		1,055.07				
In Lieu of Taxes		1,338.49	1,308.64			
Land Use Change		1,500.00				
Utilities		93,686.53	5.45	32.37		
<i>Taxes Committed - This Year:</i>						
Property Taxes	10,446,922.48					
Land Use Change	24,669.00					
Yield Taxes	4,557.78					
Utilities	662,156.78					
Excavation	10.00	0.00				
Interest	12,143.49	27,757.25	289.36	14.01		
In Lieu of Taxes	39,524.67					
<i>Overpayment:</i>						
Property Taxes	22,421.49	25,665.45	0.00	0.00		
Interest Collected						
Utilities	1,080.38	68.16				
Interest Collected						
on delinquent Taxes						
Deferred Credit Balances	2,293.22	644.38	0.00			
Total Debits	11,215,779.29	1,005,624.90	5,223.16	3,091.79		

TAX COLLECTORS REPORT

(Unaudited)

MS - 61

	Levy for	Prior Levies		
Dr.	Year of this report	2002	2001	2000
Remitted to Treas. During FY:				
Property Taxes	10,006,958.51	875,125.63	41.17	9.73
Yield Taxes	3,856.03	1,055.07		
Utilities	484,851.53	93,749.24	5.45	32.37
Interest	12,143.49	27,757.25	289.36	14.01
Excavation	10.00	0.00		0.00
Land Use Change	15,179.00	1,500.00		
In Lieu of Taxes	39,524.67	1,338.49	1,308.64	
Conversion to Lien		0.00		
Discounts Allowed:				
Abatements Made:				
Property Taxes	20,865.81	5,089.69		
Yield Taxes	76.58			
Utilities	1,296.10	5.45		
Land Use Change	2,080.00			
Uncollected Taxes - End of Year:				
Property Taxes	443,525.68	4.08	3,578.54	3,035.68
Yield Taxes	625.17	0.00	0.00	0.00
Utilities	177,376.72	0.00	0.00	0.00
Land Use Change	7,410.00	0.00	0.00	0.00
In Lieu of Taxes	0.00	0.00	0.00	0.00
Total Credits	11,215,779.29	1,005,624.90	5,223.16	3,091.79

TAX COLLECTORS REPORT

(Unaudited)

MS - 61

	Levy for Year	0.00	Prior Levies	0.00	0.00
Dr.	Year of this report	2002	2001	2000	
Unredeemed Liens					
Balance at Beg. Of Fiscal Year		138,893.18	59,515.50	50,706.26	
Liens Executed	225,247.70				
During Fiscal Year	0.00				
Int. & Cost Collected	4,547.02	9,335.79	15,399.45	10,406.85	
After Lien Execution	0.00	0.00	0.00	0.00	
Excess Credits	0.00				0.00
Total Debits	229,794.72	148,228.97	74,914.95	61,113.11	
CR.					
Remittance to Treas.	91,519.05	54,827.77	43,937.75	19,435.74	
Redemptions	0.00	0.00	0.00	0.00	
Int & Costs (After					
Lien Execution)	4,547.02	9,335.79	15,399.45	10,406.85	
Abatements of					
Unredeemed Taxes		0.00		1,205.37	
Excess Debits		40.78		85.50	
Bal. End of Year.	133,728.65	84,024.63	15,577.75	29,979.65	
Total Credits	229,794.72	148,228.97	74,914.95	61,113.11	

Town of Littleton 2003 Revenue Report (unaudited)

Description	2003		2003		Over (Under)
	Budget	Actual	Budget	Actual	
Taxes					
Property Taxes	2,777,910	2,717,453			(60,456)
Land Use Change Tax	12,000	24,669			12,669
Yield Taxes	7,000	4,558			(2,442)
Payments in Lieu of Taxes	34,289	39,525			5,236
Boat Taxes	2,100	3,799			1,699
Excavation Activity Taxes	-	-			-
Int/Penalties on Taxes	65,000	87,250			22,250
License & Permit Fees					
Business Licenses	-	-			-
Motor Vehicle Registration Fees	856,000	888,940			32,940
Planning Board - Building Permits	8,600	10,098			1,498
Other Licenses, Permits & Fees	23,360	22,959			(401)
From the State					
Shared Revenue	139,723	139,723			-
Highway Block Grant	144,997	144,997			-
Rooms & Meals Tax	176,461	176,461			-
Cable Franchise Fee	29,199	29,199			-
Railroad Tax	-	-			-
Other Governmental Revenue					
Income from Departments	37,900	45,433			7,533
Federal Grants	7,754	7,737			(17)
State Grants	-	-			-
Rental of Town Property	2,800	5,840			3,040
Sale of Town Owned Property	-	-			-

Town of Littleton 2003 Revenue Report (unaudited)

Description	2003 Budget	2003 Actual	Over (Under) Budget
Miscellaneous Revenues			
Interest on Deposits	10,800	9,703	(1,097)
Insurance Dividends/Reimbursements	3,000	2,302	(698)
Other	1,750	951	(799)
Transfer from Capital Reserve	-	-	-
Bond Proceeds - Landfill	-	-	-
Vacation Accrual	-	-	-
Use of Fund Balance	132,766	-	(132,766)
Subtotal Operating Revenues	4,473,409	4,361,597	(111,812)
Outside Board Funds			
Sidewalk/Hydrant	45,041	46,187	1,146
Parks & Recreation	179,632	185,182	5,550
Transfer Station	289,076	302,659	13,583
Opera House	4,483	14,968	10,485
Community & Economic Dev	5,350	-	(5,350)
Grant Fund	-	724,733	724,733
Subtotal Board Funds	523,582	1,273,729	750,147
Enterprise Funds			
Sewer	1,062,228	1,166,444	104,216
Parking Meters	36,310	30,126	(6,184)
Subtotal Enterprise Funds	1,098,538	1,196,570	98,032
Total	6,095,529	6,831,896	736,367

2003 Comparative Statement of Appropriations and Expenditures

(unaudited)

Description	2003 Budget		2003 Expenditures		Over (Under) Budget
General Government					
Executive	219,590		199,479		(20,111)
Town Clerk	57,612		81,728		24,116
Tax Collector	62,483		62,089		(394)
Financial Administration	95,142		83,850		(11,292)
Real Property Appraisal	83,665		80,060		(3,605)
Legal Expense	34,000		19,479		(14,521)
Personnel Administration	70,995		41,567		(29,428)
Planning & Zoning	15,792		20,682		4,890
General Government Buildings	83,000		71,779		(11,221)
Cemeteries	50,000		50,000		0
Insurance	62,000		63,847		1,847
Advertising & Regional Assoc.	25,178		28,766		3,588
Other General Government	68,888		68,888		0
Public Safety					
Police	895,501		946,895		51,394
Dispatch	91,136		92,393		1,257
Ambulance	39,431		39,431		0
Fire	465,109		466,450		1,341
Highways and Streets					
Highway Department	733,991		744,579		10,588
Public Works Administration	94,681		92,291		(2,390)
Electricity - Street Lighting	33,500		33,571		71
Sanitation					
Landfill	15,000		10,733		(4,267)
Health					
Animal Control	20,312		18,433		(1,879)

2003 Comparative Statement of Appropriations and Expenditures

(unaudited)

Description	2003 Budget	2003 Expenditures	Over (Under) Budget
Welfare			
Welfare	78,681	68,320	(10,361)
Culture & Recreation			
Patriotic Purposes	1,300	1,182	(118)
Conservation			
Conservation Commission	4,425	4,425	0
Subtotal Operating Expenses	3,401,412	3,390,917	(10,495)
Debt Service			
Princ. - Long Term Bonds & Notes	46,718	46,748	0
Interest - Long Term Bonds & Notes	37,908	37,908	0
Interest - Tax Anticipation Notes	3,000	0	(3,000)
Debt Issuance Cost	0	0	0
Subtotal Debt Service	87,626	84,656	(3,000)
Outside Board Funds			
Library Fund	216,242	216,242	0
Sidewalks & Hydrants	45,041	33,493	(11,548)
Parks & Recreation Fund	174,862	179,069	4,207
Transfer Station	289,076	301,584	12,508
Opera House	4,483	5,254	771
Community & Economic Development	5,350	0	(5,350)
Grant Fund	0	724,741	724,741
Subtotal Board Funds	735,054	1,460,383	725,329
Enterprise Funds			
Sewer Users Fund	1,062,228	1,003,099	(59,129)
Parking Meter Fund	36,310	30,687	(5,623)
Subtotal Enterprise Funds	1,098,538	1,033,786	(64,752)

2003 Comparative Statement of Appropriations and Expenditures

(unaudited)

Description	2003 Budget		2003 Expenditures		Over (Under) Budget
Other Miscellaneous					
03 Prosecutor	11,500		0		(11,500)
Subtotal Other Miscellaneous	11,500		0		(11,500)
Warrant Articles					
Littleton Regional Hospital	15,500		15,500		0
Caleb Group Interfaith	1,500		1,500		0
North Country YMCA	500		500		0
North Country Home Health & Hospice	15,967		15,967		0
Hospice of Littleton	3,697		3,697		0
Littleton Senior Center	23,900		23,900		0
American Red Cross	2,420		2,420		0
White Mountain Mental Health	9,506		9,506		0
Tri-County CAP	8,000		8,000		0
Upgrade/Improve Roadways	299,942		250,492		(49,450)
Bridge Repair Fund	2,500		1,546		(954)
Replace Truck Highway Dept.	9,120		9,120		0
Sewer Jet for Hwy Dept.	7,600		7,600		0
Transfer Station Improvements	23,400		23,400		0
Leave Time Liability Trust Fund	76,089		76,089		0
SEA NH Chapter #57 Contract	27,746		0		(27,746)
Veterans Memorial	500		500		0
Subtotal Warrant Articles	527,887		449,737		(78,150)
TOTAL BUDGET	5,850,517		6,419,478		568,932

REPORT OF TREASURER

January 2003 -- December 2003

General Fund Checking:

Beginning Balance	3,272,021
Deposits & Other Transfers	19,321,558
Withdrawals & Other Transfers	21,852,549
Interest Income	2,231
Ending Balance	743,261

Investment Cash - General Fund

Beginning Balance	689,872
Deposits & Other Transfers	7,898,820
Withdrawals & Other Transfers	5,032,076
Interest Income	13,064
Ending Balance	3,569,680

Investment Cash - Wastewater Treatment

Beginning Balance	705,800
Deposits & Other Transfers	96,876
Withdrawals & Other Transfers	18,820
Interest Income	5,899
Ending Balance	789,755

Tax Exemptions

ELDERLY EXEMPTION—OFF ASSESSED VALUATION

AMOUNT REQUIRED AGE

\$20,000 65 TO 74

\$30,000 75 TO 79

\$40,000 80 AND UP

*Income limitations: Not in excess of \$25,000 if single,
\$35,000 if married*

*Asset limitations: Not in excess of \$75,000 excluding the
value of the residence and up to two acres of land.*

TAX LIEN FOR THE ELDERLY AND DISABLED

Amount The assessing officials may annually grant a tax lien for all or part of the taxes due, plus annual interest at 5%.

Total tax liens on a single property shall not be more than 85% of its assessed value.

If the property is subject to mortgage, the owner must obtain the mortgage holder's approval of the tax lien.

Who may Apply: Any resident property owner may apply for the lien if he/she:

- A. Is either 65 years of age or eligible under the Federal Social Security Act for the totally and permanently disabled;
- B. Have owned the homestead for at least 5 years; and
- C. Are living in the homestead.

TYPES OF TAX CREDITS/EXEMPTIONS - Off Land Valuation or Tax

Blind Exemption (\$15,000) Every inhabitant owning residential real estate, and is legally blind, as determined by the administrator of blind services of the vocational rehabilitation division of the education department.

VETERANS

Standard (\$100). Every resident who served in the armed forces in any of the qualifying wars or armed conflicts, as listed in RSA 72:28, and was honorably discharged; or the spouse/surviving spouse of such resident.

Surviving Spouse (\$700). The surviving spouse of any person who was killed or died while on active duty in the armed forces, as listed in RSA 72:28, so long as the person does not remarry.

Service-Connected

Disability (\$700). Any person who has been honorably discharged and received a Form DD-214, and who has a total and permanent service-connected disability, or is a double amputee or paraplegic because of the service-connected injury, or the surviving spouse of such a person if such surviving spouse has not remarried..

Town of Littleton 2003 Annual Report

PROPERTY TAX RATE
1990-2002

	<i>In-Town</i>	<i>County</i>	<i>Local School</i>	<i>State School</i>	Total, Pct 2	<i>Sidewalk Dist</i>	Total, Pct 1
1990	\$ 6.92	\$ 1.32	\$ 18.10		\$ 26.34	\$ 0.39	\$ 26.73
1991	\$ 7.17	\$ 1.45	\$ 19.11		\$ 27.73	\$ 0.37	\$ 28.10
1992	\$ 8.09	\$ 1.49	\$ 22.16		\$ 31.74	\$ 0.32	\$ 32.06
1993	\$ 8.67	\$ 1.57	\$ 23.18		\$ 33.42	\$ 0.42	\$ 33.84
1994	\$ 8.55	\$ 1.55	\$ 23.81		\$ 33.91	\$ 0.37	\$ 34.28
1995	\$ 8.45	\$ 1.48	\$ 25.16		\$ 35.09	\$ 0.27	\$ 35.36
1996	\$ 5.17	\$ 1.18	\$ 17.16		\$ 23.51	\$ 0.18	\$ 23.69
1997	\$ 5.52	\$ 1.23	\$ 17.92		\$ 24.67	\$ 0.17	\$ 24.84
1998	\$ 6.27	\$ 1.23	\$ 17.14		\$ 24.64	\$ 0.14	\$ 24.78
1999	\$ 7.45	\$ 1.17	\$ 7.42	\$ 6.51	\$ 22.55	\$ 0.13	\$ 22.68
2000	\$ 5.96	\$ 1.42	\$ 11.63	\$ 6.37	\$ 25.38	\$ 0.13	\$ 25.51
2001	\$ 6.59	\$ 1.59	\$ 11.28	\$ 6.49	\$ 25.95	\$ 0.15	\$ 26.10
2002	\$ 6.67	\$ 1.65	\$ 12.24	\$ 6.44	\$ 27.00	\$ 0.20	\$ 27.20
2003	\$7.67	\$1.76	\$ 14.84	\$ 5.68	\$ 29.95	\$ 0.23	\$ 30.18

Fire Department

In 2003 the Littleton Fire Department responded to 745 calls for service, an 8% increase from 2002 and an increase of 92% in five years. The calls for service break down as shown below.

The fire department employs five full-time firefighters, a full-time chief and twenty call firefighters. The station is staffed by one person 24 hours a day, seven days a week, and a second person on most weekdays during regular business hours. When a call for service is received, the on-duty firefighter responds alone or waits for additional on call staff to respond to the station to accompany them.

The Fire Department is responsible for long term emergency planning as well as maintaining the Town of Littleton's Local Emergency Plan. Along with responding to emergencies, the Fire Department is also responsible for commercial construction review. In September of 2003 the New Hampshire Building Code went into effect requiring each town to review all commercial construction. Each new building in town encompasses hundreds of hours of plan review, site visits and consultation with contractors to assure the requirements of the new code are understood.

Current apparatus in the department includes:

Engine 3 1995 KME Class A Pumper
Engine 6 1997 KME Class A Pumper
Ladder 1 1979 American LaFrance 100 foot Aerial
Rescue 1 1989 Chevrolet Flatbed
Tanker 1 1985 Chevrolet Tanker
Forestry 1 1970 Converted Army Surplus

In 2003 a committee was formed to review the situation of the department's ladder truck and needs of the town. The current ladder truck was built by American LaFrance in 1979 for the Cleveland Fire Department and bought by the town of Littleton in the early 1990's. This vehicle was slated to be replaced in 1999, but there-

placement was delayed due to the elimination of the town's capital reserve fund. The vehicle has been maintained by substantial repair work each year, but the age and wear of the vehicle have advanced to a point where major renovations or replacement is necessary.

Throughout the year, our vehicles are maintained by the members of the department as well as scheduled maintenance being done through the Highway Department. Often significant repairs and modifications are done in house, drastically reducing the cost to the town.

The next vehicle on the department's list to be addressed is the 1989 Rescue Vehicle. The department has been using a flatbed truck to serve as a rescue transport for many years. This vehicle must be loaded and unloaded depending on the type of call and the flatbed has no protection from the elements. Once the ladder truck needs are addressed the department will be looking into options for the replacement of the rescue vehicle. Currently all equipment for rescues is divided between the two engines, the ladder truck and stored throughout the station. In the future it is planned to bring all of this equipment together into one vehicle, for improved capability in response to emergencies.

In 2003 the Littleton Fire Department applied for and received over \$47,600. in federal grants. These funds were used to purchase an emergency generator for the high school so that the building could be utilized during emergencies as a shelter. Other purchases included replacement of portable radios and breathing equipment as well as global information system photographs for use by all town departments

Type of call	2003	2002	2001	2000	1999
Fire	37	47	59	48	48
Explosion	0	5	0	0	4
Rescue & EMS	369	343	325	181	142
Hazardous Conditions	152	164	190	205	72
Service	77	55	40	39	52
Good Intent	39	25	30	21	23
FALSE Alarm & FALSE Call	71	45	48	45	42
Special Type	0	3	2	5	4
Total	745	687	694	544	387

Fire Department

The Littleton Fire Department was also a recipient of a Life Safety Achievement Award from the Residential Fire Safety Institute for their efforts in 2002.

Allocations in the 2003 budget included purchase of a new 27" hydraulic spreader or "Jaws of Life" to be used during rescues. The 2004 budget includes a request for a second hydraulic power unit to run the rescue equipment. A second unit would allow for the current equipment to be divided between the two engine companies, for response to multiple incidents occurring at the same time. The unit would also serve as a back-up for the aging equipment. The Fire Department is responding to more simultaneous incidents.

Many members of the department have continued their education and certification levels through training. I would like to recognize the following individuals:

Nick Antonucci – Fire Officer I & II, Big Rig Rescue, Firefighter III Confined Space Rescue, Firefighter Safety & Survival, Water Rescue Technician

Vanja Antunovic – Firefighter Safety & Survival

Raymond Bowler – Firefighter III Confined Space Rescue, Life Safety Code Seminar

William Brusseau – Juvenile Fire Setters Conference

Wesley Hicks – Firefighter III Confined Space Rescue

Jason Hodgeman – Firefighter II

James McMahon, Sr. – Big Rig Rescue

Megan McGovern – Firefighter II

James Pineo – Firefighter III Confined Space Rescue

William Sargent – Big Rig Rescue, Firefighter Safety & Survival, Water Rescue Technician

Aside from outside training, members attend two drills a month at the fire station, as well as refresher training for emergency medical certification and forest warden certification.

For those who are wondering how they can help out, my first suggestion is to consider serving as a call firefighter. We always need help, and the training is both exciting and interesting. If you think you might be able to help, stop by the station and talk to someone about volunteering. If firefighting is not in your future, personal prevention is the next item on the list. If you keep yourself safe, you help the department without even thinking about it. Some safety items to remember:

- Smoke Detectors and Carbon Monoxide Detectors Save Lives
- House Numbers – we need to be able to find you in an emergency
- Plan an Escape Route and Practice Fire Drills in the Home
- Wear Your Seatbelt
- Call 911 in an emergency!

The immediate future goals of the Littleton Fire Department include:

-Implementing a replacement program for department vehicles. The age and wear on department vehicles has been scheduled out and can be projected for replacement. Currently the Ladder Truck and Rescue Truck are in need of replacement, and the department is planning for the future of all of its vehicles so that the financial impact to the community can be scheduled to best suit the town.

-Staffing issues. More than half of the time the department is staffed by only one person who responds to calls alone. With the growing demand on the department, not only from emergency calls, but with regard to maintenance, public education, inspection and fire prevention, many areas are getting neglected. It is of the utmost importance to see that all of these areas are addressed so that our citizens are safe.

I want to personally thank everyone for their continued commitment to the Fire Department and safety in our community. I know it is difficult for friends and family members when firefighters get called away at a moments notice any time of the day. Remember, we are only as strong as our community all owes us to be, so thank you again for your support.

Paul R. Lopes, Chief

Police Department

In 2003, your Police Department answered over 17,705 calls for service. These calls cover the entire spectrum of police service, including but not limited to: assaults, sexual assaults, burglaries, thefts, domestic violence, vandalism, silent alarms, medical emergencies, open doors, motor vehicle stops, motor vehicle crashes, traffic/speed enforcement, traffic details, assists to the fire department, assists to other agencies, escorts, criminal arrests, investigations, animal complaints, citizen concerns, court prosecutions and a wide variety of administrative requests.

ADMINISTRATIVE SERVICES DIVISION:

Working at the very "front" of the police station, the Administrative Services Division is sometimes the first seen and most visible component of the Department. It is staffed by two full-time employees and one part-time assistant. They are responsible for answering the non-emergency phone lines, assisting citizens who come to the police station, responding to all requests for information from citizens and insurance companies, maintaining the department's files, computer network and database, as well as providing administrative and clerical support to the office of the Chief and Deputy Chief of Police, Patrol Division Supervisors, Patrol Officers and our Prosecutor. In 2003, they provided a full 12 hours of office coverage (8am to 8pm, Monday through Friday) to afford better customer service to our citizens and visitors through increased access to and service from the department. Also in 2003 they completed the organization of all the Department's archived files (some going back to the early 1980's) by year and event. They also finished scanning over 2,800 booking photos into our computer database, electronically matching and storing the individual photo(s) with the correct case. This was done using a software enhancement of our existing system that was purchased in 2003. When the NH Police Standards and Training Council needed assistance in coordinating the first ever Part-Time Officer Academy at the Gregg Public Safety Academy, they reached out to our administrative staff, who immediately helped them with the presentation of the entire academy. It should be noted that the academy class schedule was all nights and weekends, which was completely outside and in addition to our staff's regularly scheduled hours. This was such a success that they have already asked for the same help again in 2004, and we are happy and ready to assist them. The administrative staff also works tirelessly throughout the year preparing all the correspondence for and coordinating all the details of the annual Easter Egg Hunt. The police department has provided this event for the enjoyment of children young and old for the past 23 years, and it is a tradition we are proud to continue.

For the first time since purchasing our information management software in mid 1997, the administrative services division has begun tracking their activity in the same manner as the Patrol Division. Even with only half of a year recorded, (tracking began in June of 2003), there were well over 6,000 calls for service that were handled by this division. Based upon these numbers alone, it is clear that we have been grossly under-reporting our department's total activity over the past several years. It also explains the "jump" in our year-end report statistics; this number will increase again next year when we have a full year's worth of data. One of our continuing goals is to continue to develop and expand the use of our information management software to ensure the most accurate records and data possible.

PATROL DIVISION:

Of the 17,705 calls for service, the department's Patrol Division responded to 11,486 of them. The Patrol Division is comprised of two Sergeants and five Patrol Officers. The challenge of answering and handling those calls was considerable due to the fact that there were two vacant full-

Police Department

time officer positions for the majority of the year; this represents 25% of the patrol force. Those 11,486 calls for service generated 5,947 events that required some type of an investigation. Some of these were able to be cleared in approximately one hour; other more serious, complex and involved cases have been and will be on-going for months. Investigating major cases such as the pipe-bombing of Pare's market, the related burglary of Corey's Sport Shop, large scale drug cases and accompanying seizures and forfeitures along with commercial, residential and school burglaries consumed thousands of hours of the officer's time. Arrest and prosecution of the responsible persons takes considerable time as well. The 5,497 investigations this year translates to 16 per day, 114 per week or 849 per each officer for the year. Even at full staff, we have reached the point at which we do not have enough police officers to keep up with the current volume and intensity of activity, both of which continue to increase.

Officers also investigated 255 motor vehicle accidents. We stopped 1,537 vehicles, which resulted in 172 summons and 1211 written warnings. We assisted 306 motorists who needed a wide range of help, including 164 people who locked themselves out of their cars. There were a total of 290 arrests for criminal offenses; 18 juvenile and 272 adult. Additionally, there were 80 people taken into protective custody, either for intoxication or other safety reasons. Officers assisted other agencies 278 times. We responded to 272 residential and commercial alarms, and conducted over 19,000 checks of both commercial and private properties throughout the year.

In addition to their patrol duties, officers received over 990 hours of training throughout the year at the NH Police Standards and Training facility in Concord, the Gregg Public Safety Academy here in Littleton, as well as other locations in NH and around New England.

Civic events throughout the year, starting with the Frostbite Follies in February and ending with the Christmas Parade in November, seem to increase each year both in size and number. These events, (and all the ones in between), often exceed the department's resources and require hiring officers from other jurisdictions to assist us in making these parades, shows and other celebrations and remembrances safe as well as enjoyable for all who attend.

SCHOOL RESOURCE OFFICER:

Our School Resource Officer (SRO) program continues to be a major asset in handling and investigating many of the cases that occur at the 6 different "school" campuses, (High school, Middle school, Elementary school, Pride school, Spatial Technologies Lab and the S.A.U. 35 building), as well as playing fields and school sports locations. During 180 days of school, Officer Steve Keeney dealt with 839 events. Of that number, 492 rose to a level requiring police action. These 492 calls for service, (included in the year total), ranged from possession of tobacco and stolen property to violent physical assaults and drug use. In addition, he provided the Drug Abuse Resistance Education (DARE) program at the high school, and will expand that program to the middle school in 2004, thereby doubling the number of students we can reach with this program each year. He has been able to assist with a new program called the Summer Adventure Program; it was instrumental in helping some of Littleton's youth achieve personal goals as well as learn life skills by working as a team to overcome obstacles that were placed in front of them. Another great program he is participating in is called "Parent to Parent". This program will be held twice a month in the evenings at the High School, and will give parents the opportunity to come together and discuss concerns, ask questions and participate in a facilitated roundtable discussion.

Police Department

PROSECUTOR:

The department's full-time prosecutor continues to be a tremendous asset. Previously, a police officer with 2 weeks of special additional training would have to compete in District and Superior Court with public defenders or attorneys from private practice who were equipped with a 4 year law degree, as well as a full staff of paralegals and secretaries. As a NH Bar certified attorney, our prosecutor, Tony Mincu, "evens the playing field" in all matters pertaining to the court system and our prosecutions. Attorney Mincu comes to us from the Grafton County Attorney's office, where he served as a prosecutor in Grafton County Superior Court. In 2003 he appeared in court 411 times, (included in yearend total), thereby frequently making it unnecessary for a patrol officer to do so and thereby saving money spent on overtime. His time is spent preparing for and trying cases, including preparing subpoenas, conducting interviews, negotiations, pleadings, filing and responding to motions and case law review. Last year he spent over 2,000 hours on adult cases, with an additional 150 hours spent on 30 juvenile cases being presented. Working closely with the Patrol Division officers and acting as liaison between the police department and agencies such as the NH Drug Task Force (NHDTF) and the US Drug Enforcement Agency (US DEA), he has played a key role in the forfeiture to the Town of assets and cash with a dollar value well in excess of \$15,000.00. Supported by our Administrative Services staff, he excels at meeting the prosecutorial challenges faced by the department, which allows the patrol officers to spend more time handling their considerable individual case load.

K-9:

Our police canine "Jenny" and her handler/partner Officer Fred Gilbert completed another busy and productive year in 2003. In addition to their regular patrol schedule, they responded to 64 requests for assistance. There were 38 calls for drug searches, building searches and tracking in Littleton. There were 11 more from other state and local law enforcement agencies. These searches found Marijuana, Hash, LSD, Cocaine, Ecstasy and Oxycontin right here in our community. This resulted in the seizure of over \$30,000.00 in illegal narcotics, over \$3,000.00 in cash and multiple arrests. Officers also seized an automobile that was forfeited to the department. It will be sold at federal auction, with the Town receiving 80% of the proceeds and the US Drug Enforcement Agency receiving 20%. They put on 15 demonstrations at schools and for community groups, as well as the summer Park and Recreation Program. We are grateful for the donations we received to help support this program; \$1,000.00 was received from Wal-Mart alone and a generous citizen donated another \$100.00. In February of 2003 Jenny received her own custom fit bullet/stab resistant vest. The vest was a donation from a non-profit organization called Pennies for the Protection of Police Dogs, started by a young lady named Stacey Hillman from Sanford, Florida who wants to provide a vest to every police dog in the country.

In closing, we would like to express our sincere thanks to the Board of Selectmen and Town Manager, without whose assistance none of our successes would have been possible. We also gratefully acknowledge the continuing help that is provided by the members of all the other Town Departments. Last, but certainly not least, we offer our most genuine thanks to the citizens of Littleton for your continued encouragement and support that helps us to provide a critical service to a growing and vibrant community.

We pledge our continued efforts towards being a professional law enforcement agency that is respected by the community, and one that you will be proud to call your police department.
Respectfully,

Cameron M.C. Brown, Chief of Police

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Highway Department

The Highway Department has a crew of ten employees including the foreman George Chartier and operation manager Larry Jackson. The employees are not only responsible for keeping the roads open and safe during the winter storms of snow and ice, but also maintaining 64 miles of roads around the year

This year's Town Meeting approved the purchase of a new Ford F-550 1 ½ ton truck with a salter, plow and a ground speed unit for managing the amount of salt that is applied.

For the winter months of 2003, the department plowed, sanded or salted 104 times, picked up snow 12 times, thawed culverts 56 times and plowed and/or salted sidewalks 84 times. In addition, the department filled holes with cold patch, opened basins during rain storms, repaired sewers and cut up downed trees from wind storms. We used 1630 tons of salt and 5900 yards of sand. We also used \$1270 worth of propane and \$3000 of Calcium Chloride Flakes for thawing culverts and basins.

This past summer, 1480 linear feet of Orchard Hill Road and 2950 linear feed of Slate Ledge Road were reconstructed, cold paved and chip sealed. Owen Drive, Pine Hill Road, Summer Street and Summit Avenue were shimmed and overlaid. Remick Street and Railroad Street were shimmed and chip sealed. Wilkens Farm Road was graded and had 426 yards of crushed pavement and 592 yards of crushed gravel added to the road. On Washington Street, after the sewer work was completed, the street was paved and a little over 1000 feet of granite curbing was put in for a new sidewalk. The street and sidewalk will be finished in the spring of 2004. Other work that was done during the summer months included: road side mowing, sweeping roads and sidewalks, washing the bridges, culvert replacement, catch basin repair, picking Main street trash three time weekly in summer mouths and two time during winter mouths. In addition, we had 95 work orders for work done for other department and community services.

This past year, we continued to use an operations management software program to help gather data, plan work orders and manage maintenance and repairs. This system is allowing us to make better decisions and keep a closer eye on the cost of projects over the year. Also, we are now using GIS maps that show many types of information, including storm drains, catch basins and culverts. Our staff was trained to use GPS by students from the Hugh J. Gallen Vocational Summer this past spring.

I would like to thank the other departments for their help though the year.

Respectfully submitted,

*Larry Jackson
Highway Department Operations Manager*

Transfer Station

If your not recycling it, your wasting it! This is the motto of the Town of Littleton Transfer Station. We at the Transfer Station consider these as words to live by.

What is it? And what would you be wasting? It is many items from junk mail, cereal boxes, cardboard and much more to high grade computer paper, virtually all clean paper is recydable, therefore it.

It can be cans, bottles, metal items and clothing. A complete list of recyclables is available at the Transfer Station and Town Office.

It is also the raw materials and energy not used to produce an item.

It is 18,802 trees saved in 2003 by paper recycling at the Littleton Transfer Station. It is also 66,360 lbs of effluent not emitted to the atmosphere, electricity, and water were also saved in large sums by recycling. It landfill space saved through recycling at the transfer station was 5,031 cubic yards.

It also refers to money, your money. Be it user fees such as pay by bag and demolition debris or disposal fees paid industrial and commercial waste.

Tax money is definitely it.

The avoided cost, money not spent by recycling it, was \$120,340 in 2003.

Revenue generated through recycling helped to keep the operating cost of the transfer station in 2003 down to approximately \$75,000.

The off the tax rate amount was lowered to \$97,293. The difference of \$27,293 will be put aside for future capital expenses.

The ability to buy new equipment and improvements without borrowing a penny was the result of not wasting it.

There are many towns in New Hampshire of equal size and less that spend up to \$450,000 a year on said waste.

The transfer stations off the tax rate request have been reduced by 51/2% in 2004
This is the fourth year in a row the budget has decreased.

To maintain this trend we need your help. The more industry, commercial enterprises and homeowners recycle it the less it costs all of us.

We are here to help reduce your waste no matter how big or small you are.

Remember, change your trashy ways....

IF YOUR NOT RECYCLING IT, YOUR WASTING IT!

Tony Ilacqua
Solid Waste Manager

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Pemi Baker Solid Waste District

2003 was another busy year for the District. Proper household hazardous waste management was again a top priority. With assistance from North Country Council, the District coordinated three (3) one-day collection events - Littleton and Thornton in the summer and Plymouth in the fall. These collections resulted in the proper disposal/recycling of over 4,700 gallons of material. Over 400 households participated in this program. The average amount of household hazardous waste dropped off by each participant was thirteen (13) gallons. A major reduction from 2002 when the average amount per participant was over twenty (20) gallons. The District received \$9,799.65 in grant funds from the State of NH's Household Hazardous Waste Program and a \$1,000 donation from North Country Environmental Services to help offset some of our program costs.

The District also recycled over 26,000 feet of fluorescent light bulbs that were collected at individual transfer stations throughout the year - our highest total yet. We used a new recycling vendor for this material, Complete Recycling Solutions (CRS), and we could not be any happier with our decision. Not only were we able to secure lower recycling costs but CRS also provided exceptional service and technical support.

In 2004, the District plans to hold two (2) HHW collections in the spring (Littleton and Rumney) and one (1) in the fall (Plymouth). We will continue to coordinate the year-round collections of oil-based paint and fluorescent light bulbs.

The District built off of the success of our initial electronics recycling collection program in 2002 and held two (2) one-day collection events in the spring (Littleton and Plymouth). This collection was open to residents and businesses. Participants were asked to pay a fee for each item recycled which varied due to type and size. To help publicize the event, Sharp Electronics donated two portable CD stereo systems that were given away to two lucky participants. Over 8 tons of material was collected between the two events. In 2004 the District plans to provide this service once again. We are currently looking at ways we can reduce the fees charged at this event through grants, donations and negotiations with our contractor. If they so choose, towns may collect this material year-round and then bring it to one of the one-day collection sites.

The District takes very seriously the need to decrease the toxicity of our solid waste stream. Through our programs, we strive to provide a means to do this in a cost effective manner.

This past year the District took time to examine alternative disposal facilities in the region that could provide the district competitive pricing with long-term stability. Representatives from the Mt. Carberry Landfill in Success met with the District and provided an overview of their disposal facility and their tiered pricing structure. Pricing information was also gathered from the Turnkey Landfill in Rochester and the Wheelabrator Incinerator in Penacook. The District also looked at transportation options available including purchasing of roll-off trucks and District-wide transportation contracts.

As always, the District will continue to promote its cooperative approach to solid waste management and recycling. By working together, the District communities can minimize the costs of these programs and help ease the strain on municipal budgets.

Citizens interested in participating in the development of the District's programs are welcome to attend the District meetings. Information regarding the place and time of the meetings is available at all municipal offices.

Respectfully submitted,
Robert Berti
PBSWD Chairman

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Planning and Zoning

The number of Planning Board and Zoning Board of Adjustment cases remained at approximately the same level as 2002. There were fewer new lots created; however, the 2003 increase of 64 new lots was not a normal yearly increase. The number of building permits increased substantially with a 60% increase in the number of permits issued for new homes.

If you have any questions about whether permits or approvals are necessary, please do not hesitate to call or visit us and we will work with you to determine if any applications are necessary and to ensure that any needed applications are completed in an accurate manner.

PLANNING BOARD

Cases	20
Subdivisions	6
Excavation Permits	0
New new lots approved	15
Lot line adjustments	7
Second site subdivision	4
Modifications of previous approvals	1
Withdrawn/Denied	2

Planning Board

The Littleton Planning Board consists of unpaid citizen volunteers appointed by the Selectmen to 3-year terms. There are seven full members plus two "alternate" members, who attend Planning Board meetings and sit as voting members when needed to fill in for regular members who are absent from a meeting. The Board normally meets twice a month, on the first and third Tuesday, at 7:00 pm, normally in the Opera House. Meetings are open to the public. Work has begun to update the Littleton Master Plan. The Planning Board and interested citizens are working with Jeff H. Taylor & Associates, Inc. the first Tuesday of each. Anyone interested in taking part in this exercise is urged to attend the meetings.

BUILDING PERMITS

Total permits granted	163
Building permits	140
New homes	43
Mobile homes	11
Additions/alterations	72
Commercial development	4
Commercial additions	7
Multifamily	3
Site work permits	3
Zoning clearance permits	20

The Planning Board has two distinct functions. First, it serves as a regulatory body to hear and decide requests for various changes in existing lots, primarily subdivisions. Subdivision approval is required before a landowner can divide a smaller lot into smaller lots or building sites, and is often needed before new development projects. The Board holds a Public Hearing to assure that any concerns of the public, especially of the people who live next door, are considered. In addition, the board determines if the proposed changes comply with state and local laws and if they are reasonably safe and appropriate for Littleton as a whole. The personal opinions of Board members about whether the proposed development is "good" or "bad" play no role in these decisions. The Planning Board is also a planning agency for the Town. In this role, the Board considers and holds Hearings on possible changes to the Town Zoning Ordinance, subdivision Regulations, and Master Plan, and the personal convictions of Board Members are very important.

This year, the board is once again recommending that Town re-zone a portion of the town from Residential R-II to Residential R-I, to permit smaller house lots, serviced by town water and sewer. Also to be considered this year, a recommendation to change a portion of a parcel on North Littleton Road currently in the Industrial Zone to a Commercial zone. The third recommended change to the Zoning Ordinance will, if passed, introduce the approximately the same guidelines now applied to the Mixed-Use zone. Board members have also volunteered to serve on various committees working on Littleton's new grant-funded Transportation and Community Safety project (TCSP), which will allow the Board to continue to complete a substantial updated revision of the Littleton Master Plan.

Planning and Zoning

Zoning Board of Adjustment

The Zoning Board of Adjustment meets the second and fourth Tuesday of each month, as necessary, beginning at 7:00 PM.

ZONING BOARD OF ADJUSTMENT

Cases	47
Special Exceptions	15
Approved	15
Withdrawn	0
Denied	0
Variances	30
Approved	21
Withdrawn	2
Denied	7
Appeal of Administrative Decision	0
Modification of previous approval	1
Equitable Waiver of Dimensional Requirements	1
Rehearing Request	3

The Board considers Variance and Special Exception applications as well as Equitable Waivers of Dimensional Requirements and Appeal to Administrative Decisions. This year the total hearings held were about the same as for 2002. Of the total cases, Variance requests represented the major caseload. Variances are requested when dimensional requirements, setbacks from property lines or use does not meet the specifications of the Littleton Zoning Ordinance. The Zoning Board of Adjustment considers effect on the surrounding properties, applicant's reasonable use of their property, specific restrictions the zoning ordinance imposes on the property, public and private rights of others, substantial justice and the spirit of the ordinance. After consideration of these aspects, the board is able come to a fair decision on the request.

Special Exception requests involve using a property for a use listed as permitted by Special Exception. For a Special Exception to be granted, the Zoning Board Members consider if the site is an appropriate location for the use, if the use will reduce property values, will a nuisance or unreasonable hazard result, and will adequate and appropriate facilities provided for proper operation and maintenance. After consideration of these aspects, the board is, again, able to come to a fair decision on the request.

Each year Planning Board and Zoning Board of Adjustment Members attend the Municipal Law Lecture Series. The 2003 lectures were: 1) Water, Wetlands and the Role of Local Government 2) Where Road Law and Zoning Collide 3) Back to Basics for Planning Boards and ZBAs.

The Planning Board meets the first & third Tuesdays of the month at 7 p.m.

The Zoning Board of Adjustment meets the second & fourth Tuesdays of the month at 7 p.m.

Welfare

This past year was a busy year for the Welfare Department in the Town of Littleton. Many individuals were assisted with rent, food, electric, fuel, medications and miscellaneous items.

Woody Miller, Homeless Outreach Coordinator and PATH program coordinator for the Littleton Office of the Tri County Community Action Program indicated homelessness is reaching crisis proportions as the numbers continue to grow and the housing shortage intensifies. The situation is also exacerbated by high rents in the area, people reaching TANF limits and more people moving in the area.

Town and City Welfare Budgets will continue to grow especially with the cuts in the State and Federal budgets. Someone has to pay and it goes back to the local level.

I attended the Welfare Administrators workshop at the Margate in Laconia on June 26 th
It was an excellent workshop, over a hundred were present.

I especially want to thank all the agencies and individuals for their past support and
look forward to our continuing partnership to provide essential services to our residents.

Respectfully submitted,

Joan A. Santy

Town Clerk

In June I went to the annual regional meeting of the NH City and Town Clerks' Association at the Red Jacket in North Conway. I am a member of the Certification committee for NH Tax Collectors and City and Town Clerks. We meet each month to work on preparations for the itinerary for Certification week.

In the latter part of July, the Town of Littleton hired Bonnie Bowles as an assistant clerk to work in my office. Bonnie had worked in the banking business for many years. She brings many years experience working with the public in a quiet, professional manner.

In December, my office started using a new computer program that will do many things the old system could not. The newest and most exciting part of the program is that we will be sending out mail in registration renewals to customers in February 2004. We have been eagerly awaiting this program as many customers have asked for a more convenient way to do their business with our office if they are unable to come in during the day.

There is nothing that cannot be done by mail if you choose to do it that way. We have several people during the winter months that are out of state and purchase vehicles. If preferred, we can do all the paperwork by mail.

Please remember, dogs need to be licensed by April 30th. A current rabies certificate must be presented at the time of licensing. You may also license your dog by mail. The fees are as follows:

Male or Female \$10.00
Neutered/Spayed \$7.50
1st dog to owner 65 or older \$2.00
Group License \$20.00
Service Dog No Charge

The following is revenue taken in for 2001, 2002 and 2003:

Year	Registrations	Decals	Vitals	Marriages	Dogs	UCCs	Misc.	Elections
2001	\$775,249.00	\$10,472.50	\$17,281.00	\$2,715.00	\$ 8,929.00	\$3,915.00	\$ 568.47	\$ 12.00
2002	\$835,177.00	\$10,972.00	\$18,940.00	\$2,295.00	\$ 9,664.50	\$4,350.00	\$ 213.96	\$ 14.00
2003	\$877,675.00	\$11,410.00	\$17,861.00	\$2,365.00	\$10,592.50	\$4,050.00	\$ 424.21	\$ 7.00

8,331 registrations were done in the Town Clerk's office this year.

4,564 decals were purchased by customers while at our office this year.

The increase in revenue for 2003 over 2002 is \$42,778.25. This represents 5% of total revenue taken in for 2003.

In 1997, the revenue for registrations was \$612,402.00. Since I took office in 1998 the revenues have steadily climbed and this year are \$877,675.00, an increase over 6 years of \$265,273.00.

In state registration fees alone, \$182,640.20 was taken in and deposited to the State of New Hampshire's account for 2003. The total amount of monies taken in through the Town Clerk's office is \$1,107,045.71 for 2003.

Respectfully submitted,
Judith F. White
Littleton Town Clerk

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RESIDENT MARRIAGE REPORT

01/01/2003 - 12/31/2003

--LITTLETON--

Groom's Name	Groom's Residence	Bride's Name	Bride's Residence	Town of Issuance	Place of Marriage	Date of Marriage
TRUE, CHARLES F.	LITTLETON,NH	BESAW, RHONDA L.	LITTLETON,NH	LITTLETON	LINCOLN	1/26/03
REED, MICHAEL D.	LITTLETON,NH	BAILEY, CRYSTAL R.	LITTLETON,NH	LITTLETON	LITTLETON	2/14/03
MAYNARD, WILLIAM D.	LITTLETON,NH	RAYMOND, FRANCES D.	LITTLETON,NH	LITTLETON	LITTLETON	2/15/03
LYNDES, SETH J.	LITTLETON,NH	PETTIS, WENDY A.	LITTLETON,NH	LITTLETON	TWIN MOUNTAIN	2/15/03
COLLINS, CHRISTOPHER E.	LITTLETON,NH	RIVERS, HEATHER M.	LITTLETON,NH	LITTLETON	LITTLETON	2/20/03
KINSEY, KYLE J.	LITTLETON,NH	TRAHAN, KRISTEN D.	LITTLETON,NH	LITTLETON	FRANCONIA	2/28/03
MOORE, FRANK E.	LITTLETON,NH	MARSHALL, PEGGY D.	LITTLETON,NH	LITTLETON	LITTLETON	4/4/03
WRIGHT, TERENCE T.	LITTLETON,NH	COREY, JOCELYN M.	LITTLETON,NH	LITTLETON	LITTLETON	5/10/03
SYLVESTER, JEFFREY T.	THORNTON,NH	DELFARNO, JESSICA A.	LITTLETON,NH	THORNTON	BETHLEHEM	5/17/03
EATON, SAMUEL H.	WILMETTE,IL	BLAIR, JENNIFER L.	LITTLETON,NH	LITTLETON	FRANCONIA	5/24/03
FLYNN, PETER J.	LITTLETON,NH	CROWE, AUDREY L.	LITTLETON,NH	FRANCONIA	LITTLETON	5/29/03
CLARK, BRIGGS R.	LITTLETON,NH	MARINO, WENDY S.	LITTLETON,NH	LITTLETON	LITTLETON	6/5/03
MORGAN, CLIFFORD D.	LITTLETON,NH	RABESA, AMY K.	TWIN MOUNTAIN,NH	LITTLETON	LANCASTER	6/7/03
FONTAINE, DENNIS L.	LITTLETON,NH	DANGELO, RONNY R.	LITTLETON,NH	LITTLETON	JEFFERSON	6/14/03
DELOSSANTOS, RIGOBERTO A.	LITTLETON,NH	NOYES, BROOKE L.	LITTLETON,NH	LITTLETON	SUGAR HILL	6/14/03
YATES, JOHN S.	LITTLETON,NH	MONROE, LORI C.	LITTLETON,NH	LITTLETON	LITTLETON	6/28/03
MCCUSKER, RICHARD J.	LITTLETON,NH	LOGEMANN, MICHELE M.	LITTLETON,NH	LITTLETON	LITTLETON	7/11/03
WEINSTEIN, BRETT M.	LITTLETON,NH	PATOINE, PEGGY M.	LITTLETON,NH	LITTLETON	LANCASTER	7/12/03
WHITE, DAVID M.	LITTLETON,NH	AVARD, ANIK D.	LITTLETON,NH	LITTLETON	SUGAR HILL	7/13/03
MARSH, CARL H.	LITTLETON,NH	CHAPMAN, PATIENCE M.	LITTLETON,NH	LITTLETON	LITTLETON	7/19/03
WEST, CHARLES M.	MONROE,NH	MITCHELL, ELSEBETH J.	LITTLETON,NH	LITTLETON	LITTLETON	7/19/03
BENNETT, ROBERT S.	LITTLETON,NH	WILLIAMS, MAIA L.	LITTLETON,NH	LITTLETON	LITTLETON	7/20/03
KELLOGG, EBEN D.	LITTLETON,NH	MARCOE, NICOLE R.	LITTLETON,NH	LITTLETON	BETHLEHEM	7/26/03
DEFOSSE, KEVIN M.	LISBON,NH	PENNYPACKER, REBEKAH J.	LITTLETON,NH	LISBON	FRANCONIA	7/26/03
STANDER, ROBB D.	LITTLETON,NH	BAKER, JO-ANN M.	LITTLETON,NH	LITTLETON	BETHLEHEM	8/9/03
BROCK, RANDALL C.	LITTLETON,NH	MCCONNELL, CHRIS A.	LITTLETON,NH	LITTLETON	LITTLETON	8/9/03
DERCOLE, MATTHEW J.	LITTLETON,NH	ST PETER, NICOLE B.	LITTLETON,NH	LITTLETON	GORHAM	8/17/03
PORTER, ALEXANDER S.	LITTLETON,NH	CECCARELLI, HEATHER L.	LITTLETON,NH	LITTLETON	SUGAR HILL	8/23/03
HAWLEY, STEVEN P.	LITTLETON,NH	KINSHELLA, COLLEEN M.	LITTLETON,NH	LITTLETON	LITTLETON	8/31/03

RESIDENT MARRIAGE REPORT
01/01/2003 - 12/31/2003
--LITTLETON--

Groom's Name	Groom's Residence	Bride's Name	Bride's Residence	Town of Issuance	Place of Marriage	Date of Marriage
HEANEY, EDWARD T.	LITTLETON,NH	MORTON, DEBRA I.	LITTLETON,NH	LITTLETON	LITTLETON	9/6/03
REINHARD, KEITH R.	LITTLETON,NH	GIROUARD, NAOMI G.	LITTLETON,NH	LITTLETON	LITTLETON	9/20/03
SHACKFORD, PHILIP W.	LITTLETON,NH	ALDRICH, JESSICA L.	LITTLETON,NH	LITTLETON	LITTLETON	9/27/03
BASCOM, STEPHEN E.	LITTLETON,NH	BASCOM, JUDITH E.	BOW,NH	BOW	CHICHESTER	10/3/03
DONAHUE, PATRICK M.	LITTLETON,NH	POULTON, MELANIE J.	LITTLETON,NH	LITTLETON	LITTLETON	10/11/03
FIGUEROA, GABRIEL P.	LITTLETON,NH	LABELLE, TRACY A.	LITTLETON,NH	LITTLETON	LITTLETON	11/22/03
WALKER, CHARLES T.	LITTLETON,NH	HUBBARD, KELLIE M.	LITTLETON,NH	LITTLETON	SUGAR HILL	12/6/03
MARSH, GEORGE E.	LITTLETON,NH	MARSH, KACEY D.	LITTLETON,NH	LITTLETON	WHITEFIELD	12/27/03
DEVOID, ADAM M.	LITTLETON,NH	MICHAUD, KAMI L.	LITTLETON,NH	LITTLETON	LITTLETON	12/31/03

I hereby certify that the above is correct according to the best of my knowledge and belief.
JUDITH F WHITE
LITTLETON TOWN CLERK

RESIDENT BIRTH REPORT

01/01/2003 - 12/31/2003

--LITTLETON--

Child's Name	Date of Birth	Place of Birth	Father's Name	Mother's Name
NELSON, TAYLOR ERIN	1/13/03	LITTLETON, NH	NELSON, BRIAN	NELSON, KATHERINE
KELLY, LEAH EMILY	1/18/03	LEBANON, NH	KELLY, RYAN	KELLY, EMILY
DEVLIN, SERENA LEIGH ANNE	1/30/03	LITTLETON, NH	DEVLIN, JOHN	DEVLIN, TIFFANY
BROMLEY, LANDON NIELS	2/1/03	LITTLETON, NH	BROMLEY, STEVEN	BROMLEY, PEGGY
COSENTINO, JOCELYN HELEN	2/3/03	LEBANON, NH	COSENTINO, KEITH	COSENTINO, JENNIFER
FERNANDEZ, AAREN HOPE CHAVEZ	2/6/03	LITTLETON, NH	FERNANDEZ, HERAM	FERNANDEZ, JEANELYN
LUCAS, STEPHEN WENDELL	2/13/03	LITTLETON, NH	LUCAS, CARROLL	LUCAS, KRISTEN
CHASE, KATELYN ALEXIS	2/15/03	LITTLETON, NH	CHASE, SCOTT	CHASE, JENNIFER
LLANO, HAMIN ROJAS	2/27/03	LITTLETON, NH	ROJAS, JULIO	LLANO, ZOILA
LOUIS, MATTHEW DAVID	3/5/03	LITTLETON, NH	LOUIS, DARRELL	LOUIS, SHERYL
SIMON, ZOE RENEE	3/9/03	LITTLETON, NH	SIMON, MATTHEW	SIMON, CAROLINE
COLLINS, RAYLYN ELIZABETH	3/17/03	LITTLETON, NH	COLLINS, CHRISTOPHER	COLLINS, HEATHER
ALLAIRE, MACKENZIE LEIGH	4/3/03	LITTLETON, NH	ALLAIRE, GREGORY	ALLAIRE, KERREY
RICKER, JASMINE CHERISE	4/4/03	LITTLETON, NH	RICKER, JEREMY	RICKER, JENNIFER
BILODEAU, KAYLA LYNNE	4/7/03	LITTLETON, NH	BILODEAU, KEVIN	BILODEAU, DANYAL
SHATNEY, BRANDI ANN	4/10/03	LITTLETON, NH	SHATNEY, GLENN	SHATNEY, RENDI
WING, ALTHEA LEIGHLAWNI	4/19/03	LITTLETON, NH	WING, JASON	WING, ELIZABETH
KEILER, AYDEN CHARLES PATRICK	4/20/03	LITTLETON, NH	KEILER, WILLIAM	KEILER, KELLI
MOCCIO, GRACE ANN	4/21/03	PLYMOUTH, NH	MOCCIO, JAMES	MOCCIO, KASEY
BOULANGER, SETH OWEN	5/1/03	LITTLETON, NH	BOULANGER, STEVEN	BOULANGER, KATHLEEN
MARDIN, KALEB SHEA	5/6/03	LEBANON, NH	MARDIN, JOSH	MARDIN, JENNIFER
BROWN, COOPER GRAY DOW	5/13/03	LITTLETON, NH	BROWN, CAMERON	BROWN, MICHELLE
HARTFORD, TYLER ANDREW	5/31/03	LEBANON, NH	HARTFORD, RICHARD	HARTFORD, BARBIE
TYLER, ISABELLE AUDREY	6/12/03	LITTLETON, NH	TYLER, ROBERT	TYLER, JASMINE
PARADICE, PARKER THOMAS	6/14/03	LITTLETON, NH	PARADICE, CHARLES	PARADICE, KATHLEEN
PIETTE, ISAAC ERIC	6/17/03	LITTLETON, NH	PIETTE, JOHN	PIETTE, PEGGY
PIETTE, EVAN MATTHEW	6/17/03	LITTLETON, NH	PIETTE, JOHN	PIETTE, PEGGY

RESIDENT BIRTH REPORT

01/01/2003 - 12/31/2003

--LITTLETON--

Child's Name	Date of Birth	Place of Birth	Father's Name	Mother's Name
HAMILTON, JASON SCOTT	6/17/03	LITTLETON, NH	HAMILTON, SCOTT	HAMILTON, TIFFANY
STURGILL, DYLAN ONEILL	6/22/03	LITTLETON, NH	STURGILL, DANIEL	STURGILL, BARBARA
CRONIN, ISABELLA CELESTE	7/1/03	LITTLETON, NH	CRONIN, MICHAEL	CRONIN, ANN MARIE
POULTON, KELSIE ROSE	8/7/03	LITTLETON, NH	POULTON, PAUL	POULTON, SHANNON
ASKINS, CARL JAMES	8/20/03	LEBANON, NH	ASKINS, ERIC	ASKINS, ELVIDA
LEMAI, THEODORE ISAAC CARL	8/24/03	ST JOHNSBURY, VT	LEMAI, CURTIS	LEMAI, SALLY
DEXTER, KYLE BRENNAN	8/27/03	LITTLETON, NH	DEXTER, CURT	DEXTER, CHERYL
WOOD, FAITH MARGARET	8/31/03	LITTLETON, NH	WOOD, JODY	WOOD, BETHANY
RIDLON, JAIDEN PAIGE	9/9/03	LITTLETON, NH	RIDLON, SCOTT	RIDLON, CHARAY
HADLOCK, COLE ROBERT	9/12/03	LITTLETON, NH	HADLOCK, CASEY	HADLOCK, KELLY
SYLVESTER, MARSHALL JEFFREY	9/25/03	LITTLETON, NH	SYLVESTER, JEFFREY	SYLVESTER, JESSICA
KELLY, MATTHEW PATRICK	10/4/03	LITTLETON, NH	KELLY, MICHAEL	KELLY, JAIME
FOSTER, ADRIENNE JUDITH	10/23/03	LITTLETON, NH	FOSTER, FERNE	FOSTER HILLARY
CARBONNEAU, MADELINE ELLEN	11/8/03	LITTLETON, NH	CARBONNEAU, MICHAEL	CARBONNEAU, JENNIFER
RANKIN, DELANEY MADISON	11/18/03	LITTLETON, NH	RANKIN, DEANE	RANKIN, SANDRA
BROWN, SARA EVELYN	11/27/03	LITTLETON, NH	BROWN, DOUGLAS	BROWN, NINA
PIKE, RILEY ALEXIS	12/1/03	LITTLETON, NH	PIKE, JASON	PIKE, CANDICE
DAIGLE, KAELENN PAMELA	12/28/03	LITTLETON, NH	DAIGLE, MARC	DAIGLE, KATHLEEN
COULSTRING, ALYSSA JAMES	12/31/03	LITTLETON, NH	COULSTRING, EDWARD	COULSTRING, ANNE

I hereby certify that the above is correct according to the best of my knowledge and belief.

JUDITH F WHITE

LITTLETON TOWN CLERK

RESIDENT DEATH REPORT 01/01/2003 - 12/31/2003 --LITTLETON--

Decedent's Name	Date of Death	Place of Death	Father's Name	Mother's Maiden Name
GAGNON, ALICE D.	1/1/03	LITTLETON, NH	HALL, HENRY	GADBOIS, AGNES
JACKSON, ALICE J.	1/7/03	WHITEFIELD, NH	BROWN, HOWARD	STEVENS, JOSEPHINE
BOLDUC, CHARLES J.	1/23/03	LITTLETON, NH	BOLDUC, ARCHIE	SHARMAN, ELMIRA
LARRIVEE, JEAN A.	1/24/03	LITTLETON, NH	HARVEY, THEODORE	PATTEN, ETHELYN
SIMMONDS, EVELYN	1/25/03	MANCHESTER, NH	POLLARD, LUTHER	LAMBIE, JESSIE
LARRIVEE, LORRAINE P.	1/26/03	LITTLETON, NH	HOOKER, ALLEN	SOMERS, RENA
RAYMOND, KAREN T.	1/29/03	LEBANON, NH	PAGE, FRED	QUIMBY, SANDRA
RICHARDS, EDWIN W.	2/3/03	LITTLETON, NH	RICHARDS, WINSTON	LECLAIR, ABBIE
MACIVER, GLEN G.	2/4/03	LEBANON, NH	MACIVER, JOHN	WILLEY, NORMA
EDWARDS, EDNA F.	2/7/03	LITTLETON, NH	MCKEAN, LEE	EASTMAN, MAUDE
PRESLEY, PEARL B.	2/10/03	NORTH HAVERHILL, NH	KELLY, HENRY	PILLSBURY, FLORA
TUCK, CHARLES E.	2/17/03	LEBANON, NH	TUCK, JOHN	WEST, SERVINA
HIGHAM, EVERETT J.	2/25/03	LITTLETON, NH	HIGHAM, EVERETT	GILLAN, MABEL
MOODIE, RALPH B.	3/7/03	LITTLETON, NH	MOODIE, JOHN	STONE, BERNICE
LOUIS, MATTHEW D.	3/8/03	LEBANON, NH	LOUIS, DARRELL	HAUSER, SHERYL
CURRAN, KENNETH E.	3/12/03	LITTLETON, NH	CURRAN, MITCHELL	BAKER, GERTRUDE
BEAN, LAWRENCE E.	3/15/03	FRANCONIA, NH	BEAN, HARRY	BLAKE, GOLDIE
LABONTE, LEO A.	3/26/03	CONCORD, NH	LABONTE, JOSEPH	AUDIBERT, ROSE
MOORE, VIOLA S.	3/30/03	LITTLETON, NH	FRIEDMANN, PAUL	KLOIBER, THERESA
KNOPF, BETTY G.	4/3/03	LITTLETON, NH	GREEN, TROY	WHISNANT, PRUDENCE
MILES, SUSAN D.	4/13/03	LITTLETON, NH	ALLAIRE, ANDREW	HUOT, HELEN
HARRIS, KATHLEEN K.	4/16/03	FRANCONIA, NH	KALLUM, CHARLES	SIMMONDS, RUTH
MORTON, RUTH J.	4/21/03	LITTLETON, NH	POUPARG, EDWARD	WOODS, GERRY
LEWIS, ELVA J.	4/23/03	LITTLETON, NH	ASH, ALBERT	NOYES, RUTH
MOHR, C ETHEL	5/20/03	WOODSVILLE, NH	FORSBERG, CHARLES	SANDERSON, SARAH
PEASE, PRISCILLA I.	5/25/03	LITTLETON, NH	NASH, BURLEIGH	SAVAGE, CARRIE

RESIDENT DEATH REPORT

01/01/2003 - 12/31/2003

--LITTLETON--

Decedent's Name	Date of Death	Place of Death	Father's Name	Mother's Maiden Name
BEAULIEU, ALMA G.	5/26/03	LITTLETON, NH	ROYCE, FREDERICK	BLANCHARD, ELLEN
LEFEVRE, HENRY E.	6/5/03	LITTLETON, NH	LEFEVRE, HARRY	CORRIVEAU, GENEVIVE
PARKER, DENNIS F.	6/17/03	LITTLETON, NH	PARKER, FRED	PETERSON, PEARL
STARK, FREDERICK W.	6/24/03	FRANCONIA, NH	STARK, FRANK	CHAMBERLIN, CHRISTIE
BOISVERT, DANIEL	6/25/03	LITTLETON, NH	BOISVERT, NAPOLEAN	BROUILLETTE, ANNA
COUGHLIN, DAVID P.	7/6/03	LITTLETON, NH	COUGHLIN, DAVID	FANNON, SARAH
SANTY, THELMA C.	7/10/03	NORTH HAVERHILL, NH	DEMERITT, GEORGE	MUZZY, CHRISTINE
MACKAY, ALLEN R.	7/17/03	LITTLETON, NH	MACKAY, ALBERT	NASON, DELIA
KNOPF, BERTRAM	7/20/03	LEBANON, NH	KNOPF, HENRY	MICKENS, LOIS
FITTS, ROBERT B.	8/8/03	LITTLETON, NH	FITTS, SAMUEL	BEGIN, EMELIA
KING, ELIZABETH B.	8/12/03	LITTLETON, NH	KING, CHARLES	FELLOWS, BEATRICE
VAN NOSTRAND, VERA D.	8/17/03	LITTLETON, NH	DURKIN, JOHN	UNKNOWN, SARA
SHAW, JOAN R.	9/14/03	LITTLETON, NH	BARKER, JOHN	ALBRO, CATHRYN
LEACH, ROY B.	10/13/03	FRANCONIA, NH	LEACH, GEORGE	HOYT, LILLIAN
LEWIS, HELEN L.	10/16/03	LITTLETON, NH	MARSHALL, ROLAND	LAKEWAY, VERA
SENCABAUGH, GLORIA J.	11/2/03	LITTLETON, NH	AKERLEY, BENJAMIN	COOKE, LOUISA
SANBORN, GRACE T.	11/4/03	LEBANON, NH	TOWNE, WILLIAM	NORTHROP, ROSE
SIMONDS, EDWARD M.	11/7/03	LITTLETON, NH	SIMONDS, ERROL	CHAMPAGNE, ANNA
HARRIMAN, FRANCIS S.	11/13/03	LITTLETON, NH	HARRIMAN, ROY	PLACEY, BERTHA
GAGNON, JOSEPH E.	11/15/03	LITTLETON, NH	GAGNON, EUCLIDE	LAFRANCE, EMILIA
VIGNEAULT, OLIVIA I.	11/21/03	FRANCONIA, NH	QUAIL, CHARLES	LUNA, MARY
THOMA, JANE	12/24/03	LITTLETON, NH	OLIVA, JOSPEH	CENTO, CATHERINE
HOOK, BEVERLY	12/26/03	LANCASTER, NH	LANNING, EARL	SMITH, LEOTA
SANBORN, LESLIE W.	12/27/03	FRANCONIA, NH	SANBORN, PHILLIP	BROOKS, EMMA
BOCASH, MICHAEL K.	12/29/03	LITTLETON, NH	BOCASH, WILLIAM	SANTAW, ZILDA
BRUNETTE, RONALD J.	12/30/03	LITTLETON, NH	BRUNETTE, FRANCIS	CATON, ESTELLE

I hereby certify that the above is correct according to the best of my knowledge and belief.

JUDITH F WHITE

LITTLETON TOWN CLERK

Littleton Water and Light

This year marked our 100th Anniversary. At the town meeting on March 10, 1903 the citizens of the Town of Littleton voted to establish and acquire a water and electric light plant. The selectmen, wasting little time, appointed Daniel C. Remich, Myron H. Richardson and Frank M. Richardson to serve on the first officially recognized board of Water and Light commissioners on March 16, 1903. The accomplishments of this first board of commissioners are remarkable when you consider that they started from humble beginnings and a system in need of major attention. Those first fledgling years of our existence, over one hundred (100) years ago, have helped to define what we have become today as a department.

Considering the volatility of today's energy market(s) and the many regulatory issues surrounding our everyday work, we are all so very grateful that our town's leadership was forward thinking and ahead of it's time. Their leadership has placed the Department on solid footing for start of our next one hundred years of service to the community.

This past summer, the Department hosted a customer appreciation open house event in recognition of our anniversary. In July, staff members with assistance from the Commissioners cooked lunch, conducted hourly drawings, pamphlet containing information on electrical safety, water and energy conservation were for the taking and several door prizes were given away.

A new, user-friendlier World Wide Web (www) site, designed and maintained by the locally owned and operated NotchNet, was activated at www.littletonwaterandlight.org. This new format allows for easy access by the Department to keep the information current with frequent updates. Judging from the activity registered each month by the number of "hits" received; we believe that the development of our web site to be a good investment in communications.

In addition, Advanced Graphics, another locally owned and operated business developed a new department logo. In time, our new logo will become visible on our fleet and department correspondence.

Water

Noteworthy water improvement projects completed in 2003 included the installation of a new eight (8) inch water main at the top of Elm Street. The line connects the top of Elm Street to School Street just below the reservoir. This new line will increase the availability of large volumes of water needed for fire suppression and give the Department another means to fill the reservoir, when needed.

Facilitated by the hard freeze that drove the frost down last spring the Department replaced several water service lines on Washington Street and throughout the rest of town. This task was made much easier by the excellent cooperation and teamwork that the town's contractor demonstrated on Washington Street (sewer line replacement project).

A new utility building was built on the Trudeau Road in Bethlehem across from the Ranger station. This building is utilized as a monitoring station and is a requirement for the Department under the federal Safe Water Drinking Act to monitor the quality and characteristics of our drinking water.

Customers can expect to see the water tariff for 2004 increase by 4.8 %. The impact to the majority of our customers will be around sixty- cents (\$0.60) a month.

The water system continues to be in compliance with the Safe Water Drinking Water Regulation and Surface Water Treatment Rules of the U.S. Environmental Protection Agency and the NH Department of Environmental Services.

Littleton Water and Light

Electric

In April of 2003 the department stopped collecting the bond charge. The Department was able to stop collection two (2) years in advance of fulfilling our obligation to the NH bond bank. All our customers realized an immediate rate reduction of 1.6 cents per kilo-watt-hour or 19% for residential and commercial class accounts and a 25% savings for our industrial class customers.

The Department has continued with the 5-year electric construction work plan and in May 2003 ground was broken on the new Westside substation located on the St. Johnsbury Road near the Williams Road. We expect to place the substation in service by late spring or early summer of 2004. Department line bucket trucks were often seen on the St. Johnsbury Road working the overhead distribution system. Higher load are anticipated throughout the circuit that will be supplied by the new Westside substation and in particular this section of line, Department personnel have been busy upgrading the wire and equipment capacity.

Capital improvement project scheduled for completion in 2004 include the final upgrade to the overhead electrical circuits surrounding the Cottage Street, High Street and Pleasant Street areas.

The Department entered into the Automatic Meter Reading (AMR) age with the purchase of new state of the art meter reading software and supporting hardware. Utilizing this technology, department personnel can read an electric meter from distances in excess of a thousand feet or more.

The time saved by a department person, not walking to your electric meter is more efficiently spent doing needed support maintenance activities and installing more AMR-ready meters on the system. LWL personnel have reported terrific results using this new technology. There are currently approximately two hundred (200) of these AMR capable meters on our system and the Department intends to aggressively add to this number in 2004.

We would like to thank budget committee members John Pilgrim, Rodney Trahan, Commissioner Donald Craigie, Commissioner Perry Goodell and Commissioner Eddy Moore for their assistance in preparation of the 2004 department budget.

Also, we appreciate the continued support of the Town of Littleton's administration, especially the Department of Public Works for their assistance throughout the year and the Littleton Police and Fire Department for traffic control and responsive, reliable dispatch services.

Finally, we owe a debt of gratitude to Donald Craigie (2004), Eddy Moore (2005) and Perry Goodell (2006), for their time, effort, leadership and guidance that they have invested as Commissioners of the Littleton Water and Light Department, on behalf of the Town of Littleton, its customers and employees.

In closing, we invite your participation at the Commissioners public meetings held the first and third Monday's of the month and invite your feedback to us at any time as to the effectiveness of our services to you.

On behalf of the Board of Commissioners and the employees of the Littleton Water & Light Department, it has been our honor to serve the Town of Littleton and our customers for the past 100 years.

Respectfully submitted on behalf of the Littleton Water & Light Department.

Thomas F. Considine
Superintendent

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Littleton Public Library

The library offered a variety of programs for children and adults. Children's programs included two six-week reading incentive programs; Polar Pals in January/ February, and the Summer Reading Program in June/July. Toddler Tales and Preschool Story Time were held Wednesday and Thursday mornings, respectively, throughout the year. Attendance at the children's programs in 2003 was over thirty-three hundred. Programs for adults included the Brown Bag Book discussion that met the third Tuesday of each month, and the New Hampshire Humanities Council sponsored book discussion, "What Is New Hampshire Reading?" The library and Village Book Store sponsored a variety of activities and events for "TV Turn Off Week" in April.

The library held two successful fundraisers; the Annual Library Book Sale in September, and the Annual Fund Drive. Proceeds for the Annual Fund Drive are used to purchase books and maintain the art collection.

Last year 2,568 materials were added to the library's collection, and 2,212 materials were withdrawn. At the end of 2003 library holdings of print and non-print materials totaled 47,051. The number of items borrowed from the adult collection was 24,567, and the number of items borrowed from the children's collection was 15,881 for a total circulation of 40,448. At the end of 2003 there were 2,100 resident library card holders, and 363 non-resident library card holders.

The library has the following materials for loan: books, audio books, magazines, videos and DVDs. The library will make Interlibrary Loan requests to other libraries for material not in its collection. Research assistance is available for all age and education levels. Computers are available for word processing and Internet access. The library has a Special Collection of New Hampshire books, periodicals, and local newspapers on microfilm available for history and genealogy research.

Library staff and trustees express their deep appreciation to the volunteers, organizations, and businesses that contributed so much to the library with their gifts of time, funds, and services. Library staff and trustees also thank the other town departments for their cooperation and assistance, and the citizens of Littleton for their continued support of the library.

*Respectfully Submitted,
Jeanne Dickerman
Director*

Park Commissioners

The Littleton Parks and Recreation Department had another great year in 2003. Our facilities and playing fields were utilized by many groups of all ages this past year. Our newest practice field saw its first use this fall. The soccer field on Brickyard Road allowed youth soccer and Varsity soccer players a place to practice while taking some stress of the overused Apthorp field. Thanks again to the Littleton Water and Light Department and Jeff Brammer and family for allowing us to use a portion of land that they own for this great field. This is a great addition to the growing number of athletic fields in Littleton.

As always, Remick Park is the envy of all visiting teams. Mike Spaulding worked his magic again this year and made Remick one of the best multiuse fields in Class M sports in NH. Many thanks as always to Mike and his helpers for a job well done.

The summer program saw another year of growth in attendance this past summer. More and more local youth take advantage of this great program. We extended the program an extra week this year and had record numbers of participants. We also brought back the extended day camp to help working parents have a structured place to send their children. Crystal Blaisdell, Ann Champagne, Erica Antonnucci and the rest of the park staff did an outstanding job.

Many thanks to the 2003 pool staff for another good season. We offer affordable swim lessons to all levels of students as well as many hours of free swim time.

We want to thank a list of people that assist the parks in making the facilities what they are. Clint Clough donates his tractor to allow use the zamboni to smooth the ice rink. Many thanks to Lucy Magoon for her unending devotion to the beautification of Littleton. Thanks need to go to Dodge Contracting, Von's Auto, and the Highway Department for their assistance during the year. Thanks to all those involved in bringing the summer concerts to the gazebo again this past summer. It is such a great venue and we are thrilled it is so well received.

As the Parks and Recreation department grows and takes more programs under its wing the need for a full time Activities Director in Littleton is more evident. We need one year round person to coordinate all the programs offered and find a way to add to the list of opportunities for juniors, adults and senior members of Littleton. Help us in that goal and vote in the position at Town Meeting.

Respectfully submitted

Jon Wood

Todd McKee

Mark Driscoll

Littleton Park Commissioners

Littleton Conservation Commission

Three members of the Conservation Commission were reappointed this year: John Blake, Gwen Howe, and Charlie Richey. The Commission continued to review permits for any development impacting a wetland, making recommendations to the state Wetlands Bureau. In addition, Commission members monitored conservation easements that have been specifically donated to its care.

Care and maintenance of the town's three natural areas is another job of the Commission. Large boulders and gravel were added to the parking area at The Dells, and stone steps were built to the fishing area, thanks to Dottie Corey. Commission members met with Northam Parr, County Forester, at The Dells in September. His overall impression was that The Dells is in fine shape for a mature forest. The diversity of species and multi-age aspect of the area is a plus for wildlife. He agreed that dead trees that pose a hazard to pedestrians should be removed.

New signs, water bars and stone steps were added to the Pine Hill trail. Commission member Bill Nichols continues to work closely with high school students and their teacher, Bill Church, to put physics concepts to use while upgrading the trail. New benches on the Kilburn Crag trails have seen some use this year.

The Commission sponsored two students to attend the Barry Conservation Camp last summer. Morgan Parker participated in the Hunter Safety and Let's Go Fishing programs while Katie Panzino enjoyed hiking and canoe safety. Both girls reported to the commission, sharing photographs and memories.

*Respectfully submitted,
Pricilla Didio, Secretary
For Wendell Lucas, Chairman*

Animal Control

Randy and Mary Whiting
Littleton Pet Center & Kennel, Inc.

Stray dogs, injured animals, barking nuisances, dog bite situations, abandoned pets, unlicensed dogs, these are a few of the daily calls received by Randy and Mary Whiting of Littleton Pet Center and Kennel, offering Animal Control Services to the townspeople and the pets of Littleton. Rarely a day goes by when someone doesn't call with a concern or problem regarding their pet or a neighbor's pet. We respond to questions regarding all types of domestic, as well as some wildlife situations.

What happens when your door is accidentally left open, and your dog runs free? The best chance for their return to you is to have them properly identified with name tags, rabies vaccination tags, and a current town license. The first call you need to make is to your local police department or animal control services to make us aware of the missing pet. When we must pick up a stray dog who has no identification, that dog will then be safely cared for at the kennel until the owner can be located; therefore, the more identification you have on your dog, the sooner we can return your pet to you.

During the year 2003 we responded to 124 incidents of animal control, including dogs, cats, horse, cows, raccoon, skunk, and squirrel. We continue to assist with the town licensing program; of which there were a total of 1,129 licensed dogs. It is interesting to compare this licensing figure with our first year of animal control services for the town of Littleton in 1994 when there were only 335 licensed dogs registered in the town of Littleton. We also assisted many situations by phone calls that didn't require us to respond physically to a location.

We would like to thank the townspeople for their support of town animal control, and we will continue to help in any way we can to implement the town and state laws regarding animals, and to offer quality care to all pets who come to our facility to keep them safe and warm until their owner is located, or if a dog is unclaimed; a new home is found. We will continue to serve the pets of our community for their welfare, and of the welfare of the community.

Respectfully submitted,

*Randy and Mary Whiting
Animal Control Services*

Town and School Collaboration

Over the past several years we have been working to build collaborative links between the town and the schools. We believe that engaging students in exploring real-world community issues provides them with a contextual anchor for their education, and provides the community with fresh ideas and perspective. We have found that when students do work that matters outside the classroom walls, they get more engaged in their schoolwork, and develop a deeper connection with their community. Additionally, the community benefits from the ideas and contributions the students offer.

This year, some of the projects that drew on Littleton's Town-School links include:

Hydrology in the Chemistry Class

In the fall of 2003, Erin Andrus's chemistry classes focused on Littleton while they studied hydrology. Some students met with representatives of Littleton Water and Light to learn about how Littleton's water goes from the mountains to our homes and then to the river. They explored the sewer systems as well. Students had a public exhibition of their work and the project was televised on Channel 2.

Main Street Sidewalk Project

The physics classes continued their work, supported by MIT, developing a system to melt snow on Main Street sidewalks using alternative energy. Over 20 local residents contributed time and expertise as mentors to the project. A prototype was installed at the entryway to the renovated high school, and students are collecting and analyzing data to determine the feasibility of installation for Main Street.

Investigating the Salt and Sand Content of Stormwater Runoff

Jennifer Hepburn, in collaboration with the highway department, led several students in a project that explored the effect of salt and sand application on the water quality in the Ammonoosuc River and Curtis Brook.

Investigating the Acoustical Challenges at Littleton Regional Hospital's Billing Office

Bill Church's physical science class at the high school worked with Littleton Regional Hospital to explore the acoustical problems at the billing office (lack of soundproofing presents difficulties during telephone calls). The class conducted experiments and presented officials at the hospital with possible solutions.

Developing an Ammonoosuc Valley Recreation Map

Tom Schubert's students in the GIS program are hard at work developing an Ammonoosuc Valley Recreation Map. This map will have two versions: Winter Trails and Summer Trails. It is intended to combine information about scenic and interesting activities for visitors to the region.

The "Small Town" Documentary Video Series

Students in the REACH Program have begun videotaping, editing, and producing a series of documentary videos about Littleton. They are starting with the municipal offices and plan to continue with local residents and businesses.

The High School Marketing Program and the Chamber of Commerce

The High School Marketing Program has developed a relationship with the Littleton Area Chamber of Commerce to work together on several projects. The idea is to provide students with authentic challenges of business marketing while supporting local businesses.

*Respectfully submitted,
Tim Breen*

Model Community Project

The Littleton Model Community Project is a three-year, grant funded project of the Town of Littleton aim at creating lasting changes that support the rights of people with disabilities to live in their own communities. In the town of Littleton, about one in five residents is living with a disability. The rate of disability among youth and older adults is higher than the state and national averages.

This segment of the population represents an important, and often untapped, social and economic force in the community. The Town of Littleton, the North Country Health Consortium, and other groups and volunteers involved in this process are committed to making Littleton's shops, sites, and services accessible to all residents and visitors.

In the last 12 months Littleton Model Community Project has accomplished the following:

- Assessed the current level of accessibility of all public facilities, programs, and information.
- Designed a transition plan to address and remove barriers to municipal offices and programs.
- Provided information to area employers on supports and incentives available to businesses that employ individuals with disabilities.
- Created an Incentive Grant for organizations and businesses who want to make capital improvements to increase accessibility to their goods or services.
- Trained community members to provide accessibility evaluations to organizations and businesses.
- Provided local and regional demographic data that supports the need for accessible facilities, services, programs and housing, as well as demonstrates the positive economic impact that increasing accessibility will have on the community.
- Conducted research into the barriers that exist for residents and visitors with disabilities to participate in all that the community has to offer.
- Begun a survey into the accessibility of local sites and attractions in order to promote the region to visitors with disabilities, their friends and families.
- Developed a survey in cooperation with the Committee for Public Transportation in the North County to find out what kinds of transportation options will be most useful to Littleton residents.

In the next year, The Model Community Project plans to:

- Give away \$10,000 in grants to local businesses and organization to help improve the accessibility of buildings in the community
- Work with Town departments to improve the accessibility of public buildings throughout the town.
- Promote the accessible sites and attractions of Littleton to potential visitors via web marketing and print media.
- Create a service exchange network called White Mountain Time Dollars, through which regional residents can help others and receive help.
- Conduct a feasibility study for developing a small business incubator that will support entrepreneurship in the community.

For more information, please contact Nicole LaPointe at 444-3996 ext 27

Town Building Restoration

Economic uncertainty and questions regarding the future location of the Police Department were major factors contributing to defeat of the proposed restoration plan in 2003. However, valuable feedback from this vote guides our efforts in preparing for a future proposal.

A review of existing cost estimates for municipal office space and other building upgrades for occupancy occurred. This review was completed by contractor Daniel Hebert, Inc., and architect Robert Bast - at no cost to the town or committee. Occupancy cost for municipal offices is now an estimated 1.5 million dollars.

In an effort to further reduce cost to the taxpayer, the committee began researching potential Opera House rehabilitation grant funding sources on the regional and national level. Through the generosity of The Village Bookstore, an intern was provided to assist in research at Lamson Library, Plymouth State University. Eleven sources were identified and forwarded to the Town Manager for further action.

A building repair list was developed to focus on small needs that could be met within the existing maintenance budget. The committee wishes to thank Littleton Home Decorating for the donation of funds for the expense of new paint applied to the Union Street entrances. Committee members took matters in their own hands and cleared the stage, adjoining side room and stairwell, of accumulated clutter and debris, allowing for better use of this space. Sidewalk repair around the building is anticipated during the upcoming reconstruction of Main Street. Further work on the repair list will take place this year.

It is gratifying to note that some recommendations in the " Plan for Operation and Organization," presented in May 2003, by graduate students from the Small Business Institute at Plymouth State University, are already in place, or in the works. This report surveyed similar facilities in New Hampshire and Northern New England, offering ideas that will be of help in our efforts.

The committee recommends to the Town Manager, a revision to the current Opera House rental fee structure and rules. It is hoped these changes will pay for cleaning and other operational expenses incurred by non-governmental users. A more comprehensive rental agreement should provide greater control over the facility, and eliminate some concerns that were raised this past year.

As one can see from these highlights, 2003 was busy with many small improvements made. The building, however, remains a challenge to the town in its current state without a major upgrade.

In conclusion, I wish to thank the committee members for their ongoing efforts. Now more than ever, with Littleton facing unprecedented commercial development, the community must invest in cost effective preservation of this unique, multi-purpose building for our downtown to remain strong. The economic and social dividends will be paid in the years ahead.

Respectfully submitted,

Daniel Stearns
Chairperson

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TCSP Project

The current contract between the Town of Littleton and the New Hampshire Department of Transportation for the Transportation and Community System Preservation Program (TCSP) was initiated in the fall of 2002.

The first four months of the project were primarily dedicated to project development and organization of the project team and local community members. MRI was hired in February 2003 to manage the project. We also hired Project for Public Spaces, one of sixteen firms that submitted proposals to be the lead consultant. We also established a steering committee consisting of local leaders. The community was divided into five areas or nodes and local advisory committees were established around these areas. In order to effectively gather input from the public and keep them apprised of progress, we added a communication coordinator to the team. Beaverbrook Publishing (Jim McIntosh and Dave Willis) was selected as the communication coordinator with their primary role to keep the public informed.

The next eight months were dedicated to collecting data about the community through a series of public meetings. "Through a series of public workshops, interviews and observations, PPS began to develop a community picture of each of the study areas. Each has its own character and plays a special role in the lives of Littletonians and the many visitors and commuters passing through. Each area faces problems in common as well as problems that are unique to them. To generalize about them is to do a disservice; instead, through a process called Placemaking, each node was broken down and studied place by place, intersection by intersection, and residents brainstormed incremental improvements, some of them ambitious, most of them modest. By targeting these small-scale improvements, a larger vision could be articulated for each node, and eventually Littleton as a whole can benefit. Unlike traditional planning, this process would produce early actions and experiments, some implemented by the Town of Littleton, and some by private initiative. At the same time, long-term strategies emerge to help direct economic development and transportation, capital and master planning." From March 2003 through October 2003, monthly placemaking workshops were held in Littleton and in three of the four partner communities. A web site was developed to provide outreach to the public. During the summer of 2003 several experiments were set up to "test" the proposed changes prior to full construction and implementation.

Partner communities were also selected to assist with the evaluation and be a part of the placemaking process. The following summarizes the success we had in those communities:

- After a decade of disagreement between the town of Meredith and the NHDOT, they are now looking at an experiment and an amenable solution to a problem intersection.
- Gorham is working with DOT to create a bike/pedestrian lane on the Berlin Gorham Road.
- Tamworth and the DOT district office are working on an experiment to calm traffic through Chocurua Village.
- DOT is training their engineers on the context sensitive design, utilizing Littleton as an example.

PPS took the lead in the local forums as well as the partner communities listed above. PPS has educated the community on context sensitive design, utilizing their placemaking process to encourage local citizens to think about the possibilities and what they want their community to be, they are currently summarizing this information into a series of recommendations that will be presented at the March 29 public forum. Our contract with PPS is for \$204,033 and we have spent \$182,600 through January 2004.

Jeff Taylor has been meeting with the planning board and completing draft chapters of the master plan at the rate of 1 or 2 per month. This will continue until this summer at which time the master plan will begin to be assembled and Jeff will begin working on the capital improvement plan. Jeff was also involved in the numerous public input sessions in Littleton and the outreach for the partner community of Berlin and Gorham. Jeff Taylor's contract with the town is for \$47,400 of which \$35,400 has been spent through January 2004.

TCSP Project

VHB was hired in July 2003 to work with the project team, much as the traditional engineer / landscape architect work together in a more typical project. VHB's expertise was utilized to develop solutions to the problem areas and to put into reality the ideas that they heard from the public. To date, VHB has been involved in several public informational meetings, the Berlin-Gorham road, the development of experiments for Cottage St and Lakeway elementary school as well as the development of a concept plan traffic continuation plan and parking plan for Main Street. Once public concurrence of the plans is established at the March 29 meeting, they will begin preliminary design. The Town has a contract with VHB for \$111,500, of which \$45,100 has been spent through January 2004.

Beaverbrook publishing was hired in April 2003 and have used a team approach to providing the necessary communication to the general public. Dave Willis and Jim McIntosh have provided assistance with meeting setup and invites, documentation of the meetings through meeting minutes, one-on-one meetings with merchants and concerned citizens to discuss the project, press releases, newsletter, updates of the web site. Dave will follow this up with assistance to Plymouth State University on the evaluation of the project. The communication contract is for \$50,000 of which \$42,000 has been spent through January 2004 plus there is \$20,000 remaining in the evaluation budget.

People GIS was added to the team in April 2003 as the technology consultant, this contract is for \$55,000 of which \$32,000 has been spent. Kevin Flanders has provided the team with interface to the town's GIS system, spherical photos of Main Street, management of the data and generation of necessary maps and coordination of web based conference calls. In general, Kevin has provided the technology to keep this project moving as well as the ability to organize the data.

Municipal Resources Inc, provides the overall project management and direction from project inception through completion providing the services of Don Jutton (\$68,300) and Cathy Conway (\$43,680). Work includes coordination with DOT, project schedule and budget, control and coordination of the consultant team, coordination with other initiatives in the community, scheduling and coordination of the partner community projects, oversight of the evaluation process by Plymouth State University, development and submission of monthly reports to DOT, and attendance at work sessions and public meetings. The contract is for \$112,000 and there is a balance of \$38,000.

Two experiments were installed in town based on recommendations from PPS. The cost for Pleasant Street was \$3900 and the cost for Cottage Street was \$10,200. This included material and installation costs. In addition, \$5000 was contributed to the high school heated sidewalk experiment. We have budgeted \$35,000 for experiments, therefore there is a balance of almost \$16,000.

Numerous pieces of equipment have been purchased for the town as part of the project. These include a digital camera, projector, ortho photos of the town and a traffic counter. Approximately \$9500 has been spent with \$4000 remaining.

Although we do not do cost accounting for the various aspects of the project, we have estimated the grant allocation as follows:

- Partner Communities 25%
- DOT and Regional Planning Context Sensitive Design Training 10%
- Municipal Masterplan Update 7%
- Main St. Planning 20%
- Cottage St., Meadow St., Union St., West Main St. and River front Planning 20%
- Main St. Preliminary Engineering 15%
- Evaluation 3%

Ross Ambulance

To The Town Manager, Select Board, tax payers and residents of Littleton,

Thank you for the opportunity to serve the Town of Littleton in 2003. Ross Ambulance Service responded to 1324 calls for service in 2003. Calls in Littleton represent about 63% of this total at 836. Of the 836 calls for service 362 were emergency transports, 173 were patient transfers. The remaining calls did not result in the transport of a patient.

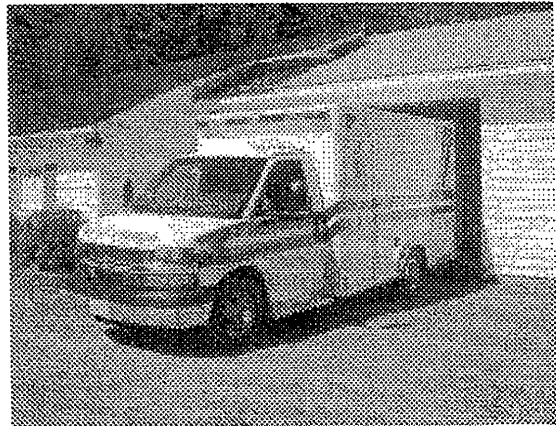
In addition to responding for people who require transport to the hospital we standby for firefighters at major fires and assist people in their homes when called. We also provide members of the community with CPR training. We are a ride site for E.M.T. students at all levels. We also provide internship and job shadow opportunities for the allied health program and the Hugh J. Gallen Vocational Center.

Providing educational opportunities to new and future E.M.T.s is very important to us for many reasons. For an E.M.T. to respond with a Ross Ambulance he or she must be knowledgeable, skilled and experienced. The knowledge and skills can be learned in a classroom; however, the experience to use them well is best gained from experienced providers.

2003 Chevrolet Ambulance delivered in March

One of the best ways for experienced providers to stay current in a constantly changing field is to teach. Reviewing the step by step process of skills learned many years ago coupled with discussing the latest study, procedure or product make the E.M.T.s that work here some of the very best in the area.

Our average response time in 2003 remained about the same as 2002 at just under 90 seconds. Most daytime responses are under 1 minute and most night time responses are 2 to 3 minutes. Response time is the time it takes for an ambulance to start driving to a call for service after the crew has been notified of the call.



We completed the purchase of a 2nd N.E.V. ambulance on a 2003 Chevrolet chassis. We also completed replacing our old defibrillators with Zoll M series defibrillator/monitors that contain some of the most advanced technology on the market today.

And finally in 2003 we moved to become HIPPA complainant. HIPPA is the Health Insurance Portability and Privacy Act. In order to meet the requirements of this act we secured our record keeping and designed a system to notify every patient of our privacy policy. There were also requirements that involved the electronic transmission of data that we needed to comply with. That said the only impact this act will have on the patients we transport is the crews will hand you copy of our privacy policy and request you sign a form stating that you have received it.

Once again we would like to thank you for choosing Ross Ambulance Service as your ambulance provider in 2003.

Respectfully Submitted,

Adam W. Smith
Manager
Ross Ambulance Service

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Littleton Area Chamber of Commerce

2003 The Year in Review

The Chamber this year has participated in the New Hampshire Department of Tourism Development's Summer and Winter New England State's promotion.

100,000 copies of the 4-color Littleton brochure were distributed throughout the state. This piece is also mailed with every visitor or relocation packet requested.

Business After Hours/Chamber Mixer continues to be a popular event and are nearly booked through 2004 and into 2005.

In May the Chamber and Littleton High school presented a Career Fair for area students. In September the Chamber and LHS formed a partnership with the Marketing Department. There are five Chamber board members plus the Executive Director on the Advisory Council.

During July and August Concerts in Remich Park took place every Friday evening. This year the Littleton Rotary Club sold hotdogs, candy and soda at the concerts. The nine concerts were sponsored by area businesses (a total of \$4,500).

Frostbite Follies Winter Carnival was a successful regional event with 8 surrounding communities involved. The evening parade and spectacular fireworks display drew a huge crowd. 2004 dates are February 6, 7 & 8 with 100 events.

The 22nd Annual Trout Tournament saw nearly 700 anglers competing for \$20,000 in cash and prizes. The 34th Annual Art Show attracted over 60 artists and hundreds of people at the new location – Mill Street riverfront.

Board member, Brien Ward, chaired a Membership Drive that brought in 39 new members.

In June Littleton won the Great American Main Street Award and Pollyanna celebrated her first anniversary. The Chamber hosted 40 Granite State Ambassadors who staff the information desk at the Manchester Airport and other information areas. Chamber Board members volunteered on AHEAD'S *"Neighborhood Works Week"*.

In 2003 Several Littleton businesses were recognized by the state, nationally and featured in various magazines.

Rita and Harold Sanders (former Littleton residents) now retired, have become the Chamber's full-time volunteers. Over 3,500 visitors were greeted at the Information Booth this year and each 500th visitor received a gift from an area business.

Two great articles on Littleton appeared in the Boston Globe and the Concord Monitor.

Littleton Area Chamber of Commerce

Littleton maps were designed by Ed Rolfe, printed locally and sponsored by Foto Factory. These have proven to be very useful and were distributed throughout Littleton and the surrounding area. The Chamber has a new interactive web site – monies for the site came from the Regatta Fund that were earmarked for promotional use by the Regatta Commodores.

CLL and the Chamber awarded four half-tuition scholarships for the Spring and Fall semesters.

The Chamber was the beneficiary of a new digital camera from Foto Factory which has made sending digital photos and starting a photo library possible.

In July the Littleton business community and the surrounding area lost a friend and fellow businessman when Barry Field was killed in a motorcycle accident. Dave Harkless, Barry's General Manager, continues to operate the Littleton Bike Shop.

The Christmas Parade, Children's Party, and the Holiday Craft Show brought several hundred into town the day after Thanksgiving.

Without the support of our town officials, Littleton Water and Light, Littleton Highway Department, Police and Fire Departments as well as our members – our successes would be few.

Respectfully submitted,

*Georgia A. Golden
Executive Director
Littleton Area Chamber of Commerce*

Littleton Main Street Inc.

The highlight of 2003 for Littleton Main Street, Inc. was winning the Great American Main Street Award in May from the National Trust for Historic Preservation and the National Main Street Center. Littleton was one of five communities recognized in 2003 by these prestigious organizations. The outpouring of congratulations from town residents was heartwarming during the parade down Main Street and the celebration at the Opera House.

Thousands of volunteer hours have gone into strengthening downtown Littleton as a commercial center and focal point for celebrating the history of the town. The board and committee members and community volunteers who have contributed time and financial resources to that effort since LMSI was established in 1997 can take pride in the GAMSA achievement. Some communities work for many more years to achieve this honor. In 1992, downtown Littleton had 17 vacant storefronts; today there are only two, and there is a waiting list for space.

Why is this important? Because downtown is the heart of our town – it is the place we use to identify ourselves as a community. It is where many of our longstanding institutions exist, such as our churches. Downtown is where nearly everyone comes together at some point to socialize – on the steps of the post office, in the bank lobbies, in our locally owned restaurants. National surveys tell us that money spent in those businesses is more likely to be reinvested within the community, strengthening the town economically.

The question now is: where do we go from here? What new achievements can we set our sights on? There is still plenty of work to be done. The first six years of Littleton Main Street's work has been highly visible – the design grants, flower box program, the historic plaques and walking tour, the sculpture program and subsequent commissioning of the Pollyanna and the community mural, to name a few. Much of the valuable work that LMSI has done is not as visible – such as consumer surveys to determine what kind of consumer goods visitors to downtown are looking for – work that is valuable in strengthening the economic health of Main Street businesses.

In the coming months Littleton's Main Street will face one of its biggest challenges in recent memory when construction begins to upgrade Main Street using state and federal grants through the Transportation and Community Systems Preservation (TCSP) program. Making sure that our businesses not only survive that ordeal, but finding ways to help them thrive is the number one priority of the LMSI board and committees for the next two years.

Main Street is very much like any shopping mall – it requires constant tending and managing to be successful. It requires someone at the helm, making sure businesses have the resources they need to stay competitive in an evermore-competitive world. Recognition like GAMSA does not happen by itself. The accolades Littleton receives come because the town cares enough about its downtown to make sure we have beautiful banners and flags flying, overflowing flower boxes, clean streets and sidewalks and attractive stores that offer good products and good customer service.

As part of its agreement with the N.H. Main Street Center, Littleton Main Street, Inc. is required to keep track of reinvestment statistics in the downtown district. The Great American Main Street Award was based in part on the phenomenal reinvestment the town and its businesses have

Littleton Main Street Inc.

made downtown since the LMSI program began in 1997. The following reflect the reinvestment statistics from 1997 through December 2003:

Downtown Littleton Reinvestment Statistics (February 1997 – December 2003)

Private building improvements:	\$2.7 million
New construction:	\$8.8 million
Public improvements:	\$1.3 million
Property sales:	\$2.2 million
Net jobs gained:	102
Net new businesses:	60

Reinvestment ratio: 33 to 1
(Ratio of dollars spent on the revitalization effort to dollars returned)

Partners

Downtown Littleton would not thrive without the help of many, many partners. Littleton Main Street is committed to working with the community through its many organizations to strengthen the local economy.

We'd like to thank the following financial partners who contributed to the LMSI pledge drive during 2003

Community Partners: Town of Littleton, Littleton Industrial Development Corporation, and Littleton Coin Company;

Benefactors: Berlin City Bank, Connecticut

River Bank, Eames Partnership, Eames Realty and Interstate Amusement Co., Littleton Chevrolet, Laconia Savings Bank, Woodsville Guaranty Savings Bank, Passumpsic Bank and Mount Washington Hotel;

Sponsors: Irving Oil, Paul McGoldrick Allmerica Investments, Thayers Inn, Norton Pike/Saint Gobain Abrasives, Littleton Diner and Village Book Store;

Patrons: Littleton Regional Hospital, Century 21- Winn Associates, Littleton Rotary Club, The Lawton Company, Municipal Resources, Inc., Northern Acres, Union Bank, Coffee Pot Restaurant, Deacon's Bench Furniture, Elephant's Trunk, Hunkins & Eaton Agency, Lahout's North Face/Patagonia, Law office of Michael Ransmeier, Pennock's Sales & Service, Porfido's Market and Deli, Provan & Lorber, Italian Oasis Restaurant, Rabbit Hill Inn, Bishop's Homemade Ice Cream;

Friends: Edward Jones Investments, Northern Lights Music and Tile Etc.

In addition Littleton Main Street directors are grateful for the many businesses and individuals who contribute goods and services each year to keep the organization thriving. We cannot do it without great partnerships.

Littleton Main Street, Inc. is a 501 (c) (3) non-profit organization dedicated to the revitalization of downtown Littleton. LMSI is a member of the National Main Street network and the N. H. Main Street Center. Volunteers use the NMS Four-point Approach © to economic development through educating the public about the importance of preserving its historic assets, providing resources to strengthen downtown businesses and promoting the town as a destination for commerce.

Submitted by
Ruth M. Taylor,
Executive Director



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Littleton Industrial Development Corp.

The Hitchiner Manufacturing Company story began in 1985-86 when it opened an operation in Littleton – growing from 100 to as high as 750 employees when it opened a second factory on Redington Street to manufacture golf clubs. That work went to Mexico and on to China, but the core factory on Beacon Street prospered. Then in September 2001, the company President visited and announced to employees, selectmen and LIDC that the operations would cease in six to eight months.

A task force was formed to attempt to keep Hitchiner in Littleton ! Don Jutton, former Littleton Town Manager, Paul Denton, President of Northern Community Investment Corporation (NCIC), John Simpson, North Country Industrial Agent and several representatives from LIDC began a series of meetings with Hitchiner management, several heat-treat service companies, State of NH economic development agencies and state agencies responsible for a coordinated approach to training and retraining Hitchiner employees via NH State/Hitchiner joint funding programs.

In April, 2003, Hitchiner announced they were in Littleton “to stay”. The real heroes are the employees who never gave up, increased their productivity and are now reaping the benefits of training, higher salary levels, and a busy, successful employer.

LIDC Directors Ed Hennessey and Schuyler Sweet have invested many hours in an ongoing effort to create a “tri-town” economic development effort – Littleton, Bethlehem and Lisbon. A lot of the basic program has been formulated and the proposed new industrial park (Brook Road, Bethlehem) should be ready for the 2005 tri-town town meetings.

LIDC director Bob Copenhaver was the moving force behind securing purchase options on several old buildings behind the Littleton Diner. He, and others, initiated a comprehensive effort to place all utilities underground, servicing the Diner, Masonic Building, new AHEAD buildings, area street lights. The effort became a Littleton Main Street official public/private project. Involved parties were Town of Littleton Selectmen, highway department employees, Littleton Water & Light commissioners and employees, Verizon engineers and construction employees, Adelphia crews, AHEAD personnel, Corey Electric employees, and generous contributions from Ev and Bobbie Chambers, Jere and Yvonne Eames and LIDC.

The completed project won first prize in a state-wide competition among seventeen NH Main Street programs for public-private projects in each community.

Respectfully submitted,

Paul J. McGoldrick

President

LITTLETON INDUSTRIAL PARK 1974 - DECEMBER, 2003

EXPENDITURES

SOURCE OF FUNDS

	TOTAL	LIDC	TOWN	EDA	FmHA	STATE OSP
Planning/Engineers, 1973	\$ 15,000		\$ 15,000			
Phase I/Land Purchase, 1974	\$ 68,000	\$ 23,000			\$ 45,000	
Burndy Road, 1975	\$ 85,000	\$ 85,000				
Burndy Sewer, 1975-76	\$150,000		\$150,000			
Phase I/Lower Road, 1976	\$150,000		\$ 60,000	\$ 90,000		
Phase I/Interest	\$ 20,000		\$ 20,000			
Kenmartin/Water-Sewer, 1981-82	\$ 18,000	\$ 18,000*				
Phase II/Land Purchase, 1983	\$ 75,000	\$ 11,000		\$ 24,000	\$ 40,000	
Phase II/Study-Topo Maps, 1983	\$ 16,000	\$ 16,000				
Phase II/Road,Sewer,Power, Water, Drainage,Site Improvements, 1984-85	\$755,500	\$176,000	\$ 82,000	\$481,500	\$ 16,000**	
Access Road-Preliminary Engineering, 1988		\$ 20,000	\$ 5,000		\$ 15,000	
Access Road-Intermediate Engineering Rights of Way, Environmental Testing, 1990-91	\$103,100	\$ 50,000	\$ 53,100			
Bridge OFF Ramp/Access Road Clearing Footprint through landfill LIDC share - 20%, 1992-93	\$ 35,600		\$ 35,600			
Access Road to LIDC Park & Littleton Recycling Center, 1994-95	\$802,400		\$519,000			\$283,400
Phase III Existing Park Improvements, 3,300 ft. Mt. Eustis Rd. to Lisbon line, road, sewer, water, power, drainage; paving, water system, land transfers, 1994-97		\$1,592,093		\$ 92,093	\$1,500,000	
					\$3,905,693	\$384,000
\$1,026,793 \$2,110,500	\$101,000	\$283,400				
PROPERTY TAX REVENUE:						
1977-2002		\$4,271,417				
Corp.						
2003		<u>427,063</u>				
		\$4,698,480				
Administration						
JOBS/JOBS!						
2003		1,100				
ANNUAL PAYROLL						
2003		\$42,000,000				

LIDC: Littleton Industrial Development

EDA: Economic Development Admin.

FmHA: Farmers Home

OSP: Office of State Planning Grant

* Five year note fully paid

** Power Line Improvements

Annual Economic Benefit
Factor 3.0

\$126,000,000

LITTLETON REGIONAL HOSPITAL



Serving Littleton 2003

600 St. Johnsbury Road Littleton, NH 03561 (603) 444-9000 or (800) 464-7731 www.littletonhospital.org

Medical Staff Services

- Anesthesiology
- Cardiology
- Emergency Medicine
- Endocrinology
- Gastroenterology
- General Surgery
- Internal Medicine
- Neurology
- Ophthalmology
- Orthopaedics
- Otolaryngology
- Pathology
- Pediatrics
- Physiatry
- Radiology
- Urology
- VA Clinic

Plus our courtesy and consulting staff specialties.

Come join us for a tour and a cup of coffee too!

Do you want to learn more about LRH's Services? Are you a new resident and need more information about health care services? Does your business or your employees use LRH regularly? Are you searching for a physician? Please contact us for a tour of LRH. In just one hour you will see how much we have to offer. Call Gail Clark or Erin Bythewood in our Development & Community Relations Office at (603) 444-9355 to schedule your visit.

We'll treat you to a cup of coffee!



LRH OFFERS FREE CARE



In 2003, Littleton Regional Hospital provided \$899,000 in free care to patients who were unable to pay for the healthcare services LRH provided. This is an increase over 2002's free care of \$842,000.

Littleton Regional Hospital strives to consistently increase its free health care services so that we can continue to meet the needs of the North Coun-

Supporting Littleton

As LRH continues to grow and expand its services to the community, we continue to support the economic development of Littleton.

As the largest private employer in Littleton with more than 430 full and part time employees, LRH invested more than 21M in salaries and employee benefits.

Of the 67,739 admissions in 2003,

Community Benefits

In addition to the free care LRH provides to patients who are unable to pay for their care, LRH provided more than 2M in community benefits in 2003.

What are community benefits?

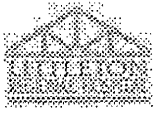
Community benefits are all of the services and programs that LRH staff supports and provides free of charge as a benefit to the communities we serve.

For example, our commitment to collaborate with Ammonoosuc Community Health Services and North Country Home Health to identify community health care needs through a Community Needs Assessment; our participation and support of the North Country Health Consortium through whom we work closely on expanded services for the community; advocacy and support for the physically disadvantaged through our support of Littleton's Model Community and their efforts to make the beautiful Town of Littleton accessible for everyone.

What community benefits did LRH provide in 2003?

- Care-A-Van Services
- Paramedic Intercept Program
- Lifeline Program
- Sharps Disposal Program
- CME North Country NH EMS Training
- Pharmacy support to EMS providers
- Women's Health Conference
- Student Educational Fairs
- Bridge to Wellness Series
- Youth Group Tours & Teddy Bear Clinics
- Free health related education
- And, much more.

LITTLETON REGIONAL HOSPITAL



Serving Littleton 2003

600 St. Johnsbury Road Littleton, NH 03561 (603) 444-9000 or (800) 464-7731 www.littletonhospital.org

Important Facts about LRH...

- ◆ Our Board of Trustees Chairman is Mr. George Brodeur.
- ◆ Our Chief of Medical Staff is Thomas (Tim) H. Williams, M.D.
- ◆ Our Hospital Administrator is Chip Holmes.
- ◆ Quorum Health Resources has managed our Hospital since 1986.
- ◆ LRH acts as a medical resource hospital to ambulance service and life squads in our area providing EMS education, continuing education, medical direction, quality assurance and oversight.
- ◆ More than 48 Physicians actively practice at LRH.
- ◆ Over 92% of all physicians on our medical staff are board certified
- ◆ The Hospital Acute Care Average daily census equaled 11.2 patients per day.
- ◆ The American Registry of Radiological Technologist registers all of LRH's radiological technologists.



Contact Us

We can be reached at (603) 444-9000 or (800) 464-7731.

Our fax number is (603) 444-0443.

For directions to our facility, please call (800) 464-7731 or visit our website at www.littletonhospital.org

Consider this...

- The Birthing Center delivered 271 babies, which represents a 3% increase over 2002.
- Under the new Car Seat Safety Program, there were 262 car seats checked.
- Diabetes Education counseled 619 people.
- The Emergency Department treated 9,252 patients in 2003.
- In the past twelve months 22,600 X-rays were taken at our Hospital.
- The Laboratory performed 375,532 tests in 2003.
- Our surgeons performed 1,945 procedures in 2003.
- 27,900 Band-Aids were used in the past twelve months.
- Our Hospital scanned and stored more than 2 million pages of medical information annually.
- The Health Information Management Department transcribed over 1.7 million lines of physician dictation.
- Our dedicated 163 volunteers provided 13,499 hours of service in 2003.
- Hospice of the Littleton Area served 76 patients in 17 towns, and provided the hospital with 3,703 volunteer & staff hours.
- The Paramedic Intercept Program provided 212 runs in 2003
- Pastoral Care provided 782 patient visits to Med/Surg, ICU and Emergency Department patients.
- 838 outpatients received counseling from our dieticians.
- As many as 27,824 bags of IV solution were used.
- 296 packages of baby diapers were used in 2003.
- 1,572 ace bandages were applied.
- 123,480 meals were served at our hospital in 2003.
- Over 86,000 patient encounters were coded.
- Our Occupational Health Department administered 484 influenza flu shots.
- The Gale Medical Library handled 697 interlibrary loan transactions, up 6% from 2002 and has done business with health science libraries in 23 American states and 4 Canadian provinces.
- The Library has scanned and e-mailed over 200 journal articles and has received over 150 journal articles via e-mail from other libraries since obtaining capabilities in March 2003.

Keeping Us Running

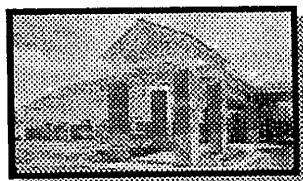
Our new facility is three years old.

Our new building is 157,500 sq. ft.

Our campus covers 252 acres in a six parcel/ lots.

We used more than 48,545 gallons of water in 2003.

275,586 gallons of fuel were burned to keep our patients & visitors warm.



Our facility used 65,802 kw. of electricity in 2003.

There are 3 elevators in our facility.

We handled a staggering 212,277 lbs. of laundry in 2003.

In a 12 month period we properly disposed of 57 tons of brown bag trash, 8 tons of red bag waste, and since March 2003 we disposed of 35,000 lbs. of recyclables.

Glenwood Cemetery

The total burials for Glenwood Cemetery, Wheeler Hill Cemetery and St. Rose of Lima Cemetery were 52, of which 22 were cremations and 30 were full burials.

Most of the spring and summer months were spent on the general maintenance of the eight cemeteries that we maintain along with the horse cemetery which we take care of for the Littleton Hospital.

Several large overgrown shrubs were removed. The health of these shrubs was poor due to extensive winter damage they had incurred over the years.

The existing fence at Wheeler Hill Cemetery was repaired, straightened and two coats of paint was applied. A new fence was installed along the roadside of the old section of Wheeler Hill Cemetery by Steve Hight. Installation of gates and painting of this new fence will be done in 2004. The fence at the West Littleton Cemetery was painted along with the fences at Glenwood Cemetery.

We are in the process of transferring our records onto a computer system. We hope to have this completed in 2004.

The Board of Directors and the Glenwood Cemetery personnel would like to thank the Littleton Police Department, Highway Department, Fire Department and Town Officials for all their help they provided.

We would also like to thank the numerous individual volunteers that helped in a variety of projects such as Veteran Flag installation, flower plantings and maintenance of them, as well as other projects.

Any questions or concerns please phone Glenwood Cemetery at 444-2680
or forward to: Glenwood Cemetery Association
PO Box 497
Littleton, N.H. 03561

Respectfully submitted,

Paul Harvey

The Caleb Group

The Caleb Group, a not-for-profit organization, which was established in October of 1995, continues to provide services to older adults in 8 northern NH communities. Caleb's heartfelt mission is to enhance independent living

for the elderly, infirm and homebound by relieving isolation and assisting with friendly visits, care and supportive

services through a network of volunteers and the fostering of caring communities.

In 2003, The Caleb Group assisted more than 252 Bethlehem, Dalton, Groveton, Jefferson, Lancaster, Littleton, Twin Mountain and Whitefield seniors. Caleb's 85 active volunteers donated over 3,600 hours and drove over 29,000 miles to help their older neighbors remain independent! Without these dedicated volunteers, The Caleb Group would not exist. Transportation to medical appointments and shopping, is one of the most requested services through The Caleb Group. Caleb volunteers provide other services as well; friendly visiting, telephone reassurance, help with chores, paperwork and light housekeeping are to name a few. Caleb volunteers also assist with various other community programs, such as the Commodity Supplemental Food Program. This Program is available, every other month, to NH seniors that are 60+, and that financially qualify. Caleb volunteers help distribute this food to elders, who are totally homebound. The Caleb Group is still working in conjunction with Shaw's of Littleton. Shaw's provides the day old bread and Caleb volunteers deliver it to seniors in the various communities. The Caleb Group has also been working with Wal-Mart and The Above the Notch Humane Society of Littleton, and Companion Animal Care of St. Johnsbury, Vermont, regarding Caleb's Pet Food Project. Since the Pet Food Project began in October of 2002, (less than a year and a half ago), The Caleb Group has given out over 2 tons of pet food/litter to help seniors feed their pets! Last but not least, Caleb still provides training for seniors who want to learn how to use computers. Computer classes are held every Wednesday morning at the Highland House Computer Lab. Without the various services that Caleb provides, many of the older adults who need just a little extra help to continue living independently, might have had to go into a nursing home.

There are no fees for the services that are provided by The Caleb Group. The program is funded through grants, fundraising, donations and generous appropriations of the towns in which the services are provided. We want to thank the residents of Littleton for their support and for making it possible for us to continue to provide these much needed services to the area's elders. The \$1,500 appropriated at last year's Town Meeting was greatly appreciated, and we ask for your continued support in 2004.

Volunteers are always in great demand, so if you would like to become a volunteer, request a volunteer, or know someone who would benefit from our services, please call the Caleb Office at 837-9179, or contact anyone on the Advisory Board.

Respectfully submitted,

BOBBIE GAUDES
Program Director

The Caleb Group
Interfaith Volunteer Caregivers
30 Highland Street, Whitefield, NH 03598

Advisory Board Members

Eleanor Brauns, Twin Mountain
Myra Emerson, Lancaster
David Glover, Whitefield
Carl Rod, Jefferson
Rev. Cliff Vendt, Whitefield

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Grafton County Senior Citizens' Council, Inc.

Grafton County Senior Citizens Council, Inc. is a private nonprofit organization that provides programs and services to support the health and well being of our older citizens. The Council's programs enable elderly individuals to remain independent in their own homes and communities for as long as possible.

The Council operates eight senior centers in Plymouth, Littleton, Canaan, Lebanon, Bristol, Orford, Haverhill and Lincoln, the information and assistance program Grafton County ServiceLink and also sponsors the Retired and Senior Volunteer Program of the Upper Valley and White Mountains (RSVP). Through the centers, ServiceLink and RSVP, older adults and their families take part in a range of community-based long-term services including home delivered meals, congregate dining programs, transportation, adult day care, chore/home repair services, recreational and educational programs, and volunteer opportunities.

During 2003, 602 older residents of Littleton were served by one or more of the Council's programs offered through the Littleton Area Senior Center:

- Older adults from Littleton enjoyed 11,182 balanced meals in the company of friends in the Littleton center's dining room.
- They received 16,456 hot, nourishing meals delivered to their homes by caring volunteers.
- Littleton residents were transported to health care providers or other community resources on 6,541 occasions by our lift-equipped buses.
- They received assistance with problems, crises or issues of long-term care through 703 visits by a trained social worker or contacts with ServiceLink.
- Littleton's citizens also volunteered to put their talents and skills to work for a better community through 9,125 hours of volunteer service.

The cost to provide Council services for Littleton residents in 2003 was \$253,100.87.

Such services can be critical to elderly individuals who want to remain in their own homes and out of institutional care in spite of chronic health problems and increasing physical frailty, saving tax dollars which would otherwise be expended for nursing home care. They also contribute to a higher quality of life for our older friends and neighbors. As our population grows older, supportive services such as those offered by the Council become even more critical.

Grafton County Senior Citizens Council very much appreciates Littleton's support for our programs that enhance the independence and dignity of older citizens and enable them to meet the challenges of aging in the security and comfort of their own communities and homes.

Roberta Berner
Executive Director

Hospice of the Littleton Area

In this, our 14th year of town funding, Hospice of the Littleton Area provided services to a total of **209** patients and family members. Our service area includes the towns of Littleton, Bath, Bethlehem, Carroll (Twin Mountain), Dalton, Easton, Franconia, Haverhill, Landaff, Lincoln, Lisbon, Lyman, Monroe, Sugar Hill, Whitefield, Woodstock and Woodsville.

The director, volunteer coordinator and hospice volunteers provided special care to **89** individuals and their families coping with the advanced and final stages of illness. These services took place in patient's homes, at Littleton Regional Hospital, or in nursing homes. Additionally our bereavement care program supported a total of **120** grieving clients through mailings, phone contact, one-on-one counseling sessions and bimonthly grief support group meetings at both the Littleton Community House and the Haverhill Senior Center.

Hospice of the Littleton Area continues its partnership with two area programs. HLA provides volunteer and bereavement services to the North Country Home Health & Hospice Agency's Medicare Hospice Program and offers supportive care to patients and family members in the hospice room at the Littleton Regional Hospital. In all our efforts this year, the Hospice of the Littleton Area staff and volunteers gave over **5,073 volunteer hours** in services.

Our Volunteer Coordinator conducted the annual six-week (18-hour) Hospice Volunteer Training Program. Those attending included individuals interested in becoming volunteers or increasing their awareness of hospice care. Eleven (11) people completed our 2003 Spring Training Program. Since 1983, we have trained 277 people and currently have 72 active volunteers available to support area residents.

Hospice of the Littleton Area conducts outreach services through public information seminars and meetings with civic organizations and schools. It also offers a lending library (in the hospice office) with resources (books/videos) for patients, family members, primary care givers and hospice volunteers.

There is ***no charge*** to patients or families for the services of Hospice of the Littleton Area, which was founded in 1983. This service is made possible only through the generous support provided by the towns that we serve. Without financial help from the towns, we would not be able to provide supportive care to the many patients and families we serve.

Your support of Hospice of the Littleton Area is greatly appreciated as we continue to provide *special care to the residents of area communities.*

Respectfully submitted,

*Michael A. Neil
Executive Director*

Mount Washington Regional Airport

The Mount Washington Regional Airport has operated since the mid-1900s as a resource for business and recreational fliers. The airport boasts strong attributes that leave us poised for sustained growth and effective operations. Among these are its positioning in a location convenient for business people and tourists visiting northern New Hampshire and northeastern Vermont. It is within minutes of major economic, industrial and residential hubs in the North Country, which also offers local businesses and individuals easy access via general aviation to areas within and outside the state. And it is located in a neighborhood with one of the most spectacular wildlife refuges in the region, as well as an industrial park set up for easy access via road, rail and air.

As North Country residents, we often take for granted what is in our back yards. The airport is no exception. Sometimes it is by talking to visitors "from away" that we can begin to realize just what we have to offer. We were fortunate to have many such visitors to the airport this year, and their comments were encouraging. One guest thanked us for painting the mountains so nicely—a reference to the beauty and grandeur of our White Mountains in spectacular fall colors. Another, who stopped by to reminisce—and return to his roots after moving from the area decades and decades ago—shared with us how accessible the airport made his trip, and how much he appreciated it being here.

A couple "from the big city" raved about their ability to hop in their plane, fly up here, pitch a tent and just unwind. Two brothers came by just this week from Vermont after visiting the Airport previously and falling in love with our new terminal. They showed up with tape measures in hand, measuring every nook and cranny. One of the brothers wants to replicate the building as a summer home for his North Country retirement. And the head of a statewide aviation group—a commercial pilot who flies into airports throughout the US and abroad—described Mount Washington Regional Airport as "a jewel" waiting to be discovered, referring to our prime location, the quality of service we provide and the progress we are making to further improve the airport.

Such positive comments reinvigorate us as a commission, as we work to strengthen the economy and quality of life here in the North Country. But it's not just people from out of the area that appreciate what we offer. Local business people use the airport regularly to more easily reach prospective customers and existing clients. Local residents are learning to fly; on many a day—well, dry day—you can see student pilots carefully taking off, performing a series of touch and go maneuvers, then landing back at home after putting in hours toward their pilot's license. The same holds true for experienced pilots.

During the past year, the Airport Commission has performed significant work on behalf of the users, our neighbors and the residents and businesses—your constituents—in our region. We completed major safety improvements, including installation of a new rotating beacon on the Northeast side of the airport, substantial clearing of obstructions, both on and off airport property, improved signage to enhance security at the facility and new snow removal equipment designed specifically for airport use.

We reached out to the businesses and individuals in the region in a variety of ways. We moved forward with a marketing analysis in support of our soon-to-be-update Airport Master Plan. We held focus group sessions with users, to find out what they liked about Mount Washington Regional Airport and what they thought could be improved.

Mount Washington Regional Airport

The commission started Web site link exchanges with major tourist attractions and hotels in the area, bring them to the attention of pilots looking to get away with their families for a few days, and letting potential visitors know there are ways to get to our region that don't involve interstate highway travel.

We've affirmed our commitment to the Capital Improvement Plan implemented several years ago, and are in preparation stages for expanding the runway and safety area for the airport. Such a move will tremendously increase not just the functionality of the airport, but its visibility in trade literature and guides, which direct pilots to airports with runways that meet certain safety-related criteria.

As we move forward, we expect to continue our track record of success in applying for and obtaining grants that cover the lion's share—95 percent—of the cost of improvements to the airport. Ninety percent of the cost of improvements is covered through a Federal program funded by user fees paid by individuals who fly on commercial flights. Five percent comes from state funds, much of which is generated by airport users. And the balance—just five percent—comes from the sponsoring organization, in this case, Mount Washington Regional Airport.

We are working to find ways to fund that five percent through a combination of private and public investment. We will be in contact with each of the commission's member towns to discuss these plans, and welcome any creative thoughts, ideas and support you can offer. Feel free to contact your town's rep on the commission, or call me directly at 444-1388.

Thank you for your ongoing support of the airport and the work we are doing for you.

*David Willis
Chairman
Mt. Washington Regional Airport Commission*

North Country Council

It has been another busy year at North Country Council. We continued to complete a number of local and regional projects for all of our 51 communities throughout the region. Summaries of some of the major projects are as follows:

Transportation:

- Completed over 200 traffic counts during the spring, summer and early fall
- Complete the TIP process and sent a report to NHDOT with our region's priorities
- Coordinated the Transportation Enhancement process including a work session with the committee, project review based on set criteria, presentations by applicants, and a final review and prioritization and final report to NHDOT
- Began the updating of the regional transportation plan.
- Coordination meetings with NHDOT on process of the Ten Year Plan
- Attendance and participation at the GACIT meetings throughout the North Country
- Assisted Community Planner with the update to two master plans' Transportation Sections
- Provided technical transportation assistance to the majority of the communities in our region.
- Coordinated the North Country Transportation Committee.

Economic Development:

- Successfully received \$1.5 million from EDA for the Mouth Washington Valley Technology Village
- Coordinated the North Country District Economic Development Committee
- Successfully extended the EDA District to include all of Grafton County
- Successfully completed a \$2.6 million EDA application for the Dartmouth Regional Technology Village in Lebanon, currently hiring an engineer for the project.
- The CEDS Committee also undertook a major re-write of the CEDS document and held seven public meetings in order to educate the public about EDA and to gather input to economic issues in the region.
- Wrote 34 grants, for a total of \$7,020,505 for the region in order to assist local communities. Of these grant applications \$4,567,830 have been funded and \$1,469,000 is still pending.
- Applied for funding to assist with a telecommunications feasibility study, one of the major issues raised at the public advisory meetings in the spring.

Community/Regional Planning:

- Provided technical assistance to 20 towns throughout the region.
- Participated in the updated 7 master plans and zoning ordinances for member communities.
- Coordinated the Law Lecture Series for the NH Municipal Association.
- Provided assistance to three (3) towns for the creation of Hazard Mitigation Plans.

Environmental Planning:

- Provided technical assistance to over 25 communities in the area of solid waste and hazardous waste management.
- Coordinated the Household Hazardous Waste Management collections for 23 communities.
- Conducted solid waste and transfer station audits for 2 community transfer stations.
- Conducted an ongoing fluorescent light collection program.
- Conducted 2 electronic equipment collections
- Provided technical assistance in the National Flood Insurance Program throughout the region.

Many of these programs will continue into the year 2004. Major programs for the year 2004 will be completion of our Regional Transportation Plan, the development of a feasibility study for a Regional Hazardous Waste collection site and the continued assistance to all of our communities in grant writing, community planning and other community planning needs.

Our overall goal, however, remains the same: to provide support and leadership to the region, its governments, businesses and citizens.

Sincerely
Michael J. King
Executive Director

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North Country Home Health & Hospice

Home care is critical to serving the growing health care need of this country. North Country Home Health and Hospice Agency makes it possible for hundreds of people a year to continue their lives at home. Recognizing that clients and their families have special requests and routines, we coordinate all aspects of our clients' care with a keen respect for individual needs. In working with families we discover what is important to the client - their independence, their ability to determine their own future, their right to say, "thanks, but no thanks." It is in the respect of our clients' values and expectations that have earned us a reputation for providing exceptional health care services.

North Country Home Health and Hospice Agency relies on Town support and individual donations to help underwrite the cost of providing home care services to people with limited or no health benefits. Because of your generosity and support, North Country Health and Hospice continues its 32-year tradition of responding to the home health and hospice needs of North Country residents.

As we struggle to deal with the difficult and time consuming issues facing home care today, the staff of North Country Health and Hospice Agency wants to thank you for your continued support so vital to helping people in your town be assured of continuing quality medical care at home.

Explanation of Services:

Skilled Services— shorter hospital stays and new technology allow many treatments to be done in the home, provided and administered by skilled professionals, such as nurses and therapists.

Supportive Care Services – home health aides, homemakers, and companions ensure ill and disabled persons can live in healthy households, have clean clothes, nutritious meals, and help with their activities of daily living.

Hospice Care – a holistic, family supportive, medically directed, team-oriented program that seeks to treat and comfort individuals and families coping with terminal illnesses.

Services provided to the Town of Littleton in FY2003 include:

<u>Type of Care</u>	<u># of Visits</u>
Nursing	1482
Physical/Occupational/Speech Therapy	1138
Medical Social Service	133
Home Health Aid/Homemaker/Companion	<u>2697</u>
Total	5450

Respectfully submitted,

Gail Jurasek
Executive Director

Tri-County CAP

Tri-County Community Action Program is a private, non-profit agency that is requesting, at your 2004 Town Meeting, \$8,500 in funding from the Town of Littleton to help support its Community Contact Division.

The following is a report of services provided in fiscal year 2002-2003:

<i>Services Provided:</i>	<i># of HH</i>	<i>Dollar Amount</i>
Fuel Assistance	280	\$142,560
Weatherization	8	\$24,504
Security Loans	26	\$11,368
Homeless Funds (Rental, energy assistance)	11	\$2,104
Food Pantry (2,241 people receiving 3 days worth of food)	949	\$14,186
Salvation Army	8	\$513
Referrals (i.e.: Health, Budgeting, Legal Aid, clothing...)	223	---

Through the efforts of tri-county community action, the citizens of Littleton have received a total of \$ 195,235 in assistance between July 1, 2002 and June 30, 2003.

Community Contact provides these and other necessary services for the less fortunate citizens in your town and surrounding vicinities. We are depending upon funding from your town and others countywide.

We sincerely appreciate the Town of Littleton's past support and look forward to our continuing partnership to provide essential services to your residents.

*Very truly yours,
Karen Hoyt
Littleton Community Contact Manager*

Littleton Community Center

The Littleton Community Center was built as a private residence in 1884 by Charles F. Eastman, one of Littleton's leading citizens. In 1919 the home was purchased by 119 town citizens who founded a corporation to organize the Littleton Community Center.

On September 26, 1919 our Articles of Agreement were signed by New Hampshire Secretary of State Edwin Bean. The Board of Directors held their first meeting on Oct. 17, 1919. At the town meeting in March of 1920, citizens voted to dedicate and support the Community Center as a memorial to the soldiers and sailors of World War 1.

After 85 years of service to the citizens of Littleton, The Board of Directors continue to be extremely active. Nearly 30,000 individuals utilized our facility during 2003; this included 108 different groups, organizations and businesses.

This year, we began several fundraising activities. Vi Hopkins donated a beautiful handmade quilt which was raffled during the Annual Art Festival weekend. Secondly, we began selling note cards depicting local landmarks namely the Town Building, Grist Mill, Community House, the Town library and our award winning Main Street.

Our hostess Wendy Clark and custodian Bucky Larrivee continue to maintain the high standards of cleanliness, hospitality, comfort and convenience. We are not only grateful to have such dedicated employees, but we are very proud to see the personal pride they take in maintaining our buildings and property.

We would like to express our sincere thanks and appreciation to our out-going president Ray Hopkins for his tireless efforts and devotion to the Community Center. Ray served the Board faithfully and unselfishly as our president for ten years and many years prior to that as an active board member.

Our out-going secretary, Reverend Carleton Schaller, will be greatly missed not only because of the countless hours he spent in taking the minutes for all meetings over the past four years, but for all his guidance and expertise during his 13 years as a board member.

Our treasurer Jim Culver will be stepping down after serving the board for more than ten years. We are grateful for the many hours and hard work that Jim has put into developing our budgets, managing our accounts and making certain the things ran smoothly for us financially. Reverend Steve Bascom will also be leaving the board in order to pursue other interests.

On behalf of the Board of Directors, we wish them all much happiness and thank them for all they did in their support of the mission of our Littleton Community Center.

Our goal for 2004 will remain the same as it was in 1919, and that is 'to provide for the advancement of the general welfare of Littleton'.

Respectfully submitted

*Louis Babin, President
Board of Directors,*

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Littleton Area Historical Society

The year of 2003 was a great year for the Littleton Area Historical Society and Museum. Thanks to Ardelle Hartford, our Second Vice President and Program Chairperson, we had a full year of outstanding programs such as:

"From McLure's Honey and Maple to Dutchgold" by Gordon Hartford

"Indian Heritage" by Charles True

"Parson Noble Bisk-the 106 Year Old Minister" by Rev. Stephen Bascom

"Live and Succeed in a Sighted World" by Gilbert Vickery

"As it Was-200 Years of the Littleton Congregational Church" by Dorothea Ruggles

"Collectibles-What Is It? Show and Tell" conducted by Ray Hopkins

We also had guided tours of the Fairbanks Museum in St. Johnsbury and the Wilder-Holton Homestead in Lancaster, which contains the Lancaster Historical Society.

Ardelle has out done herself for 2004. You won't want to miss any of the eight events, or the refreshments served by the Social Committee. Programs are available at the Museum, Visitors Center and the Community House. Watch for announcements in the local media.

The Littleton Museum was very busy in 2003 with over 300 visitors from five countries and twenty-five states. We received dozens of letters and phone calls requesting information on Littleton's history, businesses, schools, homes and people. The museum is well known as the repository for Littleton's past. The hard work of the Society members and Museum volunteers over the past 36 years to preserve the past is appreciated by everyone who passes through our front door, or receives a reply with the information they requested.

We are so thankful to all those people who have donated items to the Museum, including genealogical information. You really have to be there to see the school children with their wide eyes and inquisitive minds looking at a historical object that they have never seen before. There is joy in the faces of older visitors as they look at an object they have not seen in many years and say "we used to have one of those in our home."

One of the most commonly asked questions is "I'm working on my genealogy...do you have anything on my ancestors? More often than not, we do have something on their ancestors. We can always use more. A few years ago our members were asked to complete a four generation sheet and place it in the Museum Genealogical Files. Many did. For those who have not, please do so while there is still time. Sometime in the future, one of your grandchildren, great-grandchildren, or great-great-grandchildren will visit the Littleton Museum and will ask the questions..."do you have anything on my ancestors?" It just did a couple of months ago...and we did have the four generation sheets to give them.

The biggest event in Littleton in 2003 was the Memorial Day Parade and dedication of the Veterans' Memorial Bridge. For those that were there, it was not the best day weather wise. In Spirit and Patriotism it was the best! George McAvoy and his committee did a wonderful job researching all of the information on each of the individuals represented by the plaques on the bridge. The Museum accepted the two large books containing their thousands of hours of research. The plaques make a path to the Museum's front door and to those very books.

Littleton Area Historical Society

Vi Hopkins was the Littleton Museum Curator in 2003 and has agreed to do it again for 2004. She was assisted by many Society members who graciously donated their time. Vi also had three students helping during the summer, putting in their 50 hours of community service.

Vi and her staff of volunteers will be able to help our public even more in the future. Thanks to the help and expertise of our newest Museum volunteer, Michelle Schubert and her husband Tom, we have purchased a new computer. They have been very busy every week putting everything on the computer. When this is completed, we won't have to spend so much time locating items. We are now able to do a fine job duplicating photos. We are now able to get on the internet and have our own web page, which opens up the whole world to us. We have several hundred Littleton History Books we can sell more efficiently.

We get the following questions quite often:

Can I join the Littleton Area Historical Society? Yes anyone can join.

What does it cost? Individual \$5.00— business \$25.00

Can I do volunteer work at the Museum? You bet you can !

Can I make a financial donation? Yes you can.

Can I donate items to the Museum? Yes you can.

If you have any questions or need information, please call us at 444-6435, 444-5816, or 444-5532. Thanks you.

Respectfully submitted,

*James W. McCabe
President*

White Mountain Mental Health and Developmental Services

Each year the writing of this report provides an opportunity to reflect on the year's challenges and accomplishments. This year, my 10th as Director, I would like to reflect on the changes in mental health and developmental services during the past decade.

1993

- All clients, including children and elders, were required to come into the office for appointments, and missed appointments were common.
- Medications were difficult to regulate, had many side effects and were often not effective. Medications for serious mental illness were generally very sedating and management of severe symptoms was often difficult.
- Many people with developmental disabilities were put on "behavior plans" to manage their aggressive or inappropriate behavior.
- Our most mentally ill adults attended a "day program" in our building; almost none were viewed as being capable of holding a job.
- All of our developmental services were provided in our building in a "sheltered workshop". Recreation outside of the building involved several clients going together in a van. "Real" jobs were rare.
- The concept of outpatient mental health short-term therapy was new and regarded as a poor substitute for longer term treatment.
- Most mental health clients were insured, and most insurance covered an unlimited number of visits.

2003

- Most children, elders and seriously ill adults needing mental health treatment are seen at home, school or in their community. Multiple services assist people where they live.
- A new generation of medications, combined with new understanding of brain chemistry has provided effective treatment for many forms of mental illness. "Self management" and "recovery" are now realistic goals.
- We no longer utilize "behavior plans" for people with developmental disabilities. Instead, we view behavior as communication and we try hard to respond to the needs expressed.
- Mentally ill adults receive support to live and work in the community. "Clean and Green Enterprises" is an active client-run business.
- People with developmental disabilities are working in a variety of jobs and are reliable and loyal employees. Some people with disabilities have their own businesses. Our staff work to connect people with disabilities to their community instead of "sheltering" them.
- Our mental health clinicians are trained to provide short-term therapy, which research has shown to be as effective as longer-term treatment.
- A high percentage of our mental health clients are uninsured due to the high cost of health insurance, and all insurance companies limit the number of visits they will cover. We continue to be the "safety net" for these people.

It is clear that much has changed in the past decade. Some changes, like the skyrocketing cost of health insurance, are cause for concern. Other changes, like the availability of in-home supports, improved medications and community integration of people with disabilities, are cause for celebration. In both cases, we need the support of our towns to assure that we continue to move forward in the next decade.

During 2003, 257 uninsured or under-insured people in the town of Littleton received 3699.75 hours of service. Town contributions allow us to continue to offer discounted services. Thank you for the past decade of support.

Respectfully Submitted,

Jane C. MacKay,
Area Director

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Executive Council

*Report to the People of District One
By Ray Burton, Executive Councilor*

It is a pleasure to report to you now in my 25th year of serving the 98 towns, 4 cities and Coos, Carroll, Grafton, Sullivan and Belknap counties of New Hampshire. All together there are 249,000 people who I consider by customers, clients and constituents. It has always been a pleasure to respond, as my duties within the Executive Branch of your state government mandate, to inquiries for information, relief and assistance as provided in NH state law and budget. It is an honor to serve you as a public servant.

Below are listed several documents that are available to citizens and I find them to be a valuable NH resource.

The 2003-2004 state telephone directory of state departments and personnel. This 180 page directory includes TDD access numbers, office information, coordinators, map of location of state buildings, legislative listings, judicial branch listings, department listings, personnel listing and a topical listing. This is available for a cost of \$6.00 plus \$2.50 postage. Make checks payable to the State of New Hampshire, or order online at: www.gencourt.state.nh.us/visitorcenter. The entire directory is available at www.state.nh.us/government/agencies.html

The 2003-2004 NH County Directory of all NH County officials is free and available by calling (603) 224-9222. This is also on the web at www.nhcounties.org.

Also available at no cost from the Secretary of State office at 271-3242 or at elections@sos.state.nh.us, or mail at Secretary of State, State House Room 204, Concord, NH 03301 are the following publications: the NH Election Procedural Manual for 2004-2005; the NH election Laws for 2004-2005; The NH Political calendar for 2004-2005.

The duties of the NH Executive Council, the NH Tour Guide Book, the official tourist map and the NH Constitution are always available from my office at 271-3632 or 747-3662 or ray.burton4@cte.net

As long as I'm around as one of your elected officials, never ever feel you are alone in your hour of need. Contact me anytime!

UNH Cooperative Extension-Grafton County

Cooperative Extension provides New Hampshire citizens with research-based education and information, enhancing their ability to make informed decisions that strengthen youth, families and communities, sustain natural resources, and improve the economy.

Funded through the federal, state and county governments, and competitive grants. Educational programs are designed to respond to the local needs of citizens through direction and support of an elected volunteer advisory council.

Education programs and assistance are objective, informal and practical in nature; most are at no direct cost for participants. Clients' needs are met through phone calls, letters and printed materials, hands-on workshops, on-site visits, seminars and conferences, and up-to-date web sites. Our staff is able to respond quickly with needed information via electronic mail, keeps up-to-date on the latest research and information, and works collaboratively with many agencies and organizations.

A professional staff of seven educators works out of the Extension Office located in the Grafton County Courthouse in North Haverhill. Two additional staff members work in Plymouth and Littleton to provide educational programs for limited-resource families. Additional support is provided through trained volunteers who assist with Extension programs and increase our outreach capabilities.

EDUCATIONAL PROGRAMS IN GRAFTON COUNTY, FY03:

To strengthen NH's Communities: Community Profiles; Community Conservation Assistance Program; Preserving Rural Character through Agriculture; Urban and Community Forestry; Community Youth Development; and Volunteer Training.

To strengthen NH's Family and Youth: After-School Programs; Family Resource Management; 4-H Youth Development; Family Lifeskills Program; 4-H Camps; Nutrition and Food Safety Education; Parenting Education; Cradle Crier/Toddler Tale Newsletters; and Volunteer Leader Training Programs.

To sustain NH's Natural Resources: Dairy Management; Agroecology; Forest Industry Assistance; Forest Resources Stewardship Program; Fruit Production and Management; GIS Training; Lakes Lay Monitoring Program; Integrated Pest Management; Ornamental Horticulture; Plant Health Diagnostic Laboratory; Vegetable Crop Production; Wildlife Habitat Program; Water Quality/Nutrient management Programs and Agricultural Business Management.

Extension Staff: Tom Buob, Agricultural Resources; Ginny DiFrancesco, Water Quality; Kathleen Jablonski, 4-H Youth Development; Michal Lunak, Dairy; Deborah Maes, Family Development; Northam Parr, Forestry & Wildlife Resources; Robin Peters, Nutrition Connections; Jacqueline Poulton, LEAP Program, and Jean Conklin, Agricultural Resources. Educators are supported by Donna Mitton, Kristina Vaughan and Sharon Youngman.

Extension Advisory Council: Mike Dannehey of Woodsville; Shelia Fabrizio of North Haverhill; James Kinder of Haverhill; David Keith of North Haverhill; Shaun Lagueux of Bristol; Jane O'Donnell of Littleton; Cindy Putnam of Piermont; Debby Robie of Bath; Carol Ronci of Franconia, Denis Ward of Monroe. Teen Members include: Tosona Melanson of Dorchester; Molly Roy of Bath and Justine Morris of Haverhill.

Extension Office Hours are Monday through Friday from 8 AM to 4 PM.

Phone: 603-787-6944 **Fax:** 603-787-2009

Email: ce.grafton@unh.edu

Mailing Address: 3785 DCH, Box 8, North Haverhill, NH 03774-4936

Web Site: <http://ceinfo.unh.edu>

Extension programs and policies are nondiscriminatory with regard to age, color, handicap, national origin, race, religion, sex, sexual orientation and veterans's status.

Auditor's Letter



PLODZIK & SANDERSON

Professional Association Accountants & Auditors

191 North Main Street • Concord • New Hampshire • 03301-7081 • 603.224.6000 • FAX 603.224.1199

INDEPENDENT AUDITOR'S REPORT

To the Members of the Board of Selectmen
Town of Littleton
Littleton, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Littleton, New Hampshire as of and for the year ended December 31, 2002 as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The general purpose financial statements referred to above do not include the general fixed assets account group which should be included in order to conform with accounting principles generally accepted in the United States of America. As is the case with most municipal entities in the State of New Hampshire, the Town of Littleton has not maintained historical cost records of its fixed assets. The amount that should be recorded in the general fixed assets account group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Littleton as of December 31, 2002, and the results of its operations and the cash flows of its nonexpendable trust funds and component unit (proprietary fund type) for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated April 16, 2003 on our consideration of the Town of Littleton's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Auditor's Letter

Town of Litchton

Independent Auditor's Report

Our audit was made for the purpose of forming an opinion on the general purpose financial statements of the Town of Litchton taken as a whole. The combining and individual fund financial statements listed as schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Litchton. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the U. S. Office of Management and Budget Circular A-133, *Audit of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the general purpose financial statements. All such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material aspects in relation to the general purpose financial statements taken as a whole.

Gregory A. Colby, CPA

April 14, 2003

PLODZIK & SANDERSON
Professional Association

		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2003 PROPOSED BUDGET	CHANGE
01-4130 EXECUTIVE OFFICES					
2-110	PERMANENT SALARIES	110,140	111,955	50,742	-29,398
	REIMBURSEMENTS (GRANTS, SIDEWALK, SEWER, DISABILITY)	0	-12,654	0	0
1-120	TEMPORARY POSITIONS	6,400	11,797	20,000	13,600
1-130	SELECTMEN SALARY	6,400	6,400	6,400	0
1-140	OVERTIME	662	10	0	-662
1-190	SELECTMEN EXPENSE	1,200	1,200	1,200	0
2-190	TRAVEL & EXPENSE REIMBURSEMENT	1,400	1,017	950	-450
1-210	HEALTH INSURANCE	11,179	15,800	5,206	-5,972
1-215	LIFE INSURANCE	308	385	252	-57
1-219	DISABILITY INSURANCE	1,652	1,413	1,230	-422
1-220	SOCIAL SECURITY	7,337	8,258	5,594	-1,743
1-225	MEDICARE	1,716	1,900	1,308	-408
1-230	RETIREMENT	5,529	5,751	4,839	-690
1-240	TRAINING EXPENSE	1,350	2,175	1,825	475
1-390	PROFESSIONAL SERVICES (ECON DEVELOPMENT)	40,000	39,974	41,200	1,200
3-390	PROFESSIONAL SERVICES (COMMUNITY DEVELOPMENT)	14,000	0	0	-14,000
1-560	DUES	390	35	90	-300
1-625	POSTAGE	1,100	266	900	-200
1-670	BOOKS & PERIODICALS	650	270	450	-200
1-860	EMERGENCY MANAGEMENT	750	0	700	-50
1-840	EVENTS & ACTIVITIES	900	777	800	-100
1-841	POLICE CITIZEN'S ADVISORY COMMITTEE	750	700	750	0
4-110	HEALTH OFFICER SALARY	1,800	1,800	1,800	0
3-130	MODERATOR SALARY	250	250	250	0
TOTAL EXECUTIVE OFFICES		215,864	199,479	176,486	-39,377

01-4140 ELECTION, REGISTRATION, VITALS		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-130 TOWN CLERK SALARY		35,422	48,239	62,400	26,978
1-120 TEMPORARY POSITIONS		5,000	11,363	5,000	0
1-190 MILEAGE REIMBURSEMENT		400	40	250	-150
1-210 HEALTH INSURANCE		3,726	3,785	12,308	8,583
1-215 LIFE INSURANCE		99	176	192	92
1-219 DISABILITY INSURANCE		531	674	935	405
1-220 SOCIAL SECURITY		2,196	3,751	4,179	1,983
1-225 MEDICARE		514	877	977	464
1-230 RETIREMENT		1,778	2,536	3,692	1,903
1-240 TRAINING EXPENSE		885	60	460	-425
1-341 TELEPHONE		360	400	420	60
1-342 DATA PROCESSING		1,610	2,340	1,872	263
1-390 PROFESSIONAL SERVICES (ELECTION)		750	1,065	3,350	2,600
1-550 NOTICES & PUBLICATIONS		400	890	850	450
1-551 PRINTING		1,250	1,449	1,500	250
1-560 DUES		20	20	20	0
1-625 POSTAGE		250	326	750	500
1-670 BOOKS & PERIODICALS		320	0	179	-141
1-680 RENTALS & LEASES (DEPARTMENTAL)		500	1,733	1,596	1,096
1-740 EQUIPMENT PURCHASE		200	394	200	0
3-120 POLL WATCHERS		500	700	1,500	1,000
2-130 SUPERV. OF THE CHECKLIST		900	900	900	0
TOTAL ELECTION, REGISTRATION, VITALS		57,612	81,728	103,522	45,910

Town of Littleton

2004 Proposed Budget

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4145 TAX COLLECTING				
1-110 PERMANENT SALARIES	36,145	37,669	37,439	1,294
1-190 MILEAGE REIMBURSEMENT	600	61	300	-300
1-210 HEALTH INSURANCE	10,061	10,250	11,051	969
1-215 LIFE INSURANCE	101	143	143	14
1-219 DISABILITY INSURANCE	542	555	502	19
1-220 SOCIAL SECURITY	2,241	2,335	2,321	80
1-225 MEDICARE	524	570	543	19
1-230 RETIREMENT	1,814	1,912	2,209	394
1-240 TRAINING EXPENSE	1,450	919	1,450	0
1-342 DATA PROCESSING	784	704	833	49
1-390 PROFESSIONAL SERVICES (FINANCE)	300	397	670	370
1-391 GRAFTON COUNTY RECORDING	1,000	1,363	1,200	200
1-393 TAX LIEN RESEARCH	400	0	150	-250
1-550 NOTICES & PUBLICATIONS	300	9	100	-200
1-551 PRINTING	1,800	873	1,300	0
1-560 DUES	20	20	20	0
1-625 POSTAGE	4,400	4,228	5,000	600
TOTAL TAX COLLECTING	62,483	62,089	65,742	3,259

01-4150 FINANCIAL ADMINISTRATION					2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-110 PERMANENT SALARIES					37,315	42,241	39,878	2,563
REIMBURSEMENTS (GRANTS)					0	-1,382	0	0
1-120 TEMPORARY POSITION					8,081	4,775	5,282	-1,799
5-130 TREASURER/TRUST FUND SALARY					2,500	2,500	2,500	0
1-190 MILEAGE AND TRAVEL EXPENSE REIMBURSEMENT					400	222	400	0
1-210 HEALTH INSURANCE					3,726	0	1,225	-2,501
1-215 LIFE INSURANCE					104	148	122	18
1-219 DISABILITY INSURANCE					560	563	598	38
1-220 SOCIAL SECURITY					2,815	2,989	2,862	47
1-225 MEDICARE					658	676	669	11
1-230 RETIREMENT					1,873	2,166	2,353	480
1-240 TRAINING EXPENSE					1,400	364	800	-600
2-301 AUDIT					13,850	12,854	13,380	-500
1-342 DATA PROCESSING					871	871	926	54
1-390 PROFESSIONAL SERVICES					19,620	13,725	17,458	-2,170
1-560 DUES					190	64	190	0
1-625 POSTAGE					925	992	1,073	150
1-670 BOOKS AND PERIODICALS					250	63	200	-50
TOTAL FINANCIAL ADMINISTRATION					95,139	83,850	90,880	-4,259

01-4152 REAL PROPERTY APPRAISAL				
	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
2-110 PERMANENT POSITIONS	31,824	32,891	37,000	5,176
2-210 HEALTH INSURANCE	3,726	3,785	4,063	357
2-215 LIFE INSURANCE	89	124	101	12
2-219 DISABILITY INSURANCE	477	489	495	17
2-220 SOCIAL SECURITY	1,973	2,025	2,294	321
2-225 MEDICARE	461	474	537	75
2-230 RETIREMENT	1,598	1,688	1,845	348
2-240 TRAINING EXPENSE	750	781	2,500	1,750
1-312 PROFESSIONAL SERVICES (ASSESSING)	31,500	29,473	81,589	50,000
1-315 PROFESSIONAL SERVICES (MAPPING)	3,500	3,500	3,500	0
2-342 DATA PROCESSING	4,646	3,771	4,671	25
1-390 PROFESSIONAL SERVICES (FORESTRY)	1,000	440	750	-250
2-392 GRAFTON COUNTY COPIES	350	500	500	150
1-551 PRINTING	1,000	0	0	-1,000
1-560 DUES	370	20	370	0
2-625 POSTAGE	400	99	400	0
TOTAL REAL PROPERTY APPRAISAL	83,665	80,060	140,646	56,981

01-4153 LEGAL				
	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-320 LEGAL EXPENSES	25,000	19,290	22,000	-3,000
1-321 LEGAL EXPENSES -- AUDIT LETTERS	1,500	189	300	-1,200
4-330 COLLECTIVE BARGAINING	7,500	0	1,000	-6,500
TOTAL LEGAL	34,000	19,479	23,300	-10,700

01-4155 PERSONNEL ADMINISTRATION	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-190 MERIT AND PERFORMANCE COMPENSATION	9,149	0	11,885	2,735
1-195 COLA COMPENSATION ADJUSTMENTS -- NON-UNION	22,199	0	21,798	-401
1-241 PHYSICAL TRAINING	0	845	1,200	1,200
1-250 UNEMPLOYMENT	2,219	1,970	2,219	0
1-260 WORKERS COMPENSATION	27,583	32,435	33,308	5,722
1-350 MEDICAL SERVICES	2,000	1,140	1,700	-300
1-352 BENEFIT ADMINISTRATION	1,260	1,200	1,260	0
1-390 PRE-EMPLOYMENT SCREENING	3,235	2,420	3,235	0
1-550 NOTICES & PUBLICATIONS	600	950	750	150
1-695 EMPLOYEE RELATIONS	1,000	145	1,000	0
1-840 EVENTS & ACTIVITIES	1,750	461	1,750	0
TOTAL PERSONNEL ADMINISTRATION	70,995	41,567	80,182	9,107

01-4191 PLANNING AND ZONING	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-120 TEMPORARY POSITIONS	0	5,846	2,000	2,000
1-190 TRAVEL & EXPENSE REIMBURSEMENT	500	125	380	-150
1-220 SOCIAL SECURITY	0	362	124	124
1-225 MEDICARE	0	85	29	29
1-240 TRAINING EXPENSE	800	351	800	-200
1-315 PROFESSIONAL SERVICES (MAPPING SERVICES)	8,000	8,000	7,000	-1,000
1-391 GRAFTON COUNTY RECORDING	600	769	750	150
1-550 NOTICES/PUBLICATIONS	2,000	2,100	1,950	-50
1-551 PRINTING	800	0	0	-800
1-560 DUES	192	25	50	-142
1-625 POSTAGE	2,500	2,651	2,500	0
1-670 BOOKS AND PERIODICALS	400	369	400	0
TOTAL PLANNING AND ZONING	15,792	20,682	15,753	-39

01-4194 GENERAL GOVERNMENT BUILDINGS				
	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-110 PERMANENT POSITIONS	11,400	11,562	11,400	0
1-190 MILEAGE REIMBURSEMENT	200	220	200	0
1-220 SOCIAL SECURITY	707	717	707	0
1-225 MEDICARE	165	168	165	0
1-341 TELEPHONE & COMMUNICATION	5,460	5,527	5,460	0
1-342 DATA PROCESSING	7,790	6,590	7,701	-89
1-410 ELECTRICITY	6,800	6,165	5,500	-300
1-411 HEATING FUEL	5,900	7,697	5,500	600
1-412 WATER	700	854	700	0
1-413 SEWER	300	957	1,000	700
1-430 BUILDING MAINTENANCE	1,555	1,642	1,555	0
1-431 BUILDING REPAIR	4,000	2,061	4,000	0
2-440 RENTALS & LEASES	27,373	18,073	29,245	-2,128
1-610 GENERAL SUPPLIES	2,000	2,422	2,000	0
1-620 OFFICE SUPPLIES	6,800	4,923	5,000	-1,800
1-630 EQUIPMENT MAINTENANCE	350	0	350	0
1-631 EQUIPMENT REPAIR	300	341	300	0
1-740 MACHINERY AND EQUIPMENT	1,200	1,861	950	-250
TOTAL GENERAL GOVERNMENT BUILDINGS	83,000	71,780	79,733	-3,267

01-4195 CEMETERIES				
	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-650 GROUNDSKEEPING	50,000	50,000	55,000	5,000
TOTAL CEMETERIES	50,000	50,000	55,000	5,000

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	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4196 TOWN INSURANCE				
1-480 PROPERTY-LIABILITY	59,000	62,749	46,466	-12,534
1-490 DEDUCTIBLE PROP-LIABILITY	3,000	1,128	3,000	0
TOTAL TOWN INSURANCE	62,000	63,847	49,466	-12,534

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4197 ADVERTISING/REG ASSOCIATION				
1-550 NOTICES/PUBLICATIONS	2,600	4,213	3,000	400
1-552 TOWN REPORT PUBLICATION	5,600	5,600	600	-5,000
1-555 MEDIA SERVICES	9,000	10,952	9,600	600
1-560 DUES	7,978	8,002	8,104	126
TOTAL ADVERTISING/REG ASSOCIATION	25,178	28,767	21,304	-3,874

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4199 OTHER GENERAL GOVERNMENT				
1-820 ECONOMIC DEVELOPMENT	16,000	16,000	16,000	0
1-823 CHAMBER OF COMMERCE	15,000	15,000	15,000	0
1-824 COMMUNITY CENTER OPERATING SUBSIDY	33,500	33,500	33,500	0
1-825 MT WASHINGTON REGIONAL AIRPORT	4,388	4,388	4,388	0
TOTAL OTHER GENERAL GOVERNMENT	68,888	68,888	68,888	0

		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4210 POLICE DEPARTMENT					
1-110	PERMANENT POSITIONS	493,462	529,437	535,828	92,366
1-120	TEMPORARY POSITIONS	29,720	15,875	32,355	2,595
1-140	OVERTIME	41,250	66,014	42,639	1,389
1-190	TRAVEL REIMBURSEMENT	1,700	3,932	3,760	2,080
1-210	HEALTH INSURANCE	114,026	98,897	121,318	7,290
1-215	LIFE INSURANCE	1,378	1,879	1,798	420
1-219	DISABILITY INSURANCE	7,380	7,343	8,767	1,407
1-220	SOCIAL SECURITY	6,305	8,219	8,147	1,843
1-225	MEDICARE	8,184	9,059	9,581	1,397
1-230	RETIREMENT	33,874	38,929	46,125	12,255
4-240	TRAINING	5,700	9,576	10,375	4,675
1-241	PHYSICAL TRAINING	3,000	950	3,750	750
1-291	UNIFORMS	19,226	13,166	19,545	419
1-315	PROFESSIONAL SERVICES (MAPPING)	5,000	5,000	5,000	0
1-341	TELEPHONE & COMMUNICATIONS	10,560	12,186	10,740	180
1-342	DATA PROCESSING	9,405	10,450	8,943	-462
1-350	MEDICAL SERVICES	600	121	600	0
1-355	PROFESSIONAL SERVICES (PHOTOGRAPHIC)	200	-36	1,760	1,550
1-390	PROFESSIONAL SERVICES (TECHNICAL)	750	255	750	0
1-395	TOWING VEHICLES	300	345	300	0
1-399	CANINE UNIT	2,048	2,275	1,028	-1,028
1-550	NOTICES & PUBLICATIONS	0	4,700	0	0
1-551	PRINTING	2,000	867	1,750	-250
1-560	DUES	1,115	1,000	3,405	2,290
1-610	GENERAL SUPPLIES	4,140	4,259	2,840	-1,500
2-610	GENERAL SUPPLIES -- TRAINING	4,690	5,802	5,250	560
1-620	OFFICE SUPPLIES	3,500	4,191	4,008	500
1-625	POSTAGE	1,000	1,147	1,008	0
1-630	EQUIPMENT MAINTENANCE	2,133	1,847	2,467	334
1-631	EQUIPMENT REPAIR	1,350	1,464	1,350	0
1-635	GASOLINE	7,500	8,126	7,750	250
1-660	VEHICLE MAINTENANCE	3,945	4,644	5,105	1,160
1-661	VEHICLE REPAIR	2,500	2,560	2,000	-500

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1-670 BOOKS AND PERIODICALS	2,164	1,845	2,132	-32
1-680 RENTALS AND LEASES (DEPARTMENTAL)	19,404	21,124	19,543	145
1-740 EQUIPMENT PURCHASE - VEHICLE	28,590	29,048	29,200	700
2-740 EQUIPMENT PURCHASE - STATION	710	574	150	-560
3-740 EQUIPMENT PURCHASE - FIELD	380	0	506	126
1-810 SPECIAL INVESTIGATIONS	250	913	250	0
1-812 BIKE PATROL	1,564	110	250	-1,314
1-840 EVENTS & ACTIVITIES	2,500	2,650	3,100	600
1-880 SPECIAL DETAIL	12,000	16,152	12,000	0
SUBTOT/POLICE DEPARTMENT	895,501	946,895	1,027,139	131,637
WA #6 SEA OF NH UNION CONTRACT; PROSECUTOR ENCUMBRANCE				
TOTAL POLICE DEPARTMENT	895,501	986,141	1,027,139	131,637

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4211 DISPATCH				
1-330 GRAFTON COUNTY	84,480	84,480	80,674	5,191
2-330 TWIN STATE MUTUAL AID/NORTHERN NH MUTUAL FIRE AID	3,446	3,455	3,445	0
1-341 TELEPHONE	3,210	4,457	1,460	-1,750
TOTAL DISPATCH	91,136	92,393	84,577	3,441

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4215 AMBULANCE				
1-350 MEDICAL SERVICES	39,931	39,431	41,099	1,168
TOTAL AMBULANCE	39,431	39,431	40,599	1,168

01-4220 FIRE DEPARTMENT				
2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE	
189,008	193,875	197,042	8,034	
1-110 PERMANENT POSITIONS				
37,856	34,045	37,856	0	
1-120 TEMPORARY POSITIONS - CALL CO.				
41,799	42,758	39,270	-2,529	
1-140 OVERTIME				
4,500	4,650	4,500	0	
1-190 MILEAGE REIMBURSEMENT				
48,815	49,575	52,065	3,850	
1-210 HEALTH INSURANCE				
506	684	579	73	
1-215 LIFE INSURANCE				
2,709	2,676	2,827	119	
1-219 DISABILITY INSURANCE				
2,347	2,111	2,347	0	
1-220 SOCIAL SECURITY				
3,896	3,884	3,975	80	
1-225 MEDICARE				
22,293	24,529	30,612	8,319	
1-230 RETIREMENT				
12,550	9,582	9,430	-3,120	
4-240 TRAINING EXPENSE				
1,200	300	1,200	0	
1-241 PHYSICAL TRAINING				
3,650	3,678	3,650	0	
1-291 UNIFORMS				
5,000	5,000	5,000	0	
1-330 MAPPING				
2,634	2,002	2,718	84	
1-341 TELEPHONE & COMMUNICATIONS				
2,000	2,377	2,250	250	
1-342 DATA PROCESSING				
4,000	4,775	4,725	725	
1-410 ELECTRICITY				
3,000	3,534	3,500	800	
1-411 HEATING FUEL				
275	254	275	0	
1-412 WATER				
300	276	300	0	
1-413 SEWER				
2,835	2,636	2,835	0	
1-430 BUILDING MAINTENANCE				
375	891	0	-375	
1-431 BUILDING REPAIR				
0	120	0	0	
1-551 NOTICES & PUBLICATIONS				
1-560 DUES				
497	465	520	23	
2-440 RENTALS & LEASES				
1,500	1,231	1,231	-269	
1-610 GENERAL SUPPLIES - JANITORIAL				
1,210	1,085	1,432	222	
2-610 GENERAL SUPPLIES - FIREFIGHTING				
1,915	1,945	1,965	50	
3-620 GENERAL SUPPLIES - MECHANICAL				
640	624	640	0	
1-620 OFFICE SUPPLIES				
905	817	905	0	
1-625 POSTAGE				
250	133	250	0	
1-630 EQUIPMENT MAINTENANCE				
3,902	3,862	4,282	380	
1-631 EQUIPMENT REPAIR				
1,400	1,529	1,400	0	
1-635 GAS AND OIL				
2,000	2,158	2,000	0	

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1-660 VEHICLE MAINTENANCE	2,445	1,810	2,445	0
1-661 VEHICLE REPAIRS	3,725	5,834	5,025	1,300
1-670 BOOKS AND PERIODICALS	770	338	770	0
1-740 EQUIPMENT PURCHASE	22,704	23,414	23,414	770
2-760 RENTALS & LEASES (CAPITAL EQUIPMENT)	24,750	24,879	24,880	130
1-840 EVENTS & ACTIVITIES	1,950	1,454	1,800	-50
1-880 UNANTICIPATED REIMBURSED EXPENSES	3,000	684	3,000	0
TOTAL FIRE DEPARTMENT	465,109	466,451	483,975	18,866

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4311 PUBLIC WORKS ADMINISTRATION				
1-110 PERMANENT SALARIES	66,484	45,006	40,274	-26,211
REIMBURSEMENTS (GRANTS & SEWER)	0	-4,703	0	0
1-120 TEMPORARY POSITIONS	0	24,291	0	0
1-190 MILEAGE AND EXPENSE REIMBURSEMENT	500	452	250	-250
1-210 HEALTH INSURANCE	6,856	8,541	7,568	712
1-215 LIFE INSURANCE	109	165	124	15
1-219 DISABILITY INSURANCE	583	649	604	21
1-220 SOCIAL SECURITY	4,122	4,296	2,497	-1,825
1-225 MEDICARE	964	1,005	584	-380
1-230 RETIREMENT	1,952	2,274	2,375	424
1-240 TRAINING	925	0	208	-725
1-310 PROFESSIONAL SERVICES (ENGINEERING)	3,250	1,402	1,780	-1,500
1-315 PROFESSIONAL SERVICES (MAPPING)	8,000	8,000	5,000	-3,000
1-341 TELEPHONE	240	713	750	510
1-390 PROFESSIONAL SERVICES (MANAGEMENT)	0	0	41,160	41,160
1-560 DUES	195	20	20	-175
1-625 POSTAGE	300	179	150	-150
1-670 BOOKS AND PERIODICALS	200	0	100	-100
TOTAL PUBLIC WORKS ADMINISTRATION	94,681	92,291	103,407	8,726

01-4312 HIGHWAY DEPARTMENT		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-110 PERMANENT POSITIONS		239,661	232,660	246,095	6,434
1-120 TEMPORARY POSITIONS		0	8,680	0	0
1-140 OVERTIME		34,668	35,579	34,668	0
1-210 HEALTH INSURANCE		61,271	71,594	76,581	15,291
1-215 LIFE INSURANCE		639	897	723	84
1-219 DISABILITY INSURANCE		3,423	3,478	3,547	124
1-220 SOCIAL SECURITY		16,826	17,081	17,257	431
1-225 MEDICARE		3,935	3,995	3,707	-228
1-230 RETIREMENT		11,505	14,387	13,858	2,353
1-240 TRAINING EXPENSE		1,100	310	708	-400
1-291 UNIFORMS		7,700	8,283	7,700	0
1-341 TELEPHONE & COMMUNICATION		1,620	1,358	1,298	-330
1-342 DATA PROCESSING		264	598	1,138	874
1-390 PROFESSIONAL SERVICES		17,260	3,309	16,599	-760
1-410 ELECTRICITY		4,000	4,105	4,300	0
1-411 HEATING FUEL		5,000	6,778	5,000	0
1-412 WATER		500	968	1,000	500
1-413 SEWER		350	1,983	1,250	900
1-430 BUILDING MAINTENANCE (PROPERTY)		550	93	550	0
1-431 BUILDING REPAIR		7,110	12,130	4,750	-2,360
1-610 GENERAL SUPPLIES - SHOP/GARAGE		9,315	10,772	9,315	0
2-610 GENERAL SUPPLIES - CONSTRUCTION		2,000	4,637	2,000	0
3-610 GENERAL SUPPLIES - DRAINAGE		11,390	366	11,390	0
4-610 GENERAL SUPPLIES - TRAFFIC CONTROL		4,470	6,422	5,130	660
1-620 OFFICE SUPPLIES		1,200	1,429	1,200	0
1-635 GAS AND OIL		24,500	31,282	24,500	0
1-660 VEHICLE MAINTENANCE		12,394	9,292	19,394	7,000
1-661 VEHICLE REPAIRS		28,800	44,430	33,800	4,800
1-655 SALT		60,700	67,924	70,200	9,500
1-656 SAND AND GRAVEL		36,050	29,712	39,400	3,350

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1-657 PAVEMENT MAINTENANCE (ROADS)	19,000	7,572	31,000	12,000
1-658 SIGNS AND POSTS	4,545	5,308	4,000	-545
1-680 RENTALS & LEASES (DEPARTMENTAL)	98,595	97,199	55,973	-42,625
1-740 MACHINERY & EQUIPMENT	3,650	26	4,150	500
TOTAL HIGHWAY DEPARTMENT	733,991	744,578	751,543	17,552

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4316 STREET LIGHTING				
3-410 ELECTRICITY	31,000	33,571	31,000	0
3-730 SYSTEM IMPROVEMENTS	2,500	0	2,500	0
TOTAL STREET LIGHTING	33,500	33,571	33,500	0

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4324 LANDFILL				
1-390 PROFESSIONAL SERVICES	15,000	10,733	350	-14,650
TOTAL LANDFILL	15,000	10,733	350	-14,650

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4414 ANIMAL CONTROL				
1-330 PROFESSIONAL SERVICES (ANIMAL CONTROL)	17,484	17,484	18,358	874
1-396 BOARDING	2,400	380	750	-1,650
1-550 NOTICES & PUBLICATIONS	100	33	75	-25
1-551 PRINTING	100	96	100	0
1-620 OFFICE SUPPLIES	128	436	185	27
1-625 POSTAGE	100	5	100	0
TOTAL ANIMAL CONTROL	20,312	18,433	19,538	-774

01-4441 WELFARE	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-110 PERMANENT POSITIONS	32,760	33,588	32,760	0
1-190 TRAVEL & EXPENSE REIMBURSEMENT	365	149	365	0
1-210 HEALTH INSURANCE	7,452	7,608	5,225	774
1-215 LIFE INSURANCE	92	123	101	9
1-219 DISABILITY INSURANCE	491	481	481	0
1-220 SOCIAL SECURITY	2,031	2,101	2,031	0
1-225 MEDICARE	475	491	475	0
1-230 RETIREMENT	1,645	1,734	1,333	288
1-240 TRAINING EXPENSE	150	30	125	-25
1-560 DUES	60	36	60	0
1-625 POSTAGE	50	22	40	-10
1-670 BOOKS & PERIODICALS	60	0	50	-10
4442-1-850 MEDICAL ASSISTANCE	1,400	622	1,200	-200
4442-1-851 ELECTRICITY - ASSISTANCE	2,400	818	2,000	-400
4442-1-852 HEATING FUEL ASSISTANCE	1,250	813	1,250	0
4442-1-853 RENT ASSISTANCE	23,000	16,645	21,500	-1,500
4442-1-854 MISCELLANEOUS ASSISTANCE	500	35	500	0
4442-1-855 FOOD ASSISTANCE	2,250	2,273	2,500	250
4442-1-856 FUNERAL ASSISTANCE	2,250	750	750	-1,500
TOTAL WELFARE	78,681		76,357	-2,324

01-4583 PATRIOTIC PURPOSES	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-840 SPECIAL EVENTS	1,300	1,182	1,300	0
TOTAL PATRIOTIC PURPOSES	1,300	1,182	1,300	0

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		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4611 CONSERVATION COMMISSION					
	1-240 TRAINING	200	96	100	-100
	1-330 PROFESSIONAL SERVICES	1,500	1,500	0	-1,500
	1-430 MAINTENANCE & UPKEEP	300	55	500	200
	1-551 PRINTING	0	0	1,400	1,400
	1-560 DUES	550	525	525	-25
	1-610 GENERAL SUPPLIES	50	122	50	0
	1-625 POSTAGE	25	37	74	49
	1-730 OTHER IMPROVEMENTS	1,000	1,000	500	-500
	1-740 EQUIPMENT PURCHASE	300	300	300	0
	1-840 SUMMER CAMP	500	500	500	0
	TRANSFER TO TRUST FUND	0	290	0	0
TOTAL CONSERVATION COMMISSION		4,425	4,425	3,949	-476

		2003 APPROVED BUDGET	2003 REVENUES (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
08-3502	SIDEWALKS/HYDRANTS PRECINCT				
	00-001 INTEREST INCOME	500	275	0	-500
	TOTAL PROJECTED INCOME	500	275	0	-500
	SUBTOTAL OF EXPENDITURES	45,541	33,493	70,941	25,400
	TOTAL APPROPRIATION ON PRECINCT TAX RATE	45,041	45,912	70,941	25,900

		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
08-4317	SIDEWALKS/HYDRANTS PRECINCT				
	1-110 PERMANENT POSITIONS	14,406	4,772	10,885	-3,821
	1-140 OVERTIME	2,250	2,596	2,250	0
	1-220 SOCIAL SECURITY	1,011	457	742	-269
	1-225 MEDICARE	237	107	159	-77
	1-260 WORKERS COMPENSATION	824	989	1,659	826
	1-440 RENTALS AND LEASES (HYDRANTS)	11,308	11,396	11,409	92
	1-630 EQUIPMENT MAINTENANCE	355	365	455	100
	1-631 EQUIPMENT REPAIR	2,000	3,341	3,000	1,000
	1-635 FUEL	650	724	708	50
	1-655 SALT	5,000	7,758	5,000	0
	1-657 SIDEWALK REPAIR	7,500	987	35,000	27,500
	TOTAL APPROPRIATION ON PRECINCT TAX RATE	45,541	33,493	70,941	25,400

11-3404 TRANSFER/RECYCLING FUND		2003 APPROVED BUDGET	2003 REVENUES (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
RECYCLING CHARGES					
1-001 BOTTLE RECYCLING		500	1,663	1,600	500
1-002 PAPER FIBER RECYCLING		50,000	60,093	58,500	6,500
1-003 ALUMINUM CAN RECYCLING		3,400	3,732	3,600	200
1-004 TIRE DISPOSAL FEES		2,200	5,560	4,500	2,300
1-005 APPLIANCE DISPOSAL FEES		1,600	2,229	1,800	200
1-006 ALL OTHER CHARGES		4,000	5,115	4,000	0
1-007 PLASTICS		3,500	8,178	6,250	2,750
1-008 DEMOLITION DEBRIS		20,000	25,639	22,500	2,500
1-009 PAY PER BAG		68,500	77,744	72,500	4,000
1-010 SCRAP METAL RECYCLING		500	2,301	1,500	1,000
1-011 CASELLA WASTE MANAGEMENT DUMPING RIGHTS		15,000	15,000	15,000	0
1-015 INTEREST INCOME		1,700	631	500	-1,100
TOTAL RECYCLING CHARGES (REVENUES)		170,900	207,883	189,750	18,850
SUBTOTAL OF EXPENDITURES		268,193	278,185	281,730	13,537
TOTAL APPROPRIATION ON TAX RATE		97,293	97,293	91,980	-5,313

11-4324 TRANSFER/RECYCLING CENTER		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-110 PERMANENT POSITIONS		109,451	106,899	125,835	16,487
1-120 TEMPORARY POSITIONS		14,820	15,742	5,925	-8,892
1-140 OVERTIME		260	544	260	0
1-190 MILEAGE REIMBURSEMENT		500	444	500	0
1-210 HEALTH INSURANCE		28,042	23,710	31,213	3,171
1-215 LIFE INSURANCE		298	407	1,889	1,591
1-219 DISABILITY		1,598	1,574	1,850	262
1-220 SOCIAL SECURITY		7,705	7,611	8,176	471
1-225 MEDICARE		1,802	1,780	1,912	110
1-230 RETIREMENT		5,347	5,405	7,314	1,967
1-240 TRAINING EXPENSE		650	776	650	0

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Town of Littleton

1-260 WORKERS COMPENSATION	4,213	4,593	5,022	815
1-291 UNIFORMS	3,050	2,977	2,300	-750
1-342 DATA PROCESSING	0	602	575	575
1-341 TELEPHONE	540	509	500	-40
1-390 PROFESSIONAL SERVICES	700	956	948	240
1-410 ELECTRICITY	2,200	2,783	2,430	250
1-411 HEATING FUEL	600	663	50	-550
1-412 WATER	230	149	150	-80
1-413 SEWER	150	82	100	-50
1-430 BUILDING MAINTENANCE	500	4,437	1,000	500
1-480 PROPERTY LIABILITY INSURANCE	0	0	2,229	2,229
1-550 NOTICES & PUBLICATIONS	200	107	179	-30
1-560 DUES	3,950	3,683	3,879	-271
1-610 GENERAL SUPPLIES	700	637	800	-100
1-620 OFFICE SUPPLIES	400	80	300	-100
1-625 POSTAGE	60	8	40	-20
1-630 EQUIPMENT MAINTENANCE	750	905	750	0
1-631 EQUIPMENT REPAIR	1,600	4,285	0	-1,600
1-635 FUEL	950	1,163	950	0
1-660 VEHICLE MAINTENANCE	1,600	2,260	1,600	0
1-661 VEHICLE REPAIR	630	115	0	-630
1-681 BAGS	7,000	6,983	0	-7,000
1-740 EQUIPMENT PURCHASE	0	434	0	0
4-813 RECYCLING DIRECT DISPOSAL	7,200	7,254	6,000	-300
1-813 TIPPING FEES	53,438	60,267	59,456	4,978
2-813 TRANSPORTATION	6,760	7,138	7,064	304
1-840 EVENTS & ACTIVITIES	300	220	300	0
TOTAL TRANSFER/RECYCLING CENTER	268,193	278,185	281,730	13,537

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2004 Proposed Budget

05-3401 LIBRARY				
LIBRARY REVENUES				
MEMORIAL FUNDS				
DUE FROM TRUST FUNDS	3,000	3,468	53,000	50,000
GRANTS	12,000	11,680	12,000	0
LIBRARY INCOME	1,500	1,500	1,500	0
SPECIAL EVENTS	10,000	9,977	10,000	0
	8,000	9,519	8,000	0
TOTAL INCOME	34,500	36,143	54,500	50,000
SUBTOTAL OF EXPENDITURES	250,742	240,717	315,768	65,026
TOTAL APPROPRIATION ON TAX RATE	216,242	216,242	231,268	15,026

05-4550 LIBRARY				
LIBRARY REVENUES				
PERMANENT POSITIONS	140,136	138,463	145,542	5,406
HEALTH INSURANCE	18,631	19,002	20,538	1,905
LIFE INSURANCE	261	352	298	35
DISABILITY INSURANCE	1,394	1,345	1,448	52
SOCIAL SECURITY	8,687	8,585	9,024	337
MEDICARE	2,031	2,008	2,110	79
RETIREMENT	4,662	4,630	5,639	1,027
TRAINING	1,320	659	1,320	0
UNEMPLOYMENT INSURANCE	325	123	325	0
WORKERS COMPENSATION	241	199	241	0
VAC/SICK ACCRUAL	1,000	1,000	1,000	0
TELEPHONE	2,495	2,583	2,525	130
PROFESSIONAL SERVICES	850	614	850	0
PROPERTY LIABILITY INSURANCE	0	0	1,456	3,456
EQUIPMENT MAINTENANCE	2,286	2,318	2,286	0
RENTALS AND LEASES	708	708	708	0
DUES	350	330	350	0
GENERAL SUPPLIES	800	686	800	0

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OFFICE SUPPLIES	3,500	3,112	3,500	0
POSTAGE	2,000	1,943	2,000	0
BUILDING MAINTENANCE	14,500	9,555	55,500	52,000
BOOKS	22,004	22,859	22,004	0
SUBSCRIPTIONS	4,284	4,281	4,284	0
BOOKS ON TAPE	2,000	2,039	2,000	0
VIDEO CASSETTES	800	641	800	0
PROGRAMS	3,000	2,704	3,000	0
BINDING	300	427	300	0
MISCELLANEOUS	100	0	100	0
EQUIPMENT PURCHASE	4,000	2,000	4,000	0
ELECTRICITY & WATER	4,000	3,999	4,200	200
HEATING FUEL	3,977	3,453	3,375	398
SEWER	100	98	100	0
TOTAL LIBRARY	250,742	240,717	315,768	65,026

Town of Littleton

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10-3409 PARKS & RECREATION				
	2003 APPROVED BUDGET	2003 REVENUES (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
PARKS REVENUES				
5-001 DAY CAMP	25,000	26,392	25,000	0
5-002 POOL SWIMMING LESSONS	2,500	7,184	2,500	0
5-003 POOL SEASON PASSES	1,500	1,217	1,500	0
5-004 POOL DAILY ADMISSIONS	2,500	2,098	2,500	0
5-005 CONCESSIONS	2,500	2,134	2,500	0
5-007 SCHOOL DONATIONS	2,000	4,000	2,000	0
5-015 INTEREST INCOME	1,750	276	1,750	0
05-011 DONATION	0	0	0	0
09-001 MISCELLANEOUS INCOME -- FUND BALANCE USE	0	0	16,000	16,000
TOTAL INCOME (REVENUES)	37,750	43,300	53,750	16,000
SUBTOTAL OF EXPENDITURES	179,631	179,069	204,407	24,775
TOTAL APPROPRIATION ON TAX RATE	141,881	141,881	150,657	8,775

10-4520 PARKS & RECREATION				
	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-110 PERMANENT POSITIONS	37,951	31,481	39,033	1,082
1-120 TEMPORARY POSITIONS	54,191	55,903	57,000	2,809
1-130 COMMISSIONERS SALARIES	1,800	1,800	1,800	0
1-140 OVERTIME	1,800	690	1,800	0
1-210 HEALTH INSURANCE	10,061	10,250	11,033	970
1-215 LIFE INSURANCE	85	120	97	12
1-219 DISABILITY INSURANCE	457	468	473	16
1-220 SOCIAL SECURITY	5,713	5,557	5,964	241
1-225 MEDICARE	1,445	1,300	1,465	20
1-230 RETIREMENT	1,529	1,645	1,660	332
1-240 TRAINING (RED CROSS)	600	773	600	0
1-260 WORKERS COMPENSATION	2,786	2,662	2,934	145
1-291 UNIFORMS	1,100	1,117	1,100	0
1-341 TELEPHONE	725	780	840	115

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1-390 PROFESSIONAL SERVICES	0	140	0	0
1-410 ELECTRICITY	7,000	5,352	7,000	0
1-411 HEATING FUEL	1,800	2,268	1,800	0
1-412 WATER	3,000	3,336	3,000	0
1-413 SEWER	2,500	563	2,500	0
1-430 BUILDING MAINTENANCE	2,000	1,466	2,000	0
1-431 POOL EQUIP. MAINTENANCE	2,000	2,443	2,000	0
1-480 PROPERTY-LIABILITY INSURANCE	0	0	3,034	3,034
1-610 PARKS OPERATING SUPPLIES	1,000	1,396	1,000	0
1-611 POOL OPERATING SUPPLIES	3,000	2,793	3,000	0
1-630 EQUIPMENT MAINTENANCE	1,000	1,213	1,000	0
1-635 GAS AND OIL	1,400	1,771	1,400	0
1-650 GROUNDSKEEPING	7,500	8,505	7,500	0
1-660 VEHICLE MAINTENANCE	500	851	500	0
1-690 MISCELLANEOUS EXPENSES	0	277	0	0
1-693 CONCESSIONS	2,500	1,692	2,500	0
1-740 PARKS EQUIPMENT PURCHASE	700	428	5,789	6,089
1-742 POOL EQUIPMENT PURCHASE	400	491	400	0
02-740 USE OF FUND BALANCE	0	7,060	15,000	16,000
1-760 RENTALS AND LEASES (CAPITAL EQUIPMENT)	6,089	5,904	0	-5,089
1-840 SUMMER PROGRAM	17,000	16,577	17,000	0
TOTAL PARKS & RECREATION	179,631	179,069	204,407	24,775

		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-4711 DEBT SERVICE					
2-980 PRINCIPAL OF LT BONDS		46,718	46,717	47,333	615
4721-2-981 INT EXP-LONG TERM BONDS		37,908	37,907	35,247	-2,661
4725-1-981 TAX ANTICIPATION NOTES-INT		3,000	0	2,000	-1,000
SUBTOT,DEBT SERVICE		87,626	84,625	84,580	-3,047

		2003 APPROVED BUDGET	2003 REVENUES (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
03-3290 PARKING METERS					
6-001 PARKING METER REVENUE		30,310	26,139	31,856	1,545
6-002 PARKING VIOLATIONS		3,000	2,844	3,000	0
6-015 INTEREST INCOME		3,000	1,143	1,250	-1,750
TOTAL PARKING METERS		36,310	30,126	36,106	-205

		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
03-4210 PARKING METERS					
1-120 TEMPORARY POSITIONS		9,776	7,565	9,117	-659
1-220 SOCIAL SECURITY		606	469	565	-41
1-225 MEDICARE		142	110	132	-10
1-260 WORKERS COMPENSATION		136	175	191	55
1-297 UNIFORMS		150	0	100	-50
1-440 RENTALS AND LEASES (PARKING LOT)		23,250	22,368	23,250	0
1-625 POSTAGE		50	0	50	0
1-630 MAINTENANCE & REPAIR		200	0	700	500
3-740 EQUIPMENT PURCHASE		2,000	0	2,000	0
TOTAL PARKING METERS		36,310	30,687	36,106	-205

SEWER USERS SUBTOTAL				
	2003 APPROVED BUDGET	2003 REVENUES (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
SEWER REVENUE	605,568	665,523	508,592	-96,977
SEWER OVERLAY	-5,000	-3,171	-5,000	0
SEPTIC DISPOSAL	50,000	38,851	50,000	0
STATE AID WATER POLLUTION	405,660	405,660	387,163	-18,507
INTEREST EARNED	6,000	8,985	6,000	0
TOTAL SEWER USERS REVENUE	1,062,228	1,115,847	946,745	0
SUBTOTAL OF SEWER EXPENDITURES	1,062,228	977,517	946,745	-115,484

02-4326 SEWER USERS				
	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
1-110 PERMANENT POSITIONS	13,639	12,585	15,219	1,580
1-120 TEMPORARY POSITIONS	1,100	0	0	-1,100
1-140 OVERTIME	630	1,995	630	0
1-210 HEALTH INSURANCE	596	826	700	164
1-215 LIFE INSURANCE	9	0	13	9
1-219 DISABILITY INSURANCE	51	0	90	39
1-220 SOCIAL SECURITY	910	522	929	18
1-225 MEDICARE	213	122	207	-6
1-230 RETIREMENT	170	0	354	184
1-260 WORKERS COMPENSATION	780	920	1,198	418
1-315 MAPPING	12,500	12,500	12,500	0
1-330 PROFESSIONAL SERVICES (PLANT OPERATION)	336,684	304,140	281,224	-55,460
1-342 DATA PROCESSING	343	343	365	22
1-390 PROFESSIONAL SERVICES (SURVEYING)	0	0	1,000	1,000
1-397 BIO SOLIDS REMOVAL	105,000	94,937	105,000	0
1-398 PROFESSIONAL SERVICES (LAB TESTS)	8,250	11,859	10,000	1,750
1-480 PROPERTY LIABILITY INSURANCE	0	0	7,698	7,698
1-550 PRINTING	1,500	938	1,500	0
1-610 SEWER LINE MAINT/MATERIALS	13,000	14,063	13,000	0
1-625 POSTAGE	2,072	1,544	2,072	0

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1-680 RENTALS & LEASES	3,800	3,800	3,800	0
1-630 EQUIPMENT MAINTENANCE AND REPAIR	14,000	1,140	3,300	-6,000
1-631 CLEANING & MONITORING & REPAIR	68,750	37,053	30,100	-38,750
TOTAL SEWER OPERATING	583,997	499,287	495,564	-88,434

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
2-4711 DEBT SERVICE-SEWER BONDS				
1-980 PRINCIPAL	285,900	285,900	285,900	0
1-981 INTEREST	139,771	139,770	120,600	-19,091
TOTAL DEBT SERVICE -- SEWER	425,671	425,670	406,500	-19,091

	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
2-4913 REPLACEMENT COST RESERVE				
1-930 REPLACEMENT COST RESERVE	52,560	52,560	44,601	-7,959
TOTAL REPLACEMENT COST RESERVE	52,560	52,560	44,601	-7,959

12-3401 OPERA HOUSE	2003 APPROVED BUDGET	2003 REVENUES (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-001 RENTAL FEES	500	2,650	1,500	1,000
01-002 USER FEES - PROFIT	100	50	100	0
01-003 USER FEES- NON-PROFIT	50	0	50	0
00-001 INTEREST INCOME	250	179	200	-50
01-005 DONATIONS	0	8,506	500	500
TOTAL PROJECTED INCOME	900	11,385	2,350	1,450
SUBTOTAL OF EXPENDITURES	4,483	5,254	3,833	-650
TOTAL APPROPRIATION ON TAX RATE	3,583	3,583	1,483	-2,100

12-4621 OPERA HOUSE	2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
01-110 PERMANENT POSITION	2,200	2,246	2,200	0
01-220 SOCIAL SECURITY	136	139	136	0
01-225 MEDICARE	32	33	32	0
01-250 UNEMPLOYMENT	14	14	14	0
01-430 BUILDING MAINTENANCE	1,500	1,932	1,000	-500
1-480 LIABILITY INSURANCE	0	850	0	0
1-610 GENERAL SUPPLIES	500	0	400	-100
01-625 POSTAGE	100	40	50	-50
TOTAL OPERA HOUSE	4,483	5,254	3,833	-650

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		2003 APPROVED BUDGET	2003 REVENUES (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
13-3401 COMMUNITY AND ECONOMIC DEVELOPMENT FUND					
01-001 RENTAL FEES		5,000	0.00	0	-5,000
01-002 INTEREST INCOME		100	0	0	-100
TOTAL PROJECTED INCOME		5,350	0	0	-5,350
SUBTOTAL OF EXPENDITURES		5,350	0	0	-5,350
TOTAL APPROPRIATION ON TAX RATE		0	0	0	0

		2003 APPROVED BUDGET	2003 EXPENDITURE S (UNAUDITED)	2004 PROPOSED BUDGET	CHANGE
13-4191 COMMUNITY AND ECONOMIC DEVELOPMENT FUND					
01-390 PROFESSIONAL SERVICES		5,350	0	0	-5,350
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT FUND		5,350	0	0	-5,350

Office Hours

All Emergency Calls Dial 9-1-1

All TTY Calls 444-1700

Office	Hours	
<u>Phone/Fax/Ext.</u>		
Fire Department 230 West Main St.	Monday-Friday	P#444-2137 F#444-2218
Library 92 Main Street	Monday-Friday 10:00am-7:00pm Saturday 10:00-2:00pm	P#444-5741 F#444-1706
Municipal Offices 125 Main St. Suite 200	Monday-Friday 8:00am-12:30pm 1:00pm-4:00pm	P#444-3996 F#444-1703
Town Manager	Jason Hoch	Ext. 13 jhoch@townoflittleton.org
Executive Assistant	Cheryl Sargent	Ext. 15 csargent@townoflittleton.org
Tax Collector	Joe Wiggett	Ext. 12 jwiggett@townoflittleton.org
Facility Manager	Joe Wiggett	
Planning/Assessing	Carol Cullen	Ext. 16 ccullen@townoflittleton.org
Principal Bookkeeper	Karen Noyes	Ext. 11 knoyes@townoflittleton.org
Receptionist/Welfare		
Administrator	Joan Santy	Ext. 10 jsanty@townoflittleton.org
Town Clerk	Judy White	Ext. 20 jwhite@townoflittleton.org
Deputy Town Clerk	Bonnie Bowles	Ext. 23 bbowles@townoflittleton.org
Tim Breen	Town/School/Community Projects	444-3996 ext. 22
Cathy Conway	TCSP Project	444-3996 ext.17
Nicole LaPointe	Model Community Project	444-3996 ext.27
Don Jutton	Community & Economic Development Consultant	444-3996 ext. 14
Highway Department 240 West Main Street	Monday-Friday 6:30am-3:00pm	P#444-5051
Transfer Station Mt. Eustis Road	Tuesday & Thursday 12:00pm-4:00pm Wednesday 12:00pm-6:00pm Saturday	P#444-1447

	8:00am-4:00pm	
Burn Dump Mt. Eustis Road	Tuesday & Thursday 11:00am-3:00pm Saturday 8:00am-4:00pm	P#444-1447
Wastewater Plant 323 Meadow Street	Monday-Friday 6:30am-3:00pm	P#444-5400
Water & Light Lafayette Avenue	Monday-Friday 8:00am-4:00pm	P#444-2915 F#444-2718

