Jaffrey Capital Improvements Plan

2011-2016

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PLANNING BOARD ADOPTION

TOWN OF JAFFREY
Jaffrey, New Hampshire

PLANNING BOARD
Meeting Minutes
December 13, 2011

Capital Improvements Plan

On a motion made by Mark Kresge, seconded by Tom Doane, the Board voted to adopt the CIP as drafted by Planning Director Carr (7-0).

INTRODUCTION

A Capital Improvements Program (hereinafter referred to as a CIP) is an important tool the Town of Jaffrey utilizes to help manage anticipated growth and development. The original CIP for Jaffrey was first adopted in March 1987. It is an actual plan that lays out a budget for and schedule of municipal expenditures. The plan shows when, and at what cost, the Town expects to expand and/or provide services and facilities in the future. A CIP has a variety of uses that benefit the Town's financial, budgetary and planning operations. At the very least, the CIP should be the link between the Town-wide goals and objectives for future development, as specified in the Master Plan, and the schedule and means to finance the essential services/facilities to serve that development. The CIP links local infrastructure investments with Master Plan goals, land use ordinances, and economic development. The CIP bridges the gap between planning and spending, between the visions of the master plan and the fiscal realities of improving and expanding community facilities.[1]

The development and formal adoption of a capital improvements program is a statutory pre requisite to the enactment of growth management and impact fee ordinances. A properly constructed CIP should be an integral part of a land use regulatory process which implements either type of ordinance. The CIP is the principal resource for determining the growth-related share of capital costs which may be chargeable as impact fees; a growth management strategy and ordinance may link future development approvals to the local schedule for installation of particular utilities or services.

Purpose and Authority of the CIP

674:5 Authorization**. –** In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years. As an alternative, the legislative body may authorize the governing body of a municipality to appoint a capital improvement program committee, which shall include at least one member of the planning board and may include but not be limited to other members of the planning board, the budget committee, or the town or city governing body, to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years. The capital improvements program may encompass major projects being currently undertaken or future projects to be undertaken with federal, state, county and other public funds. The sole purpose and effect of the capital improvements program shall be to aid the mayor or selectmen and the budget committee in their consideration of the annual budget.

674:6 Purpose and Description. **–** The capital improvements program shall classify projects according to the urgency and need for realization and shall recommend a time sequence for their implementation. The program may also contain the estimated cost of each project and indicate probable operating and maintenance costs and probable revenues, if any, as well as existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The program shall be based on information submitted by the departments and agencies of the municipality and shall take into account public facility needs indicated by the prospective development shown in the master plan of the municipality or as permitted by other municipal land use controls.

674:7 Preparation. **–**

I. In preparing the capital improvements program, the planning board or the capital improvement program committee shall confer, in a manner deemed appropriate by the board or the committee, with the town manager (mayor) or the board of selectmen, or the chief fiscal officer, the budget committee, other municipal officials and agencies, the school board or boards, and shall review the recommendations of the master plan in relation to the proposed capital improvements program.

[1] Supporting information for this report was excerpted from Chapter VI of the *Planning Board in NH: A Handbook for Local Officials, Capital Improvements Programming,* Office of Energy and Planning , 2007 update.

II. Whenever the planning board or the capital improvement program committee is authorized and directed to prepare a capital improvements program, every municipal department, authority or agency, and every affected school district board, department or agency, shall, upon request of the planning board or the capital improvement program committee, transmit to the board or committee a statement of all capital projects it proposes to undertake during the term of the program. The planning board or the capital improvement program committee shall study each proposed capital project, and shall advise and make recommendations to the department, authority, agency, or school district board, department or agency, concerning the relation of its project to the capital improvements program being prepared.

674:8 Consideration by Town Manager (Mayor) and Budget Committee. – Whenever the planning board or the capital improvement program committee has prepared a capital improvements program under RSA 674:7, it shall submit its recommendations for the current year to the town manager (mayor) or selectmen and the budget committee, if one exists, for consideration as part of the annual budget.

Budget Committee, Town Manager and CIP Committee Roles

Each Department Head submits a capital improvement request for any major piece of equipment, special studies, land, buildings, road construction, and other items which are in excess of $20,000 and have a minimum of a five year life expectancy, to the Town Manager, as part of that department's budget preparation for the ensuing year. This includes new requests as well as renewal requests in order to update cost estimates and/or adjust the year requested for the particular item.

The Town Manager reviews and prioritizes the requests and passes them on to the Planning Board/CIP Committee. The Planning Board/CIP Committee reviews requests, recommends changes based on Master Plan priorities, proposes a draft CIP (financing plan) including funding source, and interest & principal payments if the item is to be bonded.

The Finalized CIP is to be adopted by the Planning Board through the Public Hearing process and is forwarded to the Budget Committee through the Town Manager for inclusion in the Town Budget.

Defining a Capital Expenditure

Jaffrey defines a capital improvement as any major piece of equipment, special study, land acquisition, building construction or renovation, road construction, and other items which are in excess of $20,000 and have a minimum of a 5 year life expectancy.

Using this definition, a capital improvement might include major equipment, vehicles, land, buildings, computers or road construction. In addition, planning, feasibility, engineering or design studies could also be included, if they are related to a capital improvement project. Personnel salaries, supplies and routine maintenance costs are not to be considered under a CIP. However, some maintenance costs may be considered depending on the cost and useful life of the repair.

This CIP was prepared following the procedure set forth in the *Planning Board in NH: A Handbook for Local Officials, Capital Improvements Programming,* Office of Energy and Planning , 2007 update. Projects were requested by Department Heads and are consistent with the Town of Jaffrey Master Plan dated 2007.

USE OF THE CIP

The CIP is to be as practical and credible as possible. It is not intended as a "wish list" of desirable but unlikely projects. Instead it should be a seen as a financial plan that enables the Town to develop annual budgets that are realistic and fiscally responsible. The following descriptions are taken from the "Planning Board in New Hampshire" as noted above.

Preserving Public Health Safety & Welfare

Providing the basic services which ensure citizen health and safety is a fundamental responsibility of local government. Programs of regular facility maintenance, upgrades and expansion of government services to

meet minimum federal, state and local standards are essential to any community. The cumulative effect of deferring major maintenance expenditures and basic improvement of essential services is often an expensive series of stopgap measures which fail to address comprehensive long-term needs.

Anticipating the Demands of Growth

When related to the Master Plan, the capital improvements programming process works to anticipate investments in community facilities which are needed to serve or shape the pattern of growth and development. The portions of selected capital improvement expenditures which are necessitated by growth may be eligible for funding by impact fees as authorized in RSA 674: 21.

Improving Communication & Coordination

Communication among the planning board, municipal departments, administrative officials, the budget committee, and citizens can result in cost savings and avoidance of duplication of facilities and expenditures. For example, certain local recreation needs might be addressed in the planning of a new school site. Development of a centralized core of consolidated municipal offices might prove a better long-term solution than separate buildings planned independently by several municipal departments.

Avoiding Undue Tax Increases

Capital improvements programming is a means of avoiding the unpleasant surprise of expensive projects generating large property tax increases. While cost impacts cannot always be precisely determined in advance, the CIP fosters discussion of the distribution of the tax burden of new capital expenditures over time. A consequential benefit of fiscal stability and sound community facility planning may be an improved bond rating.

Developing a Fair Distribution of Capital Costs

The capital improvements programming process allows for a public discussion of the preferred means of distributing capital costs not only over time, but also among users of the facilities to be financed. Some communities prefer to pay for some capital costs out of current revenues and absorb a high but single year tax increase. Other communities prefer to establish annual appropriations to capital reserve accounts to save for future projects. Still others feel that construction should take place as needed and be funded by bonded debt, retired by both existing and future users of a facility. In some cases, user fees may be deemed more appropriate than property taxes. Federal or state funds may also be available to help finance specific project costs or the cost of infrastructure improvements in lower income neighborhoods.

Building a Foundation for Growth Management & Impact Fees

The development and formal adoption of a capital improvements program is a statutory prerequisite to the enactment of growth management and impact fee ordinances. A properly constructed CIP should be an integral part of a land use regulatory process which implements either type of ordinance. The CIP is the principal resource for determining the growth-related share of capital costs which may be chargeable as impact fees; a growth management strategy and ordinance may link future development approvals to the local schedule for installation of particular utilities or services. Unfortunately, some CIPs are been prepared as simple "shopping lists" and remain unrelated to land use planning or growth management strategies.

Identifying “Scattered & Premature” Development

New Hampshire statutes allow planning boards to adopt subdivision regulations which provide against scattered or premature subdivision of land. The capital improvements program is one measure which a planning board may use to judge whether a development is scattered or premature based on an absence of essential public services, where the development could require excessive public expenditures to supply these services. The CIP may provide information needed for planning board policies requiring the provision of capital facilities or services by developers of property in unserviced areas.

Supporting Economic Development

Communities having sound fiscal health and high quality facilities and services are attractive to business and industry. New corporate investment and reinvestment in a community may be influenced by improvements which enhance the quality of life for the chief executives and managers in a company, and for their area is labor force. Private decisions which bring jobs to an area and new tax base to a community are based not only on the availability of water and sewer utilities, but also upon the quality of community schools, public safety facilities, recreation opportunities, and other services

MASTER PLAN ANALYSIS

Relationship of the CIP to the Master Plan (2007) Recommendations

One of the required steps in developing the CIP is a review of the Master Plan and its objectives and policies to link the capital improvements program and the Town's long term goals for facility improvements and providing capacity for future growth**.** Not all Master Plan projects need to be on the CIP, however some of the projects which have been noted as priorities should be reflected for long term planning.

CAPITAL SPENDING TRENDS

Fiscal Analysis

<u>Population and Housing Trends</u> (Source Master Plan 2007)

Community survey results for the development of the Master Plan indicate that the majority of respondents hold that maintaining small town feeling through managing population growth to historic rates of 1-2%, protecting the rural character of the community by providing opportunities for infill and redevelopment within the Town hub, and preservation of open space and natural resource protection are the top three priorities for citizens of Jaffrey.

The Population and Housing section of the Master Plan is intended to assess future housing needs and inform decision regarding the state of the Town's infrastructure to support the general population and provide economic, educational and social services.

The population had held fairly steady at 1 – 1.5% growth per year for the last census (2000). Updates recently released from the Office of Energy and Planning are consistent with that history, projecting an estimated population of 5,709 in 2008 representing a 1.04 % growth during the period 2000-2008.

In general we can determine that Jaffrey as a whole is a slightly aging community with population numbers tending toward the over 65 age bracket. At the same time we are seeing a gradual decrease in the household size over time. Smaller household size could present opportunities for alternative affordable development techniques and housing types.

Also, as our population ages, the town must seek to provide services such as transportation, health care, and improve on local cultural and recreational opportunities.

<u>Recommendations from the Jaffrey Master Plan (2007) Population and Housing</u>

- Target population growth to 1-2% a year to correspond to the town's goal of maintaining a rural atmosphere.

- Develop a strategy to resolve the conflict related to the expansion of the municipal water and sewer, recognizing the wishes of the people of Jaffrey to retain its rural character.

- Identify the current levels of and the need for additional housing that is affordable for elderly, families with school age children, and the town's workforce.

- Identify the type of housing that is appropriate and desired by each of the above mentioned groups relative to the proximity and kind of shopping, services and facilities that each group needs and desires.

- Look for ways for public and private sectors to collaborate to produce affordable elderly housing that is convenient to town shops and services.

- Encourage Open Space Residential Development Plans and interior lot development.

Traffic and Transportation (Source Master Plan 2007)

The state statute that deals with Master Plans, RSA 674:2, VI, calls for a transportation section that shows *". . . the location and types of facilities for all modes of transportation required for the efficient movement of people and goods into, about, and through the community."* Good transportation planning is important because of its capital-intensive nature: streets and highways typically represent the most significant public investment in a town's infrastructure. Outside of school taxes, the highway budget is usually the largest percentage of a town's operating costs.

Recommendations from the Jaffrey Master Plan (2007) Traffic and Transportation

- Implement Main Street/Route 202 "By-pass". From a transportation standpoint the single most significant issue facing the Town of Jaffrey is the Main Street/Route 202 "dogleg". Multiple chapters of the Master Plan mention this, which indicates how much the town thinks Jaffrey's future hinges on an adequate resolution of the problem.

- Maintenance and upgrade of Class V roads. Budget for projects in CIP rather than pavement management funds. Develop cost effective, equitable, fair maintenance process, consider contracting with consultant or UNHT[2].

- Continue Rails to Trails from Webster Street to Peterborough town line. Continue efforts to secure funding. Upgrading section between Webster St. and Rite-Aid with pavement and possible low-level lighting will promote safe travel between businesses and shopping.

- Develop a GIS Inventory of Transportation Infrastructure. This will be helpful for understanding municipal transportation inventory and more accurately estimate cost of repair, maintenance, and new construction.

- Develop a class VI road policy. The current policy is vague and indecisive. Jaffrey has 10 miles (out of a total of 93) of class VI roads that vary in use from low-level vehicular traffic to private driveways and abandoned ways. They represent a major resource for recreational travel and access to other recreational destinations.

- Develop a Sidewalk Management Program Plan. Inventory existing sidewalk conditions will ensure cost effective, equitable, fair process.

The CIP Committee recommends that the budgeting for road reconstruction be included in the CIP. These expenses are considered above what is normally required for the annual road maintenance budget. In addition, the Planning Board, in conjunction with the Board of Selectmen, should develop a road policy that would guide development in Town based on the status of existing roads and any future plans for roads. This can go far to ameliorate potential questions and problems when applications are submitted for the upgrading of a road, or for a building permit on a Class VI or private road.

A capital improvements program that sets forth the planned capital expenditures over a six year period can also help guide road development. In conjunction with a road policy, the CIP can set the schedule as well as the degree and type of road improvements.

For the purposes of the CIP, "roads" means Class V roads, public streets, and highways.

A Road Management Plan is one area of capital outlays which should be addressed. This is specifically identified in the OEP guidance materials because it is likely the single largest capital expense obligation of the Town, after water and sewer utilities. The CIP Committee is careful to note that budgeting for the road expenditures should address the distinction between routine maintenance of all roadways and periodic road reconstruction and upgrades to specific roads. The CIP Committee proposes allowing for sufficient funding through the annual budget process for routine maintenance and emergency repairs as is currently done, and additionally establishing a capital funding stream for road reconstruction as outlined in a ***Road Management Plan**** recommended by the DPW.

The CIP Committee is aware that this does not present an opportunity to prioritize road maintenance or reconstruction projects, rather to recommend an appropriate funding stream to achieve those goals. It should also be noted that in order to properly apply impact fees to road management projects, the projects have to be clearly identified in a capital improvements plan and directly related to the consequences of the increased growth and traffic.

The DPW Director can determine repair treatments based on generally accepted criteria. These criteria require identification of specific conditions, which should be determined for all network roads, and appropriate repairs selected for each road segment. Treatment applications will conform to the Town's minimum requirements for road standards set forth by the **Selectmen for maintenance of existing roads and the Planning Board's Subdivision**** regulation for development of new roads.

Repair and maintenance projects shall be included in the CIP based on the DPW Director's Road Management Plan with cost estimates and a schedule noting priority, repair strategy, and treatment category. The DPW Director should also identify which work items are to be completed in-house, and which must be contracted out. The request to the CIP shall reflect anticipated expenditures external to existing equipment and staffing.

** Road Management Plan – Road Reconstruction Plan*
*** Both Selectmen and Planning Board have a role to play here in updating policies and procedures.*

Table 1 Town Appropriations for Capital Expenditures (2000-2010)

Year	Article Number	Department	Project	Amount withdrawn from Capital Reserves	Appropriated Amount	Actual Amount Raised by Tax	Revenue Source
2000							
	5	Improvements other than Buildings	Budget (road reconstruction)		262,000	161,232	Tax
	5	Police	Cruiser		27,000	27,000	Tax
	8	Fire	Fund Capital Reserve Account		25,000	25,000	Tax
	9	DPW	Dump Truck		68,000	68,000	Tax
	10	Recreation	Resurfacing courts at Humiston		20,000	20,000	Tax
2001							
	6	Improvements other than Buildings	Budget (road reconstruction)		310,000	173,098	Tax
	6	Police	Cruiser		27,000	27,000	Tax
	12	DPW	Fund Capital Reserve Account		25,000	25,000	Tax
2002							
	8	Improvements other than Buildings	Budget (road reconstruction)		285,000	236,208	Tax
	8	Police	Cruiser		27,000	27,000	Tax
	9	DPW	Fund CRF		25,000	25,000	Tax
	10	DPW	Street Sweeper	50,000	128,000	78,000	Tax/CRF
	11	DPW	Snow Blower		53,000	53,000	Tax
	15	Administration	Fund CRF for revaluation		50,000	50,000	Tax
	16	Land Acquisition	Contoocook Beach		15,000	15,000	Tax
	21	Fire	Fund CRF		25,000	25,000	Tax
2003							
	9	Improvements other than Buildings	Budget (road reconstruction)		285,000	251,728	Tax
	9	Land & Improvements	Budget (items ?)		59,000	55,350	Tax
	9	Buildings & Improvments	Budget (items ?)		15,500	13,625	Tax
	9	Police	Cruiser		27,000	27,000	Tax
	10	DPW	Fund Capital Reserve Account		25,000	25,000	Tax
	11	Fire	Fund Capital Reserve Account		25,000	25,000	Tax
	12	Administration	Fund CRF for Property Revaluation		50,000	50,000	Tax
	13	DPW	Dump truck		64,000	64,000	Tax
	14	Administration	Vote Counting machine		6,500	6,500	Tax
	18	Recreation	Recreation Van (12,000 from Recreation Fund)		24,000	12,000	Tax/RecFund
2004							
	4	Buildings & Improvments	Community Center Bond		300,000	300,000	Tax/Bond
	10	Improvements other than Buildings	Budget (road reconstruction)		275,000	248,079	Tax
	10	Police	Cruiser		27,000	27,000	Tax
	11	DPW	Fund Capital Reserve Account		25,000	25,000	Tax
	12	Fire	Fund Capital Reserve Account		50,000	50,000	Tax
	13	Fire	Tanker Truck	250,000	250,000	0	Tax
	14	Administration	Property Revaluation	100,000	175,000	75,000	Tax
	15	DPW	Loader		85,000	85,000	Tax
	19	Land Acquisition	Cutter Cemetary Land Purchase		25,000	24,885	Tax

Year	Article Number	Department	Project	Amount withdrawn from Capital Reserves	Appropriated Amount	Actual Amount Raised by Tax	Revenue Source
2005							
	11	Improvements other than Buildings	Budget (road reconstruction)		225,000	225,000	Tax
	11	Machinery, Vehicles & Equipment	Budget (Police Cruiser)		13,000	13,000	Tax
	12	DPW	10-Wheel Dump Truck		99,000	99,000	Tax
	14	Fire	Fire Command Vehicle Lease (3 year lease)		7,479	7,479	Tax
2006							
	9	Improvements other than Buildings	Budget (road reconstruction)		210,000	147,347	Tax
	9	Land & Improvements	Budget (Capital Outlay)		25,000	21,880	Tax
	9	Police	Cruiser		27,000	27,000	Tax
	10	Fire	Fire Engine Lease (5 year lease $190,000)		42,766	42,766	tax
	11	Fire	Fire Command Vehicle Lease (3 year lease $28,158)		7,481	7,374	Tax
	13	Administration	Paint the Mtghouse & Steeple		20,000	20,000	Tax
	14	Fire	Fire Apparatus Vehicle Exhaust System		60,000	57,868	Tax
2007							
	11	Improvements other than Buildings	Budget (road reconstruction)		200,000	212,049	Tax
	11	Machinery, Vehicles & Equipment	Budget (Fire Leases, Hwy Equipment)		81,200	80,792	Tax
	11	Police	Cruiser		27,000	27,000	Tax
	12	DPW	Fund Capital Reserve Account		25,000	25,000	Tax
	13	Fire	Fund Capital Reserve Account		25,000	25,000	Tax
	14	Fire	Refurbish Engine 1		26,000	24,740	Tax
	15	DPW	Heavy Duty Dump Truck		90,000	90,000	Tax
	16	Administration	Fund Capital Reserve Account - Property Revaluation		45,000	45,000	Tax
	19	Land Acquisition	Contoocook well		200,000		Water Enterprise Fund
	23	Land Conservation	Cheshire Pond		170,000		LUCT/Conservation Fund
2008							
	8	Machinery, Vehicles Equipment	Budget (Fire Lease, Hwy Equipment)		150,000	149,420	Tax
	8	Improvements other than Buildings	Budget (road reconstruction)		200,000	80,272	Tax
	8	Police	Cruiser		27,000	27,000	Tax
	9	Administration	Fund Capital Reserve Account - Property Revaluation		45,000	45,000	Tax
	10	DPW	Sidewalk Plow	45,000	125,000	40,000	Tax/TIFD
	11	Fire Department	Back up generator		25,000	25,000	Tax
	12	Land Acquisition	Community Field		70,000	70,000	Tax/TIFD
	13	Land Conservation	Virginia Pond/Grey Goose		160,000		LUCT/Conservation Fund
2009							
	6	Land & Improvements	Hunt Property/Humiston Field		100,000	100,000	Tax
	12	Machinery, Vehicles Equipment	Budget (Fire Lease)		50,000	96,414	Tax
	12	Improvements other than Buildings	Budget (road reconstruction)		200,000	175,170	Tax
	22	Conservation Commission	CR Fund Conservation/Open Space		5,000	5,000	Tax

Year	Article Number	Department	Project	Amount withdrawn from Capital Reserves	Appropriated Amount	Actual Amount Raised by Tax	Revenue Source
2010							
	9	Machinery, Vehicles Equipment	Budget (Fire Lease, Hwy Equipment)		114,000	96,325	Tax
	9	Police	Cruiser		27,000	23,670	Tax
	9	Improvements other than Buildings	Budget (road reconstruction)		158,000	149,830	Tax
	17	Municipal Buildings	CRF for maintenance		50,000	50,000	Tax
	18	Administration	Fund Capital Reserve Account - Property Revaluation		30,000	30,000	Tax
	19	Administration	Withdraw CRF - Revaluation	50,724	123,000		CRF
	20	Fire	Fund Capital Reserve Account		40,000	40,000	Tax
	22	Conservation Commission	CR Fund Conservation/Open Space		5,000	5,000	Tax
Year	Article Number	Department	Project	Amount withdrawn from Capital Reserves	Appropriated Amount	Actual Amount Raised by Tax	Revenue Source
2011							
	STM 1	Machinery, Vehicles Equipment	Budget (Fire Lease, Hwy Equipment)		42,500	42,500	Tax
	STM 3	Police	Cruiser		0		Tax
	STM 1	Improvements other than Buildings	Budget (road reconstruction) (Gilmore Rd Bridge)		130,000		Tax
	STM 2	Improvement other than Buildings	Gilmore Pond Road Bridge		141,000		Tax
	13	Municipal Buildings	CRF for maintenance		25,000		CRF
	12	Administration	Fund Capital Reserve Account - Property Revaluation		22,400		CRF

Table 2 Capital Spending Trends by Department (2000-2010)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Totals
Administration			50,000	56,500	75,000			45,000	45,000		80,000	**351,500**
DPW Vehicles& Equipment	68,000	25,000	156,000	89,000	110,000	99,000		145,652	134,654	50,568	96,325	**974,199**
Fire	25,000		25,000	25,000	50,000	7,479	108,008	99,880	67,766	45,846	40,000	**493,979**
Police	27,000	27,000	27,000	27,000	27,000	13,000	27,000	27,000	27,000		23,670	**252,670**
Buildings & Improvements				13,625	300,000		20,000					**333,625**
Roads	161,232	173,098	236,208	251,728	248,079	225,000	147,347	212,049	80,272	175,170	149,830	**2,060,013**
Land Ac/Conservation			15,000	55,350	24,885		21,880		70,000	105,000	5,000	**297,115**
Recreation	20,000			12,000					12,000			**44,000**
Total	**301,232**	**225,098**	**509,208**	**530,203**	**834,964**	**344,479**	**324,235**	**529,581**	**436,692**	**376,584**	**394,825**	**4,807,101**

Figure 1 Capital Spending Trends by Department (2000-2010)

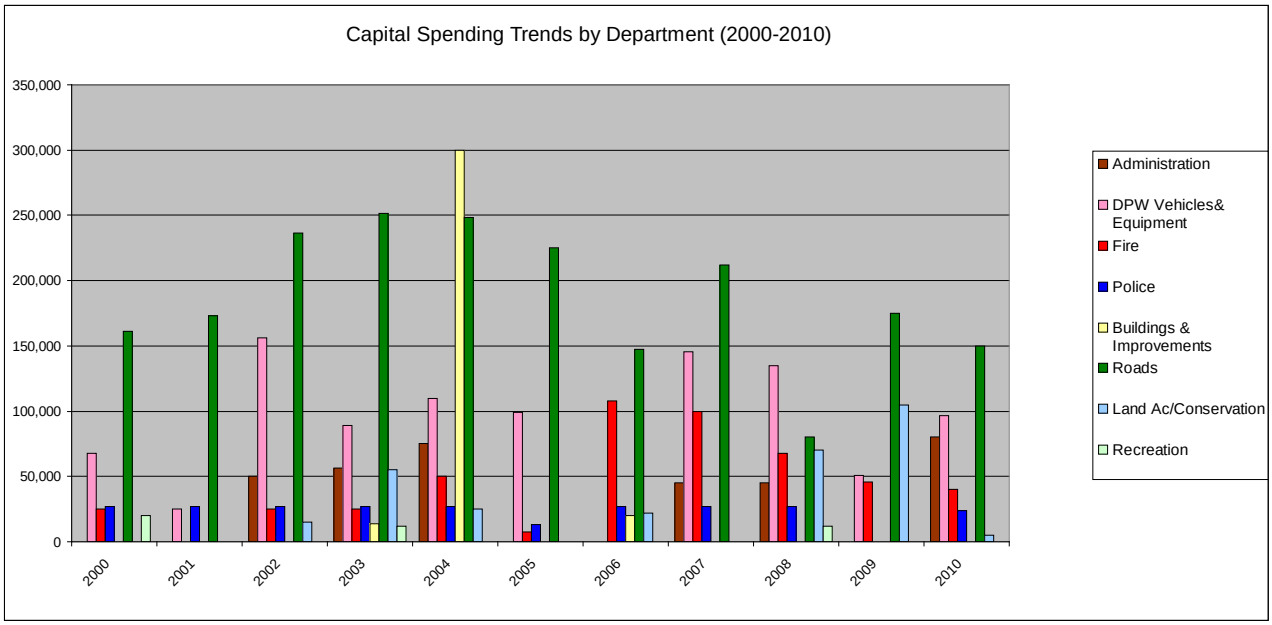
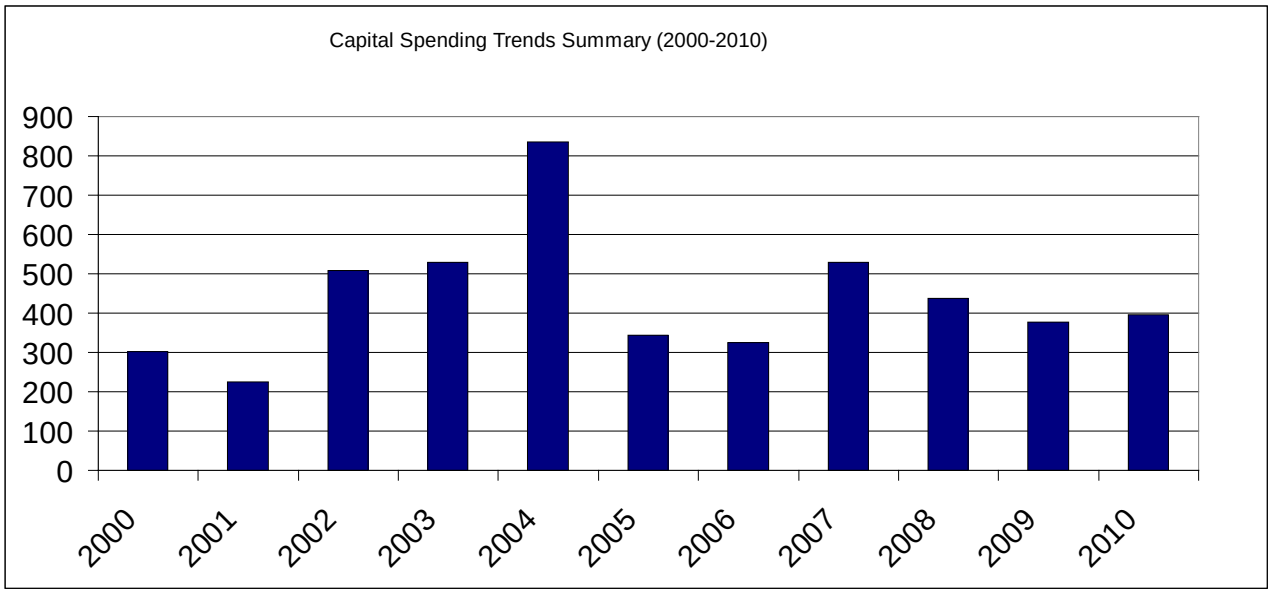


Figure 2 Capital Spending Trends by Year (2000-2010)



DEPARTMENT PROJECT SUMMARY 2011

General Government

PROPERTY REVALUATION	Town wide revaluation must be completed and values certified by the State in 2010. The last update was completed on 2005. Funding has been set aside for this project in prior years.
MUNICIPAL FACILITIES	The Municipal Facilities Assessment was completed in the fall of 2008 by the H.L. Turner Group. Buildings noted as priorities included the Town Office & Highway Garage
Town Office	
IT Plan	A structured information technology and management plan to update and integrate town departments' computer and data retrieval systems.
Town Office Standby Generator	An outdoor generator rated at 30Kw for emergency standby service at the town office.
Second Floor Egress	As recommended in the Turner Facilities report, provide a means of egress from the second floor landing.
ADA Compliance	Address ADA compliance issues with the front entrance. Add automatic push button door opener.
Highway/Transfer Station	
Replace Roof at Highway Garage	Current roof is at end of life cycle. Install metal roof with insulation underlayment.
Replace Transfer Station Roof	Existing metal roof is 17 years old and fasteners are loosening. Roof is very inefficient for heat preservation.
Install cover over Construction & Demolition container	Installing cover would prevent rain/snow from accumulating in the container.
Repave access road in Transfer Station area	Final coat of paving needs to be completed. New paving will have striping and better vehicle flow.
MUNICIPAL FACILITIES (CONT.)	
Fire Department	
New Overhead Door in rear of Fire Station	Allows for access to bay without moving other equipment, and provides for a location for command vehicle in bad weather.
New Bathrooms at Fire Station	Install two new bathrooms with showers for emergency response team.
Library	
Replace HVAC at Library	Replace outdated heating and ventilation system, and provide zones for more efficient heating (1987).
TIFDs	
Water Main Extension into Stone Bridge TIF District	Extend water main through the Stone Arch Bridge Bridge Industrial Park TIF district. Paid out of SB TIFD revenues.
Route 202/124 Traffic Project	Construction of Roundabout and bridge. Paid in part through the DT TIFD.

DPW – Highway

Road Reconstruction	Annual Road Maintenance Program of Class V Roads

DPW - Dams/Bridges

Repair Mountain Stream Dam	Necessary to maintain integrity of the dam for flood control purposes.
Repair Main Street Dam	Necessary to maintain integrity of the dam for flood control purpose. Paid from TIFD

DPW - Vehicles (replacement year)

Capital Reserve Fund	CRF for vehicle repair/replacement per replacement schedule

Police Department

Capital Reserve Fund	CRF for in vehicle Electronic Equipment (Radios/Computers)
Vehicle(s)	Vehicle repair/replacement; generally one squad car must be replaced per year – in rotation.
	Emergency response 4x4 replacement vehicle Current vehicle is 2003 Chevy Tahoe

Fire Department

Capital Reserve Fund	CRF for vehicle repair/replacement per replacement schedule
New rescue truck	10 year lease purchase
New Command Vehicle	Truck/car replacement in 2011

Recreation Department

Mini Bus (1998)	Vehicle replacement
Utility Tractor YOM (1991)	Vehicle Replacement
Humiston Field Upgrades	The lighting at the field needs to be replaced.

Conservation Fund

Land Acquisition Capital Reserve Fund	Fund for creating a stable funding source for the land acquisition efforts of the Conservation Commission.

DPW-Water

Replace 4000 LF of water main	Replace undersized 12" main from Bullet Pond Tank to Squantum Road with 16" main (Cath Rd CRF) Funded through Bond and ARRA in 2009.
Water Source Optimization	Immediate need for third source, and redundant well long-term source for growth and optimization of existing supplies
Repair Poole Reservoir Dam	Deficiencies were noted in a report from the Town's Consultant. Poole Reservoir serves as a back-up water supply
Prescott Rd water main replacement	Replace old 12" line with new 12" line Squantum Rd northerly 1800

	linear feet. Dam removal may be necessary. Work to be completed concurrent with Cathedral Rd
Libby/Aetna Water Main replacement	Replace old 6" line with new 8" line to address fire flow deficiencies

DPW – Sewer

Inflow/Infiltration Correction & Rehab Construction	On-going I/I maintenance and rehabilitation to remove extraneous flows and structurally rehabilitate mains and manholes
Replace River Street and Erin Lane Pump Stations	Need to replace aging Pump Stations
Nelson Street Pump Station	Pump station has no redundant pump, Control system needs replacement

Figure 3 Anticipated Capital Expenditures by Department (w/out CIP)

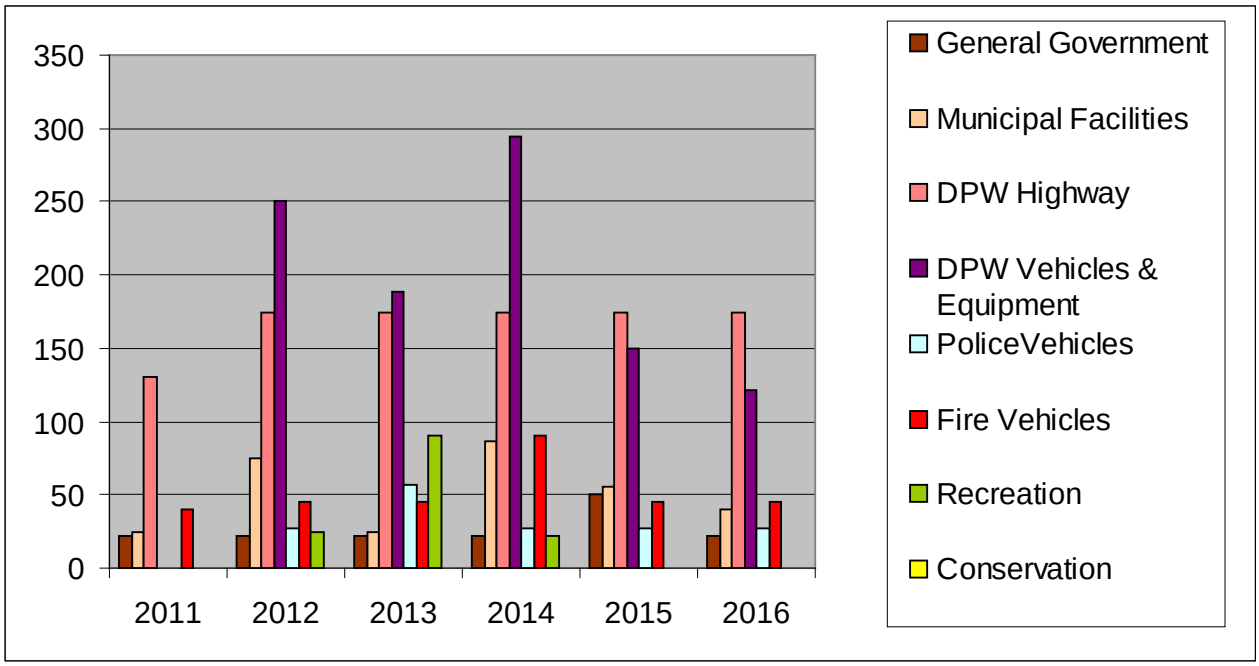
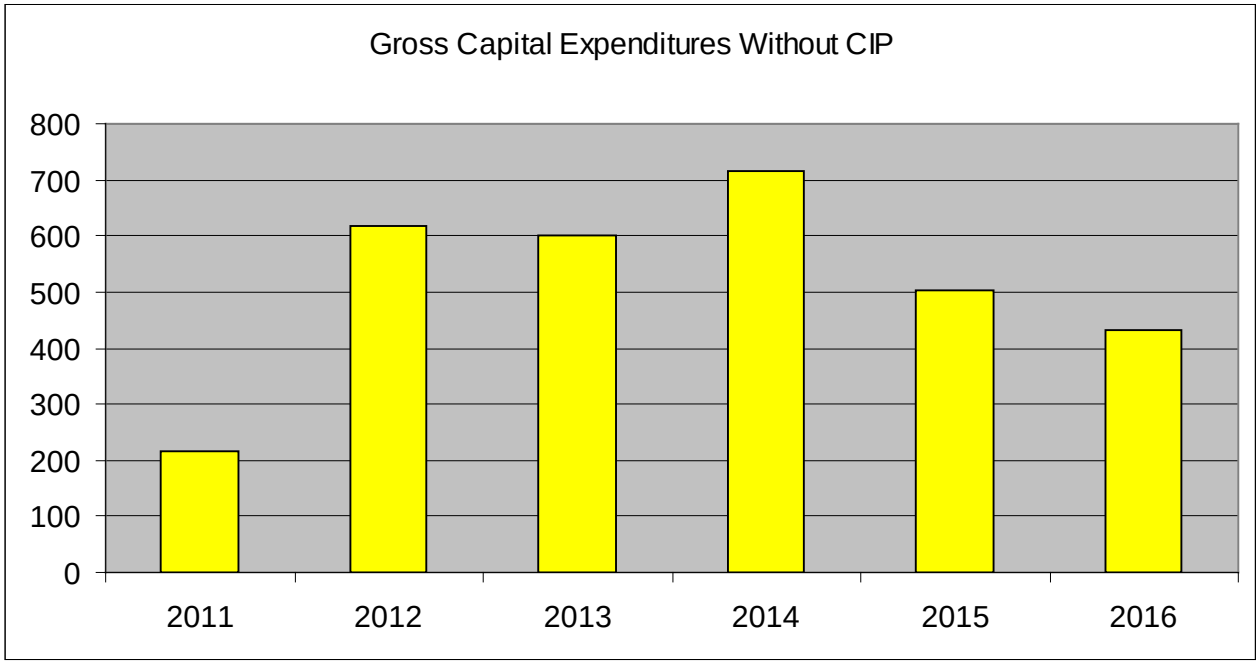


Figure 4 Anticipated Capital Expenditures Summary by Year (w/out CIP)



Without funding through the CIP, department requests and capital improvements can have a significant impact on the variation of the tax rate. The figures here represent current anticipated costs by department for the next six years. While each of the projects has merit and is approved through the budget process with the Town Manager and Budget Committee, the long term impact may not be readily recognized through the annual budget review. Also by budgeting on a year by year basis, certain capital improvements may be deferred until the need becomes critical, thus contributing to the peaks and valleys illustrated by Figure 4.

Figure 5 Capital Expenditures by Department funded through the CIP

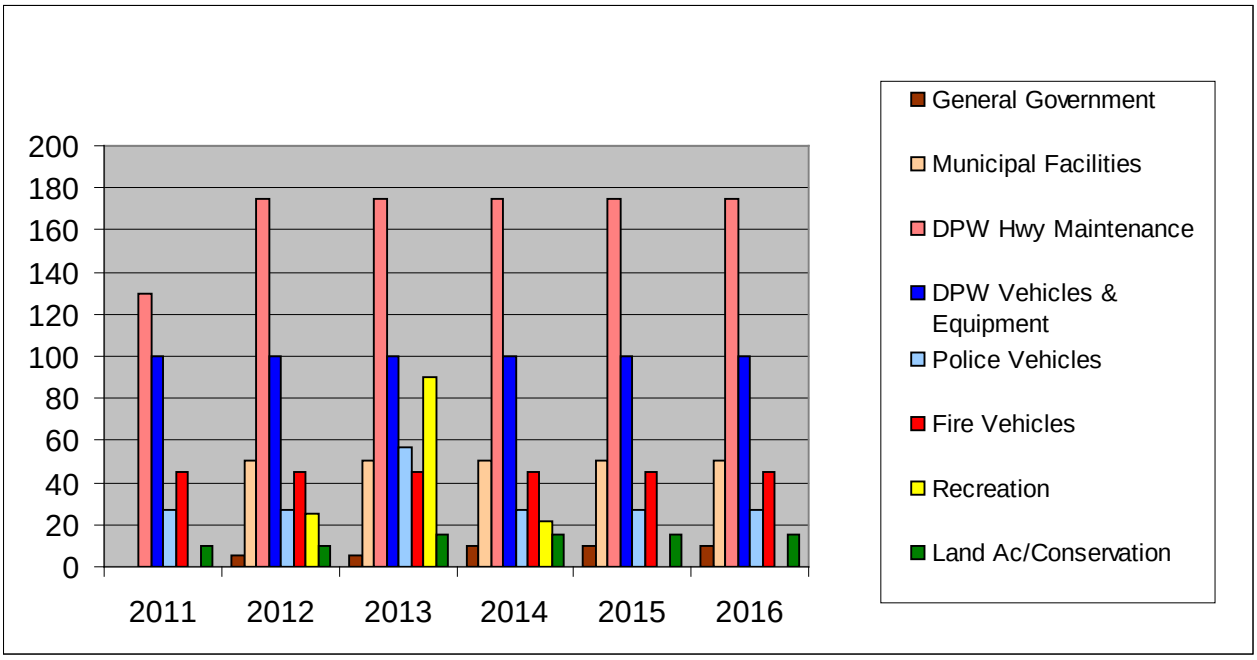
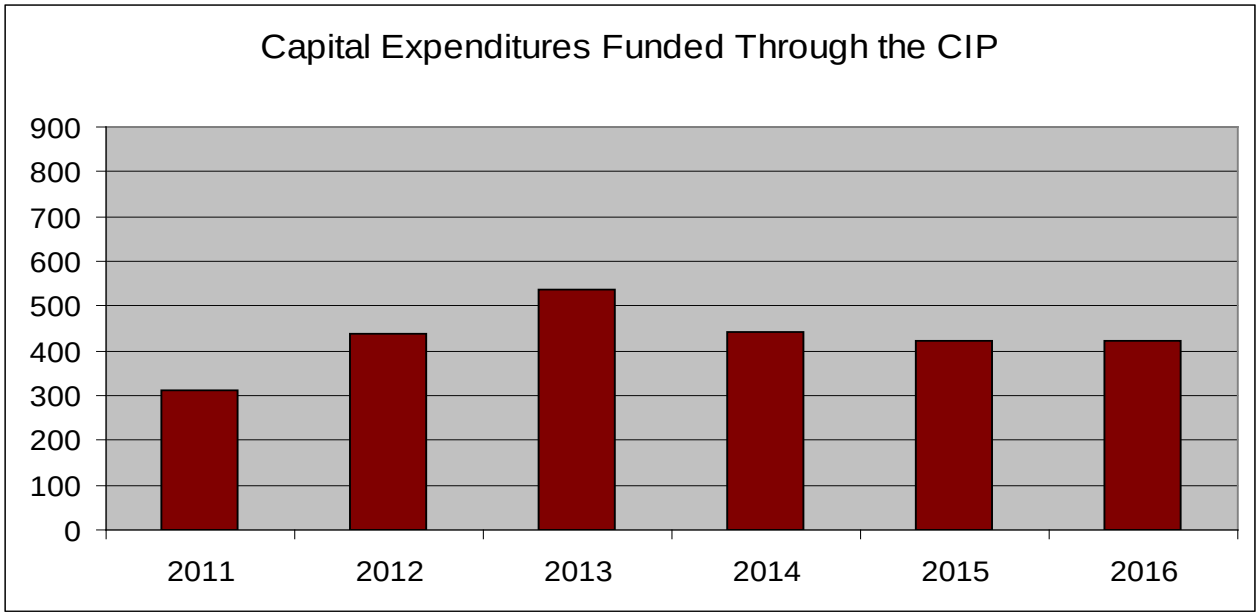


Figure 6 Capital Expenditures Summary by Year funded through the CIP



Figures 5 & 6 illustrate funding of the same department requests but appropriated through a Capital Improvement Plan over a six year period. Note that funding for some projects may be spread out over several years, pending accumulation of sufficient funds to cover the cost. Funding for some projects may occur on a longer time frame than the six year period depicted through the CIP program. For example, Town Department heads are careful to document capital costs through the annual budget process, supported with vehicle repair and replacement schedules extending out 10 – 15 years. It is with this long term budgeting information in hand, that the CIP Committee & Planning Board can recommend a funding plan detailed in the next section of this report.

CIP SUMMARY

		2011	2012	2013	2014	2015	2016
GENERAL GOVERNMENT (CRF)							
Add to reserve		0	5	5	10	10	10
MUNICIPAL FACILITIES (CRF)							
Add to reserve		0	50	50	50	50	50
DPW - HIGHWAY (Budget)							
Total Expenditure		130	175	175	175	175	175
DPW - DAMS/BRIDGES (Budget)							
Total Expenditure			70				
DPW - Vehicles (Budget)							
Total Expenditure	CRF & Annual Budget	100	100	100	100	100	100
POLICE DEPARTMENT (Budget)							
Total Expenditure		0	27	57	27	27	27
FIRE DEPARTMENT (Budget/CRF)							
Add to reserve	annual lease payment is in bonded debt						
RECREATION DEPARTMENT(Budget)							
Total Expenditure		0	25	90	22	0	0
CONSERVATION FUND (CRF)							
Add to reserve			10	15	15	15	15
Total Capital Projects (Budget & CIP)		**230**	**462**	**492**	**399**	**377**	**377**
BONDED PROJECTS EXISTING							
Amount to be raised by tax		**268.3**	**252.0**	**240.6**	**180.0**	**176.3**	**172.3**

CIP SPREADSHEET

PROJECT TITLE	DESCRIPTION/PURPOSE	Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
GENERAL GOVERNMENT (CRF)										
Property Revaluation	Update of property values. Need to have values certified by State in 2010. Last update was conducted in 2005.	135	Tax	2002						
Total Expenditure - General Government		**135**	**Tax**	**2011**	**22**	**22**	**22**	**22**	**45**	**22**
Property Revaluation Cash Flow										
Start Balance	Total in Capital Reserve Funds (Reval)	73			73	51	34	17	49	14
Add to reserve					0	5	5	10	10	10
Withdraw from reserve					-22	-22	-22	22	-45	-22
Balance Forward					**51**	**34**	**17**	**49**	**14**	**2**
MUNICIPAL FACILITIES (CRF)										
	Municipal Facilities Assessment/Turner Report & Municipal Facilities Committee Recommendations									
Town Office		1,700	Tax/grant							
Town Office Facility	rehab/replace existing building/address space & safety issues									
Town Office Standby Generator	An outdoor generator rated at 30Kw for emergency standby service at the town office	25	Tax				25			
Second Floor Egress	Addition of a secondary means of egress from the second floor	20	Tax		20					
ADA Compliance	Automatic door for front entrance	5	Tax		5					
DPW- Facilities										
Highway Garage	Rehab/renovate per Muncipal Facilties' Turner Report	1,880								
Replace Roof at Highway Garage	Current roof is at end of life cycle. Install Metal roof with insulation underlayment	40	Tax							40
Replace Transfer Station Roof	Existing metal roof is 17 years old and fasteners are loosening. Roof is very inefficient for heat preservation	25	Tax			25				

PROJECT TITLE	DESCRIPTION/PURPOSE	Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
Install cover over C&D containers	Installing cover would prevent rain/snow from entering into containers and would reduce weight of debris	15	Tax			15				
Transfer Station Improvements	Main traffic area; better define traffic flow; Building Facility Committee Recommendations	35	Tax			35				
Fire Department										
New Overhead Door in rear of station	Allows for access to bay without moving other equipment, location for command vehicle in bad weather	20	Tax						20	
New Bathrooms	Install two new bathrooms with showers	35	Tax						35	
Library										
Replace HVAC	Replace outdated heating and ventilation system, assess insulation and add where necessary, create zones for more efficient heating (age of system 1987)	86	Tax					86		
TIFDs										
Main Extension into Stone Arch Bridge Industrial Park	Extend water main through the Stone Arch Bridge TIF District paid out of TIF revenues	1,600	TIFD	2009						
Route 202/124 Traffic Project	Construction of roundabout and bridge	7,000	State/TIFD							
Other Municipal										
Total Expenditure - Municipal Facilities					**25**	**75**	**25**	**86**	**55**	**40**
MUNICIPAL FACILITIES Cash Flow										
Start Balance	Total in Capital Reserve Funds	50		2010	50	25	0	25	-11	39
Add to reserve					0	50	50	50	50	50
Withdraw from reserve					-25	-75	-25	-86		-39
Balance Forward					25	0	25	-11	39	50
DPW - HIGHWAY (Budget/CRF)										
Road Maintenance	Annual Road Reconstruction/Budget for maintenance	275	Tax		130	175	175	175	175	175
Road Improvements	Capital Investment Per DPW Road Management Plan (proposed)									
Total Expenditure		**275**			**130**	**175**	**175**	**175**	**175**	**175**

PROJECT TITLE	DESCRIPTION/PURPOSE		Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
DPW-HIGHWAY CASH FLOW											
Start Balance											
Add to reserve											
Withdraw from reserve	Capital Outlays Operating Budget										
Balance Forward											
DPW - DAMS/BRIDGES (Budget)											
Repair Mtn Stream Dam	Necessary to maintain integrity of the dam for flood control purpose.		70	Tax			70				
Repair Main Street Dam	Necessary to maintain integrity of the dam for flood control purpose. Paid from TIFD		93	TIFD		60					
Sub-Total Expenditure			163			60	70				
DPW-DAMS/BRIDGES CASH FLOW											
Start Balance	Total in Capital Reserve Funds		0								
Add to reserve											
Withdraw from reserve											
Balance Forward											
TIFD						-60					
Total Expenditure							**70**				
DPW - Vehicles (replacement year) - (Budget)											
Backhoe 1998	Highway Department Backhoe	2013	150	Tax						150	
Chipper 1992	Brush/Tree Chipper	2012	60	Tax					60		
Grader 1986	Highway Department	2020	300	Tax							
L1 Loader 2004 CAT 928	Highway Department	2014	165	Tax					165		
L2 Loader 1986 CAT 936	Highway Department	2016	165	Tax			190				
PU 1 2001	Highway Department	2014	40	Tax					40		
PU 2 2003	Water Department Utility Truck	2018	50	UF							
PU 3 2006	Water Department PU	2013	40	UF				40			
PU 4 2004	Sewer Department PU	2013	40	UF				40			
PU 5 2010	Highway Department Utility Truck	2017	45	Tax	2010						
PU 6 2003	Highway Department One Ton Dump	2011	48	Tax			60				
PU 7 2007	Highway Department One Ton Dump	2013	48	Tax				48			
PU 8 2009	Highway Department One Ton Dump	2016	48	Tax							
PU 10 1995	Sewer Department Utility	2011	40	UF		40					
Trackless Tractor 2008	Highway Department Sidewalk Tractor	2020	125	Tax	2008						
S-1 Sander 2007	Highway Department Sander	2019	18	Tax							
S-2 Sander 2010	Highway Department Sander 10'	2025	18	Tax	2010						
S-3 Sander 1997	Highway Department Sander 10'	2012	18	Tax				18			
S-4 Sander 2001	Highway Department Sander 13'	2014	23	Tax					23		

PROJECT TITLE	DESCRIPTION/PURPOSE		Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
Skid Steer 2004	Highway Department Transfer Station	2019	30	Tax							
Snowblower 2002	Highway Department	2018	70	Tax							
Sweeper 2002	Highway Department	2017	135	Tax							
Sp-1 Snowplow 2007		2019	7	Tax							
Sp-2 Snowplow 2005		2015	7	Tax							7
Sp-3 Snowplow 1997		2012	7	Tax				7			
Sp-4 Snowplow 2009		2018	7	Tax							
Sp-5 Snowplow 2011		2021	7	Tax		7					
Sp-6 Snowplow 2010		2021	7	Tax							
Sp-7 Snowplow 2010		2021	7	Tax							
Sp-8 Snowplow 1986	11' Power Angle	2016	10	Tax							
Sp-9 Snowplow 2001		2014	7	Tax					7		
T-1 Dump Truck 2007	Highway Department 6 wheel sander truck	2019	115	Tax							
T-2 Dump Truck 2003	Highway Department 6 wheel dump truck	2015	115	Tax							115
T-3 Dump Truck 2000	Highway Department 6 wheel dump truck	2012	115	Tax				115			
T-4 Dump Truck 2005	Highway Department 10 wheel dump truck	2018	145	Tax							
T-6 Tanker 1972	Highway Department tanker	beyond 2015		Tax							
Sub Total Expenditure - DPW Vehicles			**2,232**			**47**	**250**	**268**	**295**	**150**	**122**
User fees - revenue						-40		-80			
Total Expenditure			**2,232**			**7**	**250**	**188**	**295**	**150**	**122**
DPW-VEHICLES CASH FLOW											
Start Balance	Total in Capital Reserve Funds		70			70	70	70	70	70	170
Add to reserve	CRF & Annual Budget					100	100	100	100	100	100
Withdraw from reserve											
Balance Forward			70			170	170	170	170	170	270
POLICE DEPARTMENT (Budget)											
Capital Reserve Fund	Electronic Equipment (Radios/Computers)		25	Tax							
Vehicle(s)	Vehicle repair/replacement-annual		27	Tax			27	27	27	27	27
	Emergency response 4x4 replacement vehicle		30					30			
Total Expenditure			**82**			**0**	**27**	**57**	**27**	**27**	**27**
POLICE CASH FLOW											
Start Balance	Total in Capital Reserve Funds										
Add to reserve											
Withdraw from reserve											
Balance Forward						0	0	0	0	0	0

PROJECT TITLE	DESCRIPTION/PURPOSE	Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
FIRE DEPARTMENT (Budget/CRF)										
New Rescue Truck	10 year lease purchase (see under long term debt)		Tax							
New Command Vehicle	Truck/car replacement in 2014	45	Tax					45		
Total Expenditure		**45**			**0**	**0**	**0**	**45**	**0**	**0**
FIRE DEPARTMENT CASH FLOW										
Start Balance	Total in Capital Reserve Funds	83			83	83	83	83	38	38
Add to reserve	annual lease payment is in bonded debt									
Withdraw from reserve								-45		
Balance Forward		83			83	83	83	38	38	38
RECREATION DEPARTMENT(Budget)										
Mini Bus (1998)	Vehicle replacement in 2011	25	Tax			25				
Utility Tractor YOM (1991)	Vehicle Replacement in 2012	22	Tax					22		
Humiston Upgrades	Replace lighting system	90	Tax				90			
Total Expenditure		**137**	**Tax**		**0**	**25**	**90**	**22**	**0**	**0**
CONSERVATION FUND (CRF)										
Land Acquisition Capital Reserve Fund		100	Tax	2009						
Total Expenditure										
CONSERVATION CASH FLOW										
Start Balance	Total in Capital Reserve Funds		Tax/LUCT	2009	10	10	30	45	60	60
Add to reserve	(note that the LUCT est contribution is 10,000 per year					10	15	15	15	15
Withdraw from reserve	except 2009)									
Balance Forward					**10**	**20**	**45**	**60**	**75**	**75**
TOTAL PROPOSED PROJECTS					**230**	**462**	**492**	**399**	**377**	**377**

BONDED DEBT

PROJECT TITLE	DESCRIPTION/PURPOSE	Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
BONDED PROJECTS EXISTING										
Sewer Design (User Fees - issued in 2001 - matures in **2011**)		158.4	UF	2001						
Sewer Design (Taxes - issued in 2001 - matures in **2011**)		81.6	Tax							
Fire Station (issued in 1982 - matures in **2012**)		250.0	Tax	1982	8.8					
Landfill Closure (Taxes - issued in 1992 - matures in **2012**)		1200.0	Tax	1992	68.8	65.1	56.7			
Water System Improvement Project (User Fees - issued in 1994 - matures in **2014**)		2355.0	UF	1994	200.0	200.0	200.0	33.6		
Water System Main Replacement (User Fees - issued in 2000 - matures in **2021**)		1000.0	UF	2000	75.1	72.6	72.2	69.7	67.2	64.6
Water System Main Replacement (Taxes - issued in 2000 - matures in **2021**)refinanced 2011		500.0	Tax		37.0	35.7	35.6	34.3	33.1	31.8
Sewer Design (User Fees - issued in 2002 - matures in **2023**)		616.2	UF	2002	45.6	44.5	43.4	42.2	41.1	39.9
Sewer Design (Taxes - issued in 2002 - matures in **2023**)		317.4	Tax		23.5	22.9	22.3	21.7	21.2	20.6
Water System Main on River Street (User Fees - issued in 2006 - matures in **2026**)		455.6	UF	2006	38.0	37.1	36.1	35.1	34.2	33.2
Water System Main on River Street (Taxes - issued in 2006 - matures in **2026**)		224.4	Tax		18.7	18.2	17.8	17.3	16.8	16.3
Sewer Design (User Fees - issued in 2005 - matures in **2025**)		990.0	UF	2005	77.2	75.4	73.5	71.7	69.9	68.0
Sewer Design (Taxes - issued in 2005 - matures in **2025**)		510.0	Tax		39.7	38.8	37.9	36.9	36.0	35.0
Water System - New Water Source Optimization (User Fees- issued in 2008 - matures in **2028**)		897.2	UF	2009	58.6	58.5	56.4	55.3	54.2	53.0
Water System - New Water Source Optimization (Taxes - issued in 2008 - matures in **2028**)		441.9	Tax		29.3	28.8	27.8	27.3	26.7	26.1
Pierce Crossing/Hadley Rd Bridge (issued 2001 - matures **2021**)		750.0	TIFD	2001	58.7	50.4	48.8	47.2	45.6	45.4
Jaffrey Community Center (issued 2004 - matures **2024**)		288.0	TIFD	2001	25.0	23.9	23.2	22.4	21.7	20.9
Capital Lease - Fire Truck (issued 2005 - matures **2010**)		188.6	Tax	2005						
New Capital Lease authorized in 2010 - matures 2020)		389.0	Tax	2010	42.5	42.5	42.5	42.5	42.5	42.5
(Water projects = 0.67 users / 0.33 Tax; Sewer projects = 0.66 users / 0.34 tax)										
TOTAL BONDED	(does not include sewer construction)	11613.3			846.5	814.4	794.2	557.2	510.0	497.3
EXISTING PROJECTS	Revenues/User Fees				-494.5	-488.1	-481.6	-307.6	-266.5	-258.7
	TIFD				-83.7	-74.3	-72.0	-69.6	-67.3	-66.3
	TAX				268.3	252.0	240.6	180.0	176.3	172.3
TOTAL PROPOSED & EXISTING PROJECTS TO BE RAISED BY TAXES					498.3	714.0	732.6	579.0	553.3	549.3

ANTICIPATED BONDS

PROJECT TITLE	DESCRIPTION/PURPOSE	Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
BONDED PROJECTS - ANTICIPATED										
Replace River Street Pumping Station	Need to replace aging pump station	262	ARRA SRF/UF/T	2010	24	24	24	24	24	24
Sewer Systen Engineering	SRF 06/07		SRF/UF/T	2010						
Sewer System	Construction of Advanced Treatment System to meet water quality standards	12,638 bond~ 5.9	Grants/ UF/T	2007	433	423	414	406	398	391
WWTF Addition	Tertiary Treatment/Pellet Boiler	2,871	ARRA/ UF	2010	178	178	178	178	178	178
Main Extension into Stone Arch Bridge Industrial Park	Extend water main through the Stone Arch Bridge TIF District for fire protection/paid out of TIF revenues	1,600 bond~800	Grant/ TIFD	2009	80	80	80	80	80	80
Subtotal					715	705	696	688	680	673
User Fees (.66)					-419	-413	-407	-401	-396	-391
TIFD					-80	-80	-80	-80	-80	-80
Amount to be raised by Tax (estimated)					**216.0**	**212.5**	**209.4**	**207.0**	**204.0**	**202.0**

OTHER EXPENSE –WATER/SEWER USER COSTS

PROJECT TITLE	DESCRIPTION/PURPOSE	Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
DPW - WATER (Budget)										
Replace water mains	Replace failing infrastructure by replacing old mains to improve water quality and fire protection	450	UF			150	150	150	0	0
Replace 550 lf of 12" water main	Squantum Village Dam - Prescott Rd. (After Dam Decommisioning)	235	UF		235					
Repair Poole Reservoir Dam	Dam deficiencies were noted in a report from Consultant & DES. Poole Reservoir serves as a back-up water supply	142	UF		142	0	0	0	0	0
Libby/Aetna Water Main repl	Replace old 6" line with new 8" line fire flow deficiencies	550	UF/SRF					550		
SubTotal Expenditure -DPW Water		1,377			377	150	150	700	0	0
User fees - revenue										
Grants / SRF										
Total Expenditure - DPW Water		**1,377**			**377**	**150**	**150**	**700**	**0**	**0**
DPW - SEWER (Budget)										
Inflow/Infiltration Correction & Rehab Construction	On-going I/I maintenance and rehabilitation to remove extraneous flows and structurally rehabiliatate mains and manholes	150	UF		150	150	150	150	150	150
Replace Erin Lane Pumping Station	Need to replace aging pump	25	UF							
Nelson Street Pump Station	Pump station has no redundant pump, Control system needs replacement	25	UF							
Sub Total Expenditure - DPW Sewer		**200**			**150**	**150**	**150**	**150**	**150**	**150**
User fees - revenue										
Grants/SRF										
Total Expenditure- DPW Sewer		**200**			**150**	**150**	**150**	**150**	**150**	**150**

SCHOOL DISTRICT CAPITAL EXPENSE

PROJECT TITLE	DESCRIPTION/PURPOSE	Total Cost 000'S	SOURCE	Date TM Approved	2011	2012	2013	2014	2015	2016
Jaffrey-Rindge Coop School District Bonded Projects										
Debt Service Principal (49.02%)	**NB costs for 2013 and beyond are estimates as the**				388	397	395	331	331	331
Debt Service Interest (49.02%)	**apportionment is recalculated annually**				174	163	145	127	111	94
Total Debt Service					562	560	540	458	442	425
State Building Aid Reimbursement to Jaffrey (State paying 40% for Elementary School & 48% on the Middle/High Schools)					-213	-183	-183	-183	-183	-183
	NB State Aid is estimated for 2013 and beyond									
School District Net Capital Expense					**349**	**377**	**357**	**275**	**259**	**242**