

# Jaffrey Capital Improvements Plan



2009-2014

# TABLE OF CONTENTS

TABLE OF CONTENTS .....	1
INTRODUCTION .....	2
<i>Purpose and Authority of the CIP</i> .....	2
<i>Budget Committee, Town Manager and CIP Committee Roles</i> .....	3
<i>Defining a Capital Expenditure</i> .....	3
USE OF THE CIP .....	3
<i>Preserving Public Health Safety &amp; Welfare</i> .....	3
<i>Anticipating the Demands of Growth</i> .....	4
<i>Improving Communication &amp; Coordination</i> .....	4
<i>Avoiding Undue Tax Increases</i> .....	4
<i>Developing a Fair Distribution of Capital Costs</i> .....	4
<i>Building a Foundation for Growth Management &amp; Impact Fees</i> .....	4
<i>Identifying “Scattered &amp; Premature” Development</i> .....	4
<i>Supporting Economic Development</i> .....	4
MASTER PLAN ANALYSIS .....	5
CAPITAL SPENDING TRENDS .....	7
<i>Fiscal Analysis</i> .....	7
<i>Table 1 Town Appropriations for Capital Expenditures (2000-2009)</i> .....	9
<i>Table 2 Capital Spending Trends by Department (2000-2009)</i> .....	12
<i>Figure 1 Capital Spending Trends by Department (2000-2009)</i> .....	12
<i>Figure 2 Capital Spending Trends by Year (2000-2009)</i> .....	13
DEPARTMENT PROJECT SUMMARY .....	13
<i>Figure 3 Anticipated Capital Expenditures by Department (w/out CIP)</i> .....	16
<i>Figure 4 Anticipated Capital Expenditures Summary by Year (w/out CIP)</i> .....	17
<i>Figure 5 Capital Expenditures by Department funded through the CIP</i> .....	17
<i>Figure 6 Capital Expenditures Summary by Year funded through the CIP</i> .....	18
CIP SPREADSHEET .....	19
BONDED DEBT .....	28
CAPITAL PROJECTS & IMPACT ON TAX RATE .....	29
SCHOOL DISTRICT CAPITAL EXPENSE.....	30
PLANNING BOARD ADOPTION.....	31

## ***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.<sup>1</sup>

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.

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,

---

<sup>1</sup> 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.

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 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 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 unserved 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. Below is a summary table identifying gaps between the CIP and Master Plan. 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.

<b>CIP</b>		<b>Master Plan Chapter</b>	
	<b>Project</b>		
<b>General Government</b>			
	Property revaluation		
		Records Storage	<b>Community Facilities</b>
		Meetinghouse Maintenance program/Budget	<b>Community Facilities</b>
		IT Plan Implementation	<b>Community Facilities</b>
<b>Public Works</b>			
<b>Water</b>			
	Water Source optimization Redundant Source		<b>Community Facilities</b>
	Repair Poole Reservoir Dam		
	Repair/replace 1600 ‘ of Water Main on Thorndike Pond Road		
	Replace 600 Water Meters throughout the system		
	Main extension into Stone Arch Bridge Industrial Park		<b>Economic Development</b>
<b>Sewer</b>			
	I/I Correction & Rehab Construction		<b>Community Facilities</b>
	Advanced treatment Construction		<b>Community Facilities</b>
	Replace River Street Pumping Station		<b>Community Facilities</b>
	Replace Erin Lane Pumping Station		
	Nelson Street Pump Station		
		Update system mapping	<b>Community Facilities</b>

<b>CIP</b>		<b>Master Plan Chapter</b>	
<b>Highway</b>			
	Road Reconstruction: Maintenance of Class V Roads		<b>Transportation</b>
		Route 124/202 Intersection Realignment of 202	<b>Transportation Economic Development</b>
<b>Dams/Bridges</b>			
	Repair Mtn Stream Dam		<b>Community Facilities</b>
	Repair Main Street Dam		<b>Community Facilities</b>
<b>Facilities</b>			
	Replace roof at hwy garage		<b>Community Facilities</b>
	Replace Transfer Station roof		<b>Community Facilities</b>
	Install cover over C&D containers		<b>Community Facilities</b>
	Repave access road at Transfer Station		<b>Community Facilities</b>
<b>Vehicles</b>			
	21 vehicles/equipment		
<b>Public Safety</b>			
<b>Police</b>			
	Electronic Equipment Radios/Computers		
<b>Fire</b>			
	Vehicle repair/replacement		<b>Community Facilities</b>
	Emergency Generator		
	Overhead door in rear of station		
	New bathrooms		
		Water Supply to SB TIFD	<b>Community Facilities</b>
<b>Recreation</b>			
	Utility tractor		
		Pedestrian/bicycle connections Rail Trail	<b>Transportation Community Facilities Recreational Resources</b>
		Community Center	<b>Community Facilities Recreational Resources</b>
		Humiston Facility Upgrades	<b>Community Facilities Recreational Resources</b>

CIP		Master Plan Chapter	
		Shattuck Park restrooms	<b>Recreational Resources</b>
<b>Library</b>			
		Equipment & software upgrades	<b>Community Facilities</b>
		HVAC	<b>Community Facilities</b>
		Building Maintenance	<b>Community Facilities</b>
<b>Electrical/Communications</b>			
		Broadband Access (HB 653)	<b>Electrical/Communications</b>
<b>Bonded Projects - Existing</b>			
	Fire Station		
	Landfill Closure		
	Sewer Design		
	Sewer Construction		
	Water System Main replacements		
	Water System Well Optimization		
	Water System Improvement Project		
<b>School Bonds</b>			
		J-R Middle School	<b>Community Facilities</b>
		Conant High School	<b>Community Facilities</b>
		Jaffrey Grade School	

## ***CAPITAL SPENDING TRENDS***

### *Fiscal Analysis*

#### Population and Housing Trends (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 informed 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.

#### Recommendations from the Jaffrey Master Plan (2007) Population and Housing

- 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.

Table 1 Town Appropriations for Capital Expenditures (2000-2009)

Year	Article Number	Department	Project	Amount withdrawn from Capital Reserves	Appropriated Amount	Actual Amount Spent	Revenue Source
2000							
	5	Improvements other than Buildings	Budget (road reconstruction)		262,000	161,232	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							
	12	DPW	Fund Capital Reserve Account		25,000	25,000	Tax
	8	Improvements other than Buildings	Budget (road reconstruction)		310,000	173,098	Tax
2002							
	9	DPW	Fund CRF		25,000	25,000	Tax
	10	DPW	Street Sweeper	50,000	78,000	128,000	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
	?	Improvements other than Buildings	Budget (road reconstruction)		285,000	236,000	Tax
2003							
	12	Administration	Fund Property Revaluation		50,000	50,000	Tax
	14	Administration	Vote Counting machine		6,500		Tax
	10	DPW	Fund Capital Reserve Account		25,000	25,000	Tax
	13	DPW	Dump truck		64,000		Tax
	11	Fire	Fund Capital Reserve Account		25,000	25,000	Tax
	18	Recreation	Recreation Van (12,000 from Recreation Fund)		12,000	24,000	Tax/RecFund
	9	Land & Improvements	Budget (items ?)		59,000	55,350	Tax

	9	Buildings & Improvements	Budget (items ?)		15,500	13,625	Tax
	9	Improvements other than Buildings	Budget (road reconstruction)		285,000	251,728	Tax
2004							
	4	Buildings & Improvements	Community Center Bond		300,000	300,000	Tax/Bond
	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	Tax
	14	Administration	Property Revaluation	100,000	75,000	175,000	Tax
	15	DPW	Loader		85,000	85,000	Tax
	19	Land Acquisition	Cutter Cemetery Land Purchase		25,000	24885	Tax
	9	Improvements other than Buildings	Budget (road reconstruction)		275000	248,079	Tax
2005							
	12	DPW	10-Wheel Dump Truck		99,000	99,000	Tax
	13	Fire	Fire Command Vehicle Lease (3 year lease)		7,479	7,479	Tax
	11	?	Machinery, Vehicles & Equipment		13,000	13,000	Tax
	11	Improvements other than Buildings	Budget (road reconstruction)		225,000	?	Tax
2006							
	11	Improvements other than Buildings	Budget (road reconstruction)		210,000	147,347	Tax
	11	Fire	Fire Command Vehicle Lease (3 year lease \$28,158)		7,481	7,374	Tax
	10	Fire	New Fire Engine Lease (5 year lease \$190,000)		42,766	42,765	Tax
	14	Fire	Fire Apparatus Vehicle Exhaust System		60,000	57,868	Tax
	13	Administration	Paint the Mtghouse & Steeple		20,000	20,000	Tax
	11	Land & Improvements	Budget (Capital Outlay)		25,000	21,880	Tax
2007							
	11	Improvements other than Buildings	Budget (road reconstruction)		200,000	212,049	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	200,000	Water Enterprise Fund
	23	Land Conservation	Cheshire Pond		170,000	170,000	LUCT/Conservat ion Fund
2008							
	8	DPW & Fire	Machinery, Vehicles Equipment		150,000	149,420	Tax
	8	Improvements other than Buildings	Budget (road reconstruction)		200,000	80,272	Tax
	9	Administration	Fund Capital Reserve Account - Property Revaluation		45,000	45,000	Tax
	10	DPW	Sidewalk Plow	45,000	125,000	125,000	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	158,985	LUCT/Conservat ion Fund
2009							
	12,6	Land & Improvements	Hunt Property/Humiston Field		100,000		Tax
	12	DPW & Fire	Machinery, Vehicles Equipment		0		Tax
	12	Improvements other than Buildings	Budget (road reconstruction)		60,000		Tax
	22	Conservation Commission	CR Fund Conservation/Open Space		5,000		Tax

Table 2 Capital Spending Trends by Department (2000-2009)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Totals
<b>Administration</b>			50,000	56,500	75,000			45,000	45,000		<b>271,500</b>
<b>DPW</b>	68,000	25,000	156,000	89,000	110,000	99,000		115,000	85,000	50,000	<b>797,000</b>
<b>Fire</b>	25,000		25,000	25,000	300,000	7,479	60,000	51,000	25,000		<b>518,479</b>
<b>Police</b>						13,000			27,000		<b>40,000</b>
<b>Buildings &amp; Improvements</b>				15,500	300,000		20,000				<b>335,500</b>
<b>Land Acquisition Conservation</b>			15,000	59,000	25,000		25,000		70,000	100,000	<b>294,000</b>
<b>Recreation</b>	20,000			12,000					12,000		<b>44,000</b>
<b>Total</b>	<b>113,000</b>	<b>25,000</b>	<b>246,000</b>	<b>257,000</b>	<b>810,000</b>	<b>119,479</b>	<b>105,000</b>	<b>211,000</b>	<b>264,000</b>	<b>150,000</b>	<b>2,300,479</b>

Figure 1 Capital Spending Trends by Department (2000-2009)

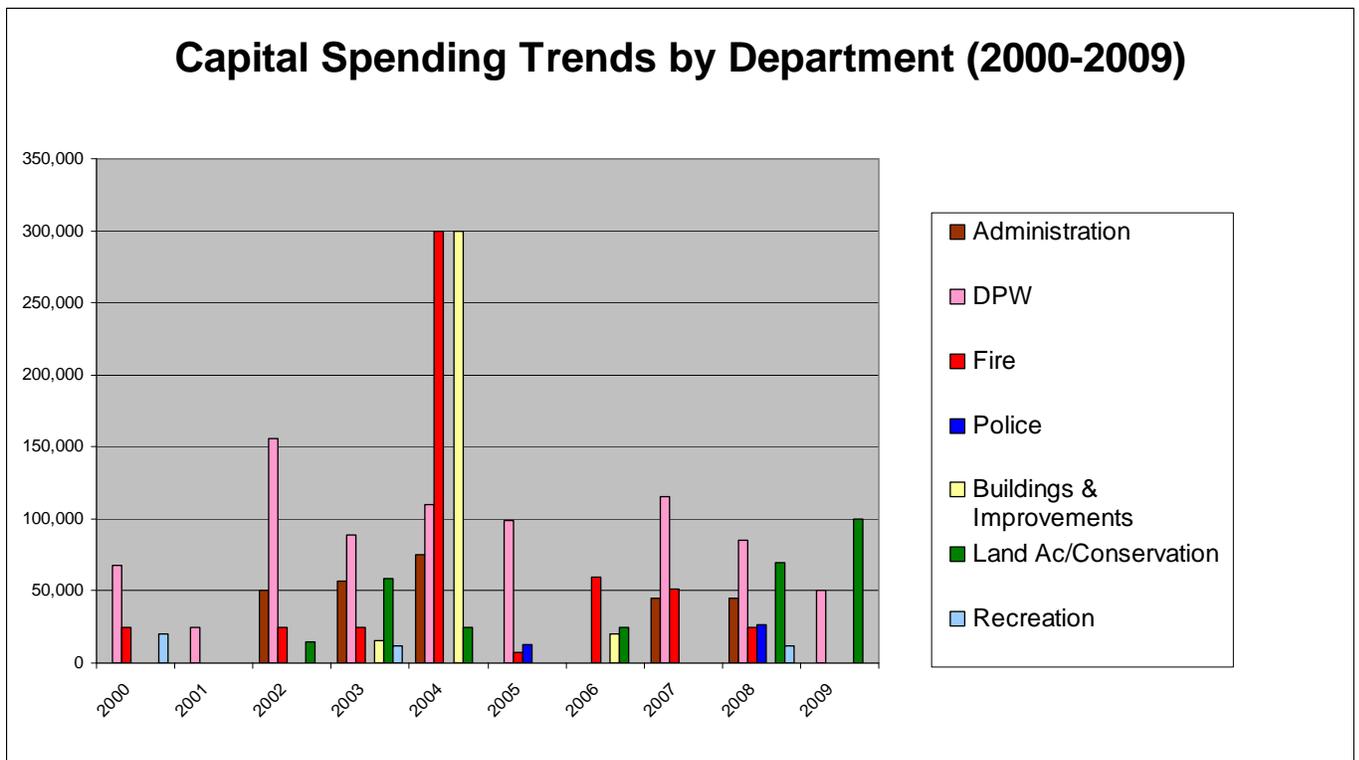
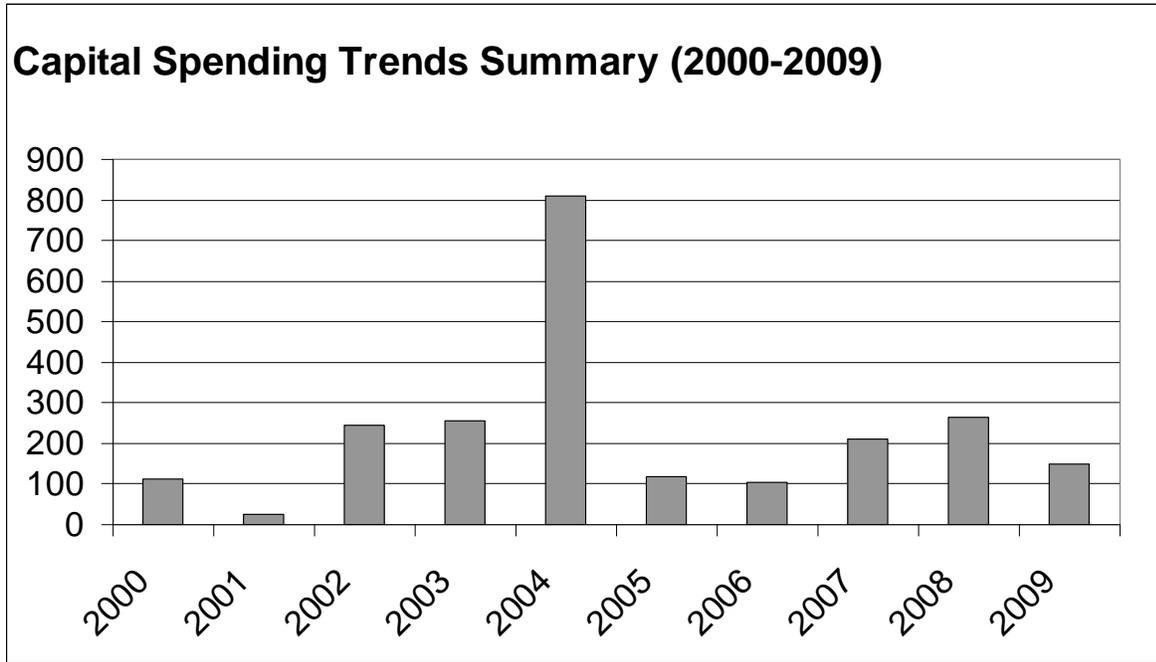


Figure 2 Capital Spending Trends by Year (2000-2009)



**DEPARTMENT PROJECT SUMMARY**

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.

IT Plan

A structured information technology and management plan to update town departments' computer and data retrieval systems.

Other Municipal Building Projects

The Municipal Facilities Assessment was completed in the fall of 2008. Buildings noted included the Town Office & Highway Garage

Water Main Extension Into Stone Bridge TIF District

Extend water main through the Stone Arch Bridge Bridge Industrial Park TIF district. Paid out of TIFD revenues

Town Office Standby Generator

An outdoor generator rated at 30Kw for emergency standby service at the town office

## 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

## DPW – Highway

---

Road Reconstruction	Annual Road Reconstruction 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 – Facilities

---

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	Current road is in failure. New paving will have striping and better vehicle flow.

## 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. 4x4 replacement

## 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
New Overhead Door in rear of station	Allows for access to bay without moving other equipment, and provides for a location for command vehicle in bad weather.
New Bathrooms	Install two new bathrooms with showers for emergency response team.

Recreation Department

Mini Bus Vehicle replacement (1998)

Utility Tractor YOM 1991 Vehicle Replacement (1991)

Library

Integrated Library System Replace the current circulation and catalog system

Replace HVAC Replace outdated heating and ventilation system, and provide zones for more efficient heating (1987)

Conservation Fund

Land Acquisition Capital Reserve Fund Newly established fund for creating a stable funding source for the land acquisition efforts of the Conservation Commission. Funds are to be complemented through addition of LUCT moneys.

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

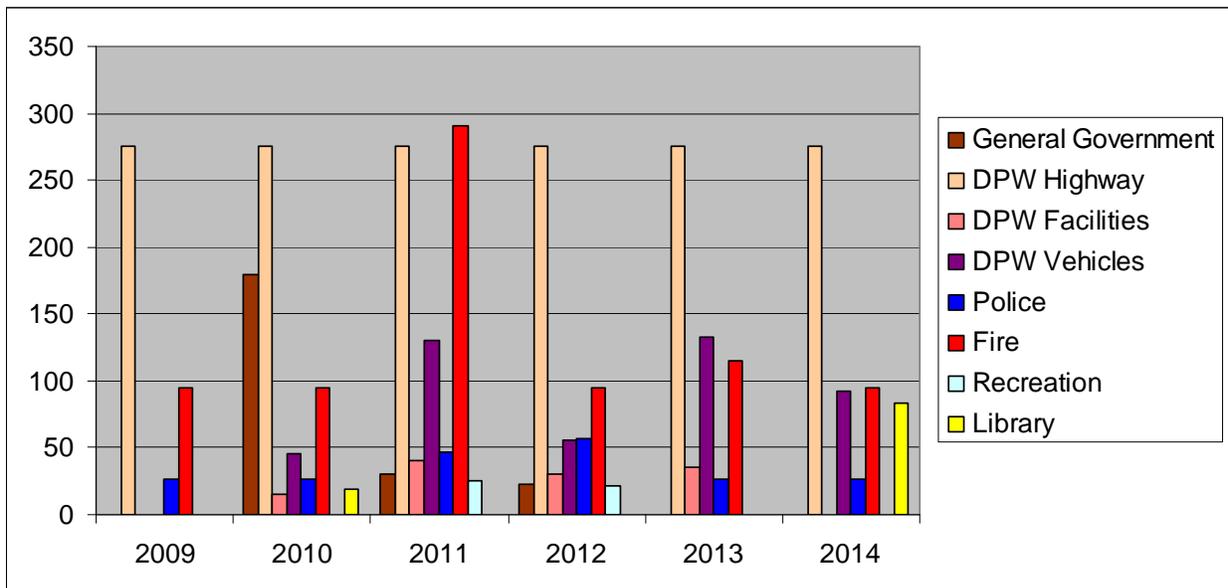
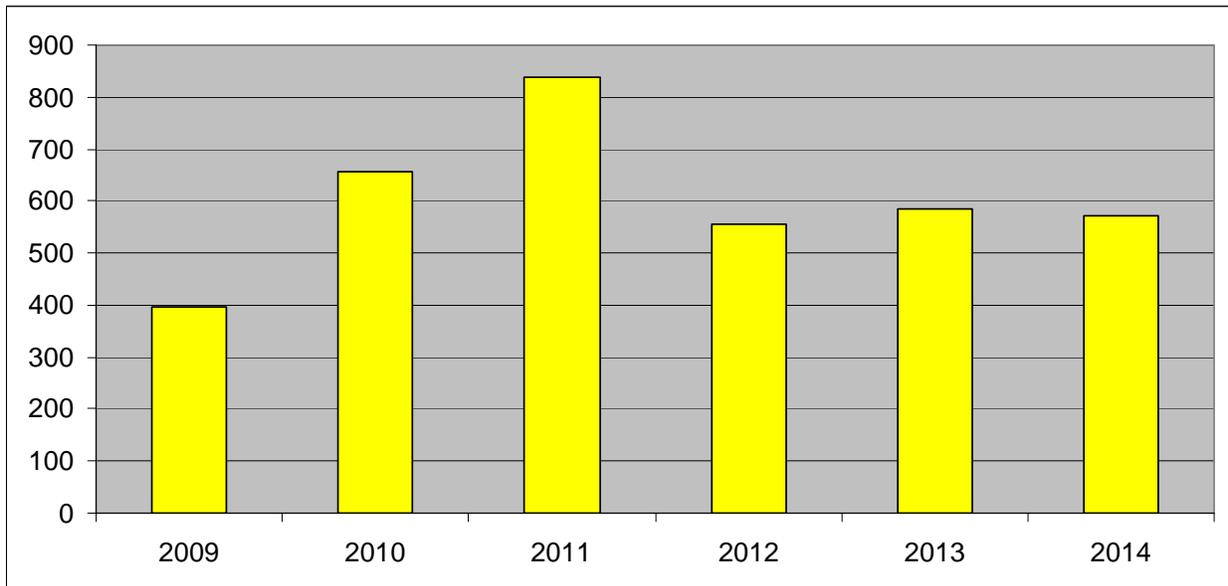
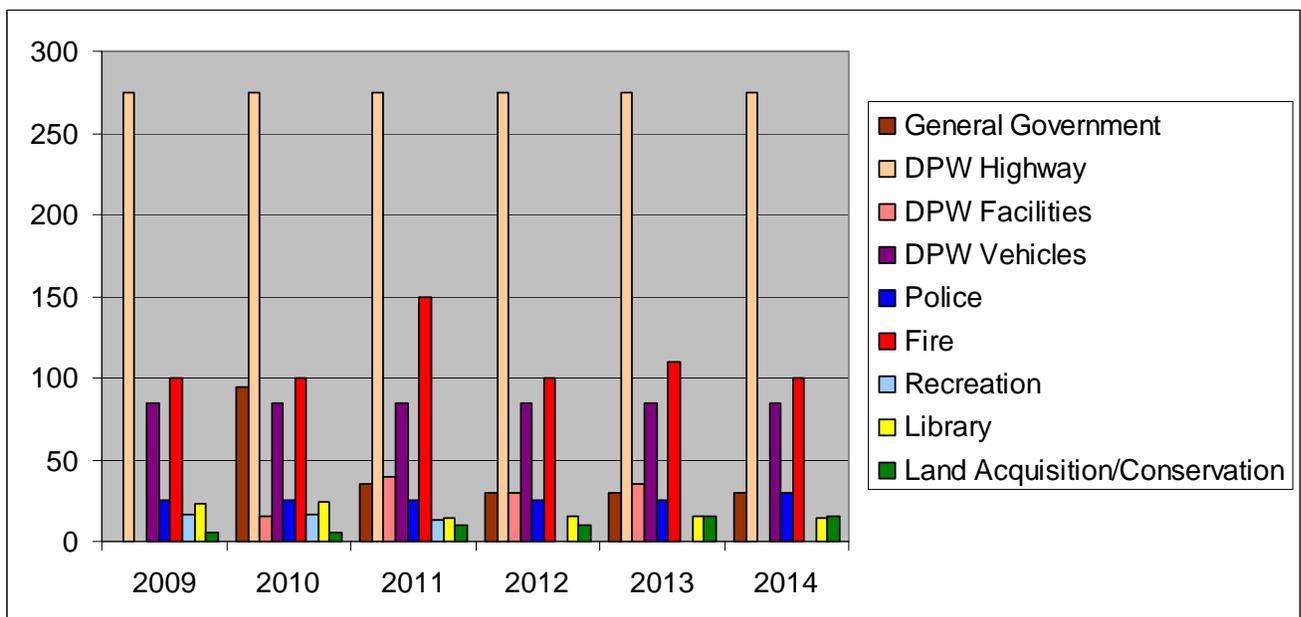


Figure 4 Anticipated Capital Expenditures Summary by Year (w/out CIP)

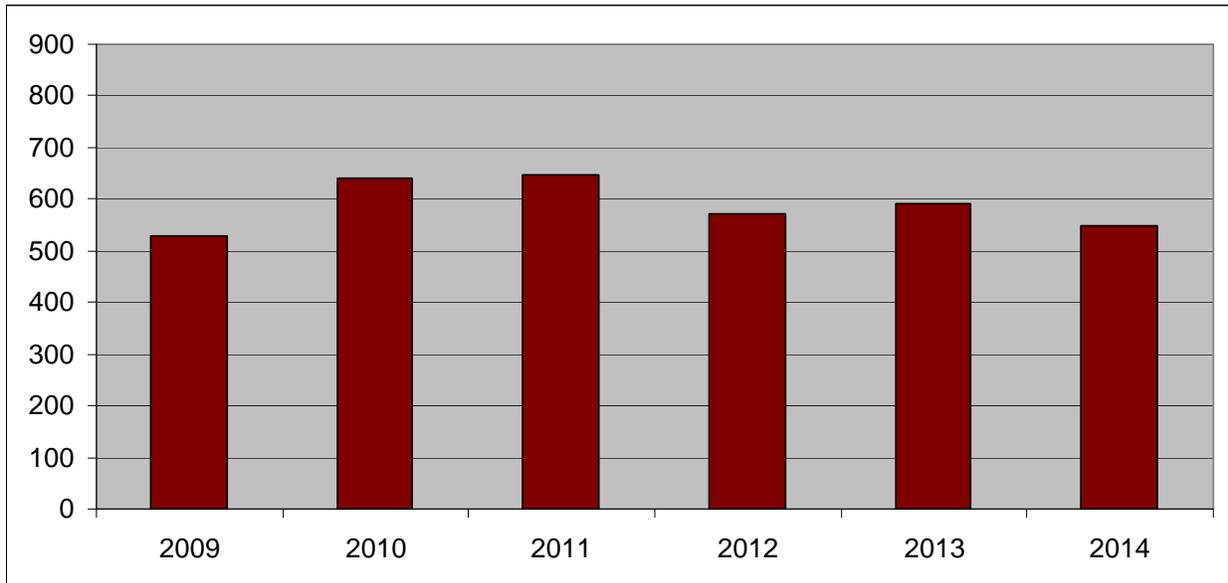


Without funding through the CIP, department requests and capital improvements can have a significant impact on the variation of the tax rate. The figures here represent current anticipated costs by department for the next six years. While each of the projects has merit and is approved through the budget 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 SPREADSHEET**

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
PROJECT TITLE	DESCRIPTION/PURPOSE									
<b>GENERAL GOVERNMENT</b>										
Property Revaluation	Update of property values. Need to have values certified by State in 2010. Last update was conducted in 2005.	180	Tax	2002		180				
IT Plan	Structured plan to update town departments' computer and information systems	30	Tax				30			
Other Municipal Building Projects	Municipal Facilities Assessment	?	Tax							
	Turner Report (Town Office/ Hwy Garage)		Tax							
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	TIFD	2009						
Town Office Standby Generator	An outdoor generator rated at 30Kw for emergency standby service at the town office	23						23		
<b>Total Expenditure - General Government</b>		<b>1,833</b>				<b>180</b>	<b>30</b>	<b>23</b>		
<b>General Government Cash Flow</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds (Reval)	93			93	93	8	13	20	50
<b>Add to reserve</b>						95	35	30	30	30
<b>Withdraw from reserve</b>						-180	-30	-23		
<b>Balance Forward</b>					93	8	13	20	50	80

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>DPW - WATER</b>										
Replace 4000 LF of water main **	Replace undersized 12" main from Bullet Pond Tank to Sqantum Road with 16" main (Cath Rd CRF)	700	SRF/UF		700					
Water Source Optimization Redundant Well	Immediate need for third source, and long-term source for growth and optimization of existing supplies	3,000	U/T		211	211	211	211	211	211
Repair Poole Reservoir Dam	Dam deficiencies were noted in a report from Consultant. Poole Reservoir serves as a back-up water supply.	142	UF			142				
Prescott Rd water main repl ** Sqantum Rd northerly 1800 LF	Replace old 12" line with new 12" line dam removal is necessary - Concurrent with Cathedral Rd	450	UF/SRF			450				
Libby/Aetna Water Main repl	Replace old 6" line with new 8" line fire flow deficiencies	450	UF/SRF						450	
<b>Sub Total Expenditure - DPW Water</b>		<b>4,742</b>			<b>911</b>	<b>803</b>	<b>211</b>	<b>211</b>	<b>661</b>	<b>211</b>
User fees - revenue					-141	-283	-141	-141	-141	-141
Grants/SRF (estimate SRF??)					-700	-450			-450	
<b>Total Expenditure- DPW Water</b>		<b>4,742</b>			<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
<b>DPW-WATER CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds (CRF Cath Rd)	570			570					
<b>Add to reserve</b>	Bonded Debt				70	70	70	70	70	70
<b>Withdraw from reserve</b>					-70	-70	-70	-70	-70	-70
<b>Balance Forward</b>					570	570	570	570	570	570

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>DPW - SEWER</b>										
Inflow/Infiltration Correction & Rehab Construction	On-going I/I maintenance and rehabilitation to remove extraneous flows and structurally rehabilitate mains and manholes	125	UF		125	125	125	125	125	125
Replace River Street Pumping Station	Need to replace aging pump station	634	UF/T				38	38	38	38
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		25	25				
<b>Sub Total Expenditure - DPW Sewer</b>		<b>809</b>			<b>150</b>	<b>150</b>	<b>163</b>	<b>163</b>	<b>163</b>	<b>163</b>
User fees - revenue					-150	-150	-150	-150	-150	-150
Grants/SRF (estimate ??)										
<b>Total Expenditure- DPW Sewer</b>							<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>DPW-SEWER CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds					10	20	17	14	11
<b>Add to reserve</b>					10	10	10	10	10	10
<b>Withdraw from reserve</b>							-13	-13	-13	-13
<b>Balance Forward</b>					10	20	17	14	11	8

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>DPW - HIGHWAY</b>										
Road Reconstruction	Annual Road Reconstruction Program of Class V Roads - Note RSA 231 (.25% of valuation)	275	Tax		275	275	275	275	275	275
<b>Total Expenditure</b>					275	275	275	275	275	275
<b>DPW-HIGHWAY CASH FLOW</b>										
Start Balance	Total in Capital Reserve Funds				0	0	0	0	0	0
Add to reserve					275	275	275	275	275	275
Withdraw from reserve					-275	-275	-275	-275	-275	-275
<b>Balance Forward</b>					0	0	0	0	0	0
<b>DPW - DAMS/BRIDGES</b>										
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		TBD					
<b>Total Expenditure</b>		163				70				
<b>DPW-DAMS/BRIDGES CASH FLOW</b>										
Start Balance	Total in Capital Reserve Funds	0								
Add to reserve										
Withdraw from reserve										
<b>Balance Forward</b>										

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>DPW - FACILITIES</b>										
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	35	Tax					35		
Install cover over C&D	Installing cover would prevent rain/snow	15	Tax		15					
Repave access road in transfer station area	Current road is in failure. New paving will have striping and better vehicle flow.	30	Tax				30			
<b>Total Expenditure</b>		<b>120</b>			<b>15</b>	<b>40</b>	<b>30</b>	<b>35</b>		

<b>DPW-FACILITIES CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds					20	15	20		
<b>Add to reserve</b>					35	35	35	35		
<b>Withdraw from reserve</b>					-15	-40	-30	-35		
<b>Balance Forward</b>					20	15	20	20		

<b>DPW - Vehicles (replacement year)</b>										
Backhoe 1998	Highway Department Backhoe (beyond 2011)		Tax							
Chipper		60	Tax			60				
Grader 1986	Highway Department (beyond 2011)		Tax							
Loader 2004	Highway Department (beyond 2011)		Tax							
Loader 1986	Highway Department(beyond 2011)		Tax							
P-U 1 2001	Highway Department (2011)	38	Tax			38				
P-U 2 2003	Water Department Utility Truck (2011)		UF							
P-U 3 1995	Water Department PU (2006)		UF							

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>DPW - Vehicles (replacement year)</b>										
P-U 4 2004	SW Department One Ton Dump (2013)	43	Tax						43	
P-U 5 2004	Highway Department Utility Truck (2009)		UF							
P-U 6 2003	Highway Department One Ton Dump (2013)	48	Tax				48			
P-U 7 2007	Highway Department One Ton Dump (2013)	49	Tax						49	
P-U 8 1998	Highway Department One Ton Dump (2007) (P-6 to Rec Dept)	45	Tax		45					
P-U 10 1995	Highway Department (formerly Sewer)		Tax							
Trackless Tractor 1997	Highway Department Sidewalk Tractor (2008)		Tax							
S-2 Sander 1995	Highway Department Sander	18	Tax			18				
S-3 Sander 1997	Highway Department Sander	18	Tax					18		
Skid Steer 2004	Highway Department Transfer Station (beyond 2011)		Tax							
Snowblower 2002	Highway Department (beyond 2011)		Tax							
Sweeper 2002	Highway Department (beyond 2011)		Tax							
Sp-5 Snowplow 1994		7	Tax			7				
Sp-6 Snowplow 1993		7	Tax				7			
Sp-8 Snowplow 1986		7	Tax			7				
T-1 Truck 1993	Highway Department 6 wheel sander truck (2007)		Tax							
T-2 Dump Truck 2003	Highway Department 6 wheel dump truck (2015)		Tax							
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)		Tax							
T-6 Tanker 1972	Highway Department tanker (beyond 2011)		Tax							
<b>Sub Total Expenditure - DPW Vehicles</b>		<b>455</b>			<b>45</b>	<b>130</b>	<b>55</b>	<b>133</b>	<b>92</b>	
User fees - revenue										
<b>Total Expenditure</b>		<b>455</b>			<b>45</b>	<b>130</b>	<b>55</b>	<b>133</b>	<b>92</b>	

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>DPW-VEHICLES CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds	70			70	110	65	95	47	40
<b>Add to reserve</b>					85	85	85	85	85	85
<b>Withdraw from reserve</b>					-45	-130	-55	-133	-92	
<b>Balance Forward</b>		70			110	65	95	47	40	125

<b>POLICE DEPARTMENT</b>										
Capital Reserve Fund	CRF for Electronic Equipment (Radios/Computers)	20	Tax				20			
Vehicle(s)	Vehicle repair/replacement	27	Tax		27	27	27	27	27	27
	4x4 replacement	30						30		
<b>Total Expenditure</b>		<b>77</b>			<b>27</b>	<b>27</b>	<b>47</b>	<b>57</b>	<b>27</b>	<b>27</b>

<b>POLICE CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds/Trust Fund	87			87	85	83	61	29	27
<b>Add to reserve</b>					25	25	25	25	25	30
<b>Withdraw from reserve</b>					-27	-27	-47	-57	-27	-27
<b>Balance Forward</b>					85	83	61	29	27	30

<b>FIRE DEPARTMENT</b>										
Capital Reserve Fund	CRF for vehicle repair/replacement	150	Tax		50	50	50	50	50	50
New rescue truck	10 year lease purchase	400	Tax		45	45	45	45	45	45
New Command Vehicle	Truck/car replacement in 2011	45	Tax				45			
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	

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
New Bathrooms	Install two new bathrooms with showers	150	Tax				150			
<b>Total Expenditure</b>		<b>765</b>	<b>Tax</b>		<b>95</b>	<b>95</b>	<b>290</b>	<b>95</b>	<b>115</b>	<b>95</b>

<b>FIRE DEPARTMENT CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds/Trust Fund	130			130	155	180	40	55	50
<b>Add to reserve</b>					120	120	150	110	110	100
<b>Withdraw from reserve</b>					-95	-95	-290	-95	-115	-95
<b>Balance Forward</b>					155	180	40	55	50	55

<b>RECREATION DEPARTMENT</b>										
Mini Bus	Vehicle replacement (1998)	25	Tax				25			
Utility Tractor YOM 1991	Vehicle Replacement (1991)	22	Tax					22		
Projects Listed in Master Plan:	Rail Trail		TIFD							
	Community Ball Field completion									
	Humiston Upgrades?									
	Shattuck Park restrooms?									
<b>Total Expenditure</b>		<b>47</b>	<b>Tax</b>			<b>25</b>	<b>22</b>			

<b>RECREATION CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds					17	34	22		
<b>Add to reserve</b>					17	17	13			
<b>Withdraw from reserve</b>							-25	-22		
<b>Balance Forward</b>					17	34	22			

		Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>LIBRARY</b>										
Integrated Library System	Replace the current circulation and catalog system	19	Tax			19				
Replace HVAC	Replace outdated heating and ventilation system, zones for more efficient heating (1987)	86	Tax							83
	zones for more efficient heating (age of system 1987)									
<b>Total Expenditure</b>		<b>105</b>	<b>Tax</b>			<b>19</b>				<b>83</b>
<b>LIBRARY CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds					23	28	42	57	72
<b>Add to reserve</b>					23	24	14	15	15	14
<b>Withdraw from reserve</b>						-19				-86
<b>Balance Forward</b>					23	28	42	57	72	0
<b>CONSERVATION FUND</b>										
<b>Land Acquisition Capital Reserve Fund</b>		100	Tax	2009						
<b>Total Expenditure</b>										
<b>CONSERVATION CASH FLOW</b>										
<b>Start Balance</b>	Total in Capital Reserve Funds		Tax/LUC T	2009	5	15	30	50	70	95
<b>Add to reserve</b>	(note that the LUCT est contribution is 10,000 per year except 2009)				10	15	20	20	25	25
<b>Withdraw from reserve</b>										
<b>Balance Forward</b>					15	30	50	70	95	120
<b>TOTAL PROPOSED PROJECTS</b>		<b>9116</b>			<b>670</b>	<b>771</b>	<b>732</b>	<b>675</b>	<b>645</b>	<b>639</b>

**BONDED DEBT**

	Total Cost 000'S	SOURCE	Date TM Approved	2009	2010	2011	2012	2013	2014
<b>BONDED PROJECTS EXISTING</b>									
Sewer Design (User Fees - issued in 2001 - matures in <b>2011</b> )	158.4	UF	2001	16.7	16.2				
Sewer Design (Taxes - issued in 2001 - matures in <b>2011</b> )	81.6	Tax		8.6	8.4				
Fire Station (issued in 1982 - matures in <b>2012</b> )	250.0	Tax	1982	9.7	9.2	8.8			
Landfill Closure (Taxes - issued in 1992 - matures in <b>2012</b> )	1200.0	Tax	1992	76.0	72.4	68.8	65.1	56.7	
Water System Main Replacement (User Fees - issued in 2000 - matures in <b>2021</b> )	1000.0	UF	2000	82.3	79.8	77.3	73.7	72.2	69.7
Water System Main Replacement (Taxes - issued in 2000 - matures in <b>2021</b> )	500.0	Tax		40.5	39.3	38.0	36.8	35.6	34.3
Sewer Design (User Fees - issued in 2002 - matures in <b>2022</b> )	616.2	UF	2002	47.9	46.8	45.6	44.5	43.4	42.2
Sewer Design (Taxes - issued in 2002 - matures in <b>2022</b> )	317.4	Tax		24.7	24.1	23.5	22.9	22.3	21.7
Water System Improvement Project (User Fees - issued in 1994 - matures in <b>2024</b> )	2355.0	UF	1994	200.0	200.0	200.0	200.0	200.0	28.9
Water System Main on River Street (User Fees - issued in 2006 - matures in <b>2026</b> )	455.6	UF	2006	39.9	39.0	38.0	37.1	36.1	35.1
Water System Main on River Street (Taxes - issued in 2006 - matures in <b>2026</b> )	224.4	Tax		19.7	19.2	18.7	18.2	17.8	17.3
Sewer Design (User Fees - issued in 2005 - matures in <b>2025</b> )	990.0	UF	2005	80.8	79.0	77.2	75.4	73.5	71.7
Sewer Design (Taxes - issued in 2005 - matures in <b>2025</b> )	510.0	Tax		41.6	40.7	39.7	38.8	37.9	36.9
Water System - Squantum (User Fees- issued in 2008 - matures in <b>2028</b> )	1105.0	UF	2008	77.6	91.1	90.0	56.0	87.6	86.3
Water System - Squantum (Taxes - issued in 2008 - matures in <b>2028</b> )	544.2	Tax		38.2	44.8	44.3	27.6	43.1	42.5
Pierce Crossing/Hadley Rd Bridge (issued 2001 - matures <b>2021</b> )	750.0	TIFD	2001	62.2	60.5	58.7	51.9	50.3	48.7
Jaffrey Community Center (issued 2004 - matures <b>2024</b> )	288.0	TIFD	2001	26.4	25.7	25.0	24.1	23.4	22.7

<b>TOTAL BONDED EXISTING PROJECTS</b>	(does not include sewer construction)	11,105.8			892.8	896.2	853.6	772.1	799.9	558.0
	Revenues User Fees				-528.5	-535.7	-528.1	-486.7	-512.8	-333.9
	TIFD				-88.6	-86.2	-82.8	-76.0	-73.7	-71.4
	<b>TAX</b>				<b>275.7</b>	<b>274.3</b>	<b>242.7</b>	<b>209.4</b>	<b>213.4</b>	<b>152.7</b>

**Bonded Projects - Anticipated**

Water System	Squantum Well Completion		UF/T							
Sewer System	Construction of Advanced Treatment System to meet water quality standards	12,680	UF/T		771	771	771	771	771	771

<b>TOTAL PROPOSED &amp; EXISTING PROJECTS</b>					<b>945.7</b>	<b>1,045</b>	<b>974.7</b>	<b>884.4</b>	<b>858.4</b>	<b>791.7</b>
---	--	--	--	--	--------------	--------------	--------------	--------------	--------------	--------------

***CAPITAL PROJECTS & IMPACT ON TAX RATE***

**LESS NON-TAXABLE FUNDS**

State Highway Grant (estimate after 2009)					146.8	140.0	140.0	140.0	140.0	140.0
State Water/Sewer Grants (30% of GF expenses for W/S projects)					107.4	104.8	95.6	93.1	90.6	88.1
State Landfill Grant					11.6	11.1	10.6	10.0	8.7	----
CDBG Economic Development Funds										
Impact Fees Revenue (2009)					7.6					
<b>TOTAL NON-TAXABLE FUNDS</b>					<b>265.8</b>					

<b>AMOUNT TO BE RAISED BY TAXES</b>					<b>679.9</b>					
Local Assessed Valuation (2009)	\$466,694,545									
<b>TOTAL IMPACT OF AMOUNT TO BE RAISED BY TAXES ON TAX RATE</b>					<b>1.46</b>					

**SCHOOL DISTRICT CAPITAL EXPENSE**

<b>Jaffrey-Rindge Coop School District Bonded Projects</b>									
Debt Service Principal (47.64%)				388	388	388	386	384	322
Debt Service Interest (47.64%)				234	191	174	158	141	124
<b>Total Debt Service</b>				<b>622</b>	<b>579</b>	<b>562</b>	<b>544</b>	<b>525</b>	<b>446</b>
State Building Aid Reimbursement to Jaffrey (State paying 95.8% of Building Construction)	Aid - total for District = \$414,517.95 for FY 09) Estimate after 2009			-197	-197	-190	-190	-190	-190
<b>School District Net Capital Expense</b>				<b>425</b>	<b>382</b>	<b>372</b>	<b>354</b>	<b>335</b>	<b>256</b>

***PLANNING BOARD ADOPTION***

TOWN OF JAFFREY  
Jaffrey, New Hampshire  
PLANNING BOARD  
Meeting Minutes  
November 10, 2009

Capital Improvements Plan

Member Grodin suggested the resolution of thanks to the committee and those who worked to produce the document. Chairman Merrell agreed it was a job well done.

On a motion by Grodin, seconded by Kresge the board voted to adopt the CIP. (7-0)