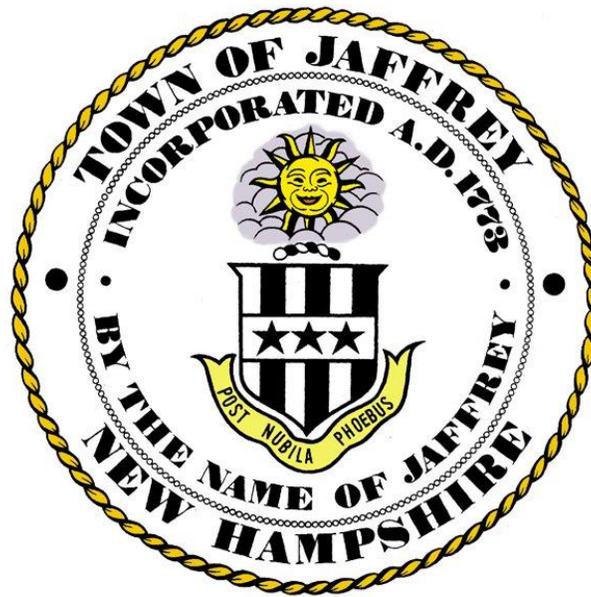


2019-2024

CAPITAL IMPROVEMENTS PLAN

FOR THE TOWN OF JAFFREY, NH



Adopted by the Jaffrey Planning Board on December 11, 2018

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PLANNING BOARD ADOPTION

TOWN OF JAFFREY
Jaffrey, New Hampshire

PLANNING BOARD
Meeting Minutes
December 11, 2018

Capital Improvements Plan

On a motion made by Merrell, seconded by Farmer, the Board voted to adopt the CIP as drafted by CIP Committee (5-2).

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 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.

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 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 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, 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

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.

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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 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, selectmen and the budget committee, 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 2018.

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

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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 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 (2018) 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.

Population and Housing Trends (Source Master Plan 2018)

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 purpose of the Population and Housing Section is to assess future needs and requirements for housing in Jaffrey by examining past, present and projected population growth, demographic characteristics and trends, existing residential patterns and subregional aspects relative to population and housing. Based upon this statistical information, needs and goals may be identified, and policies recommended, which encourage safe, affordable, and decent housing options for Jaffrey residents. Also informed future decisions can be made about various elements of the town's infrastructure, so that the town's growth will be balanced, sustainable and a benefit to all of its residents.

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 demonstrate a decline in population, projecting an estimated population of 5,308 in 2020 representing a 1.5 % downward shift.

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 (Draft 2018) Population and Housing

- Before any future housing and population growth becomes a reality; the town must determine those areas where the density is to be increased, where land is to be protected from dense development, and develop a strategy to manage the expansion of water and sewer.
- Balance the interplay of those who work and live in town with those workers commuting in. Maintaining that proportion of anticipated new workers commuting in at about a 1:2 ratio requires a forward looking plan for new housing starts.
- Ascertain what kind of housing might appeal to the elderly population of Jaffrey. How dependent upon transportation, private or public would people in elder housing be? How important is emergency health care or the availability of assisted living facilities, and what other services are required? How important are shared facilities?
- Advance opportunities for flexible housing opportunities, evaluate the need for subsidized units for low and very low-income residents.
- Consider raising the income limits for elderly exemptions. Currently the threshold is \$24,000 for a single person and \$30,000 for a couple.

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Traffic and Transportation (Source Master Plan 2018)

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 (2016) Traffic and Transportation

- Implement Main Street/Route 202 “through-pass”
 - Re-route 202 dogleg from Main Street
 - From a transportation standpoint the single most significant issue facing the town of Jaffrey is the Main Street/Route 202 “dogleg”. Survey results confirm the earlier Master Planning efforts which seek a solution to the dogleg.
- Maintenance and upgrade of Class V roads
 - Upgrade and reconstruction needed
 - Develop cost effective, equitable, fair maintenance process, through DPW Pavement Management Plan
- Develop a Sidewalk Management Program
 - Plan for new sidewalks
 - Maintain and repair existing
 - Participate in the Complete Streets Program and Transportation Alternatives funding program of DOT
- Continue Rails to Trails from Webster Street to Peterborough town line
 - Enhancing some of the downtown paved portion.
 - Extending to Old Sharon Rd.
 - Extending to Peterborough town line
 - Continue efforts to secure funding
 - possible low-level lighting will promote safe travel between businesses and shopping.
 - Complete bridge requirements
 - Enlist help from recreational clubs
- Develop a GIS Inventory of Transportation Infrastructure
 - Complete GIS inventory of infrastructure (signs, culverts, bridges, sewer, waterlines, etc;)
 - Ensure accurate base maps for planning purposes
 - Helpful for understanding municipal transportation inventory and more accurately estimate cost of repair, maintenance, and new construction
 - Will assist with gauging development projects and proposed projects

In the previous CIP, the Committee recommended 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. This has been included in the capital planning of the DPW. 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 or off-site exactions related to development proposals 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.*

CAPITAL SPENDING TRENDS

Fiscal Analysis

Table 1 Capital Spending Trends by Department (2008-2018)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	**2018	Totals
Administration	45,000		30,000				24,500	10,000	7,500	7,500		124,500
DPW Vehicles & Equipment	134,654				50,000	138,164	277,534	99,982	128,018	138,000	138,000	1,104,352
Fire	67,766	45,846	40,000			20,000	30,000	40,000	50,000	60,000	60,000	413,612
Police	27,000	0	23,670	0	27,672	32,534	33,181	33,665	35,261	0	39,923	252,906
Buildings & Improvements	20,213		50,000		35,000	75,000		75,000	200,000	1,000	1,000	457,213
Roads	80,272	225,738	149,830	102,709	132,007	237,735	243,437	322,760	366,867	491,839	458,979	2,812,173
Land Ac/Conservation	70,000	105,000	5,000		5,000	5,000	5,000	5,000	5,000	5,000	5,000	215,000
Recreation	12,000							12,500	12,500			37,000
Town Office Design					35,000	35,000						70,000
Town Office Design and Construction										50,000	50,000	100,000
DT TIFD CRF										40,000	40,000	80,000
Bridge CRF										50,000	50,000	100,000
Total	456,905	376,584	298,500	102,709	284,679	543,433	613,652	598,907	805,146	843,339	842,902	5,766,756

** 2018 All expenditures are not included until 12/31/18

Figure 1 Capital Spending Trends by Department (2008-2018)

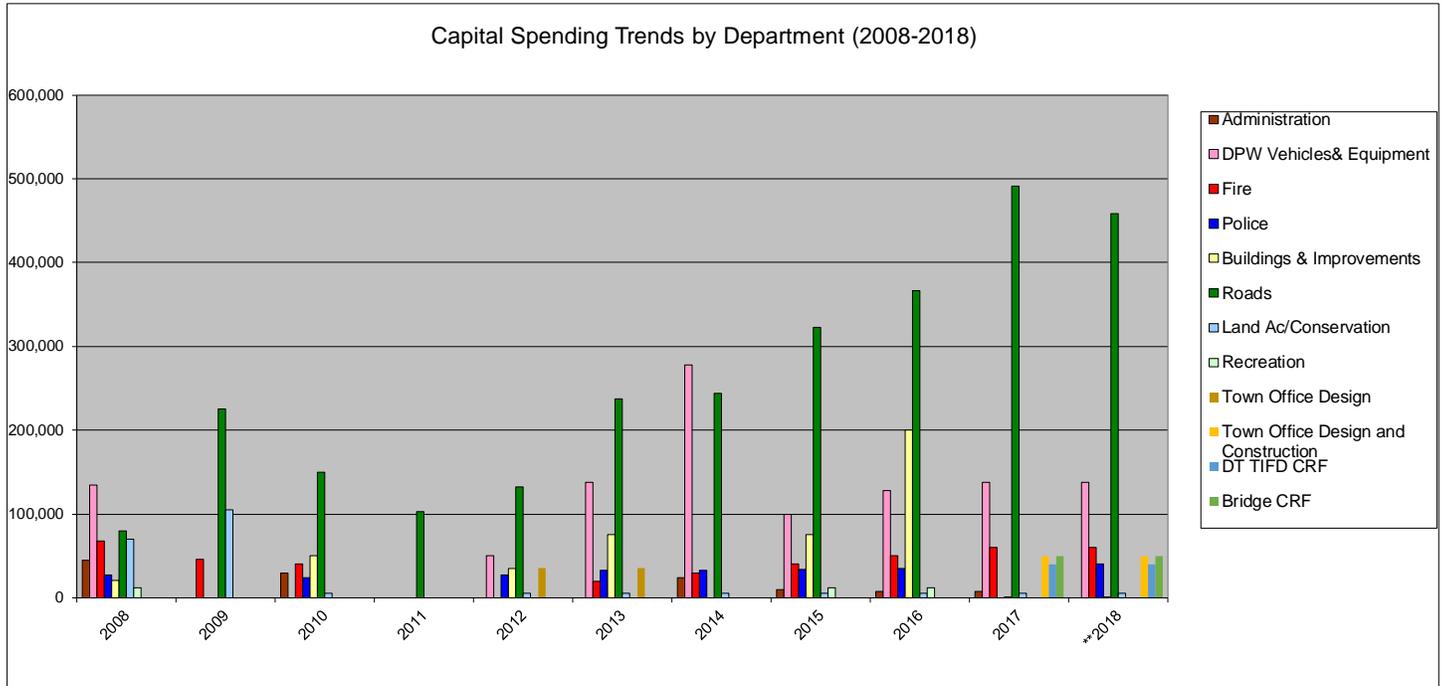
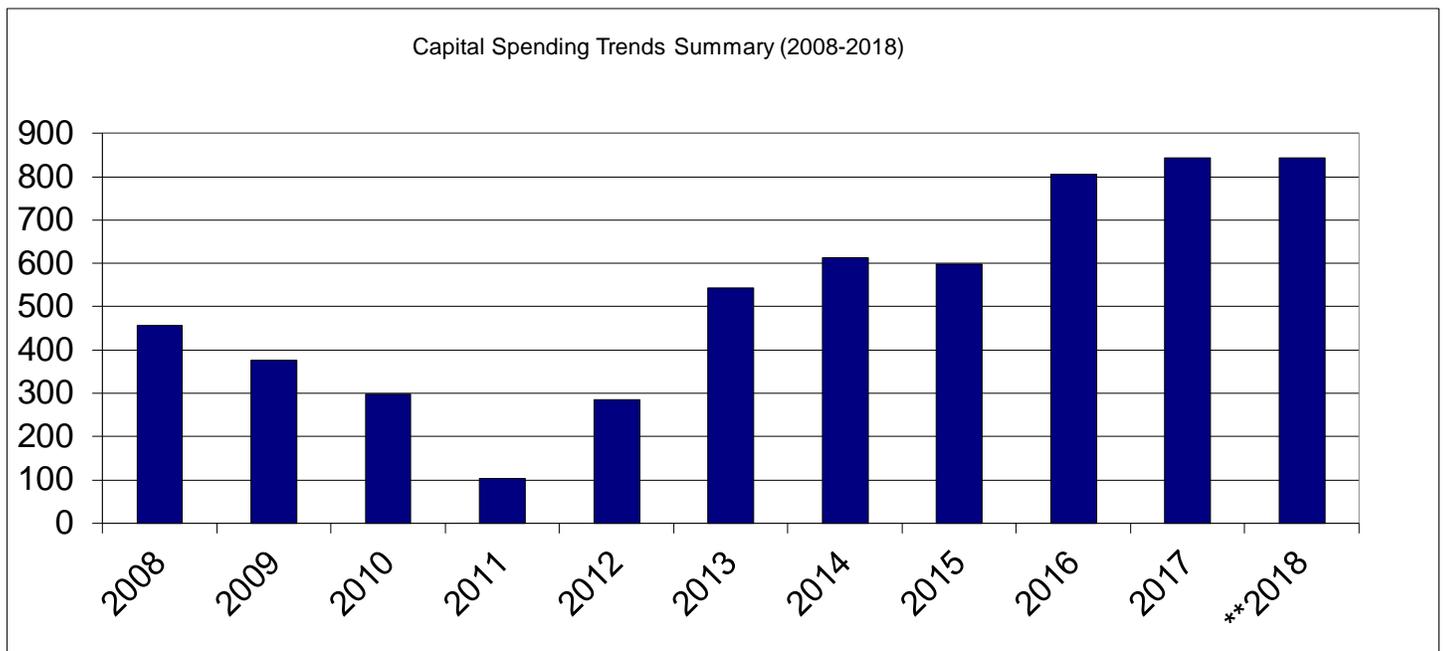


Figure 2 Capital Spending Trends by Year (2008-2018)



DEPARTMENT PROJECT SUMMARY 2018

General Government

PROPERTY REVALUATION (no longer in CIP)	Town wide revaluation must be completed and values certified by the State in 2020. The last update was completed in 2015. 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	
Building Replacement	Estimated maintenance and repair costs are 377K. A new joint facility with PD was estimated at 1.9M
Building Maintenance	Rehab existing building, address space and safety issues.
Standby Generator	An outdoor generator rated at 30Kw for emergency standby service at the town office.
Replace HVAC system	Existing HVAC is nearly 20 years old. If the building is to be kept in use replace and repair.
Replace roof	Roof life expectancy per the Turner Report was 2016. Failures have been detected.
DPW FACILITIES	
Central Storage	Replace roof and insulate.
Administration building	Addition
Highway garage	Rehab/renovate per Municipal Facilities' Turner Report Heating system Paint booth Wash bay Vehicle exhaust system Upgrade electrical service and panels Or replace and relocate highway garage
Salt storage shed	Replace roof Make drainage improvements to the yard and Knight Street to meet SWPP compliance.
Stormwater Pollution Prevention	Building improvements: loading dock, recyclables storage, office area, roof
Transfer Station	Enlarge existing building, relocate swap shop, reconfigure layout. Install toilet and wash sink for employees.
DPW Highway	
Road Reconstruction	Annual Road Maintenance Per the DPW Road Management Plan for paved and gravel roads.
DPW Dams and Bridges	
Bridge Capital Reserve	Fund CRF to maintain/repair 12 town bridges per the Bridge Capital Improvement plan completed by Quantum Construction Consultants, LLC February 28, 2016.

	Nutting Road (3), Gilmore Pond Road (2), Squantum Road, Hadley Road (2), Chamberlain Road, Fitch Road, Pierce Crossing and Peabody Hill Road.
	Poole Reservoir Dam
DPW Vehicles	CRF for vehicle repair/replacement per replacement schedule
Police Department	Upgrade interior spaces; replace front door, asbestos tiles, repaint interior. Station expansion CRF for vehicle replacement
Fire Department	Needs an addition for shower facilities Install A/C and dehumidification to prevent moisture and mold Make the front entrance ADA accessible Repave the parking lot
Library	Emergency generator Repave the parking lot Install a security system and fire panel.
Recreation Department	Construct a shade pavilion at Humiston Field Repave the lot at Humiston Replace the retaining wall at Humiston Replace the chin link fencing at Humiston Lighting at Humiston Mini bus
TIFDs	
Route 202/124 Traffic Project	Ancillary work to the construction of roundabout and bridge.
Conservation Fund	Land Acquisition CRF. Stable funding source for land acquisition efforts of the Conservation Commission

DPW-Water

Replace 550 LF of water main	Squantum Dam to Prescott Road (User Fees)
Libby/Aetna Water Main replacement	Replace old 6" line with new 8" line to address fire flow deficiencies
Water Source Optimization - Add new supply source	Immediate need for third source, and redundant well long-term source for growth and optimization of existing supplies. Cold Stone Spring
Contoocook Well Upgrades	Redevelop well; rebuild/replace pump; chemical feed systems; code compliance improvements.
Replace Compactor	1995 MBW R270 Compactor
Replace Fusion Machine	2001 McElroy Fusion Machine
Replace Emergency Generators	Prospect Street, Turnpike Well, Contoocook Well
Bullet Pond Tank	Tank repair and maintenance

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Water Mains Replacement	Rindge (Little Michigan, Woodbound Road), School St., Squantum Rd., Stratton Rd., Bryant Rd., First Tavern Rd., Harkness Rd, Prescott Rd. (Webster St 2026)
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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 Erin Lane Pump Station	Need to replace aging Pump Station
Cross St Pump Station	Need to replace aging Pump Station
Replace Grit Removal System	Hadley Rd. Sewer Headworks and Pumping Station
Replace sewer pump	Replace trailer mounted sewer pump
Replace sewer cleaner	Replace jet road sewer cleaner
Upgrades to facilities	Wastewater Facilities upgrades
Construct Garage	Construct a 2-3 bay garage at the WWTF
Wastewater Lagoon Closure	Closure of the old treatment lagoons
Sewer Manhole rehabilitation	Annual manhole maintenance

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 2.

Figures 3 & 4 illustrate funding of department requests 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.

Figure 3 Capital Expenditures by Department funded through the CIP

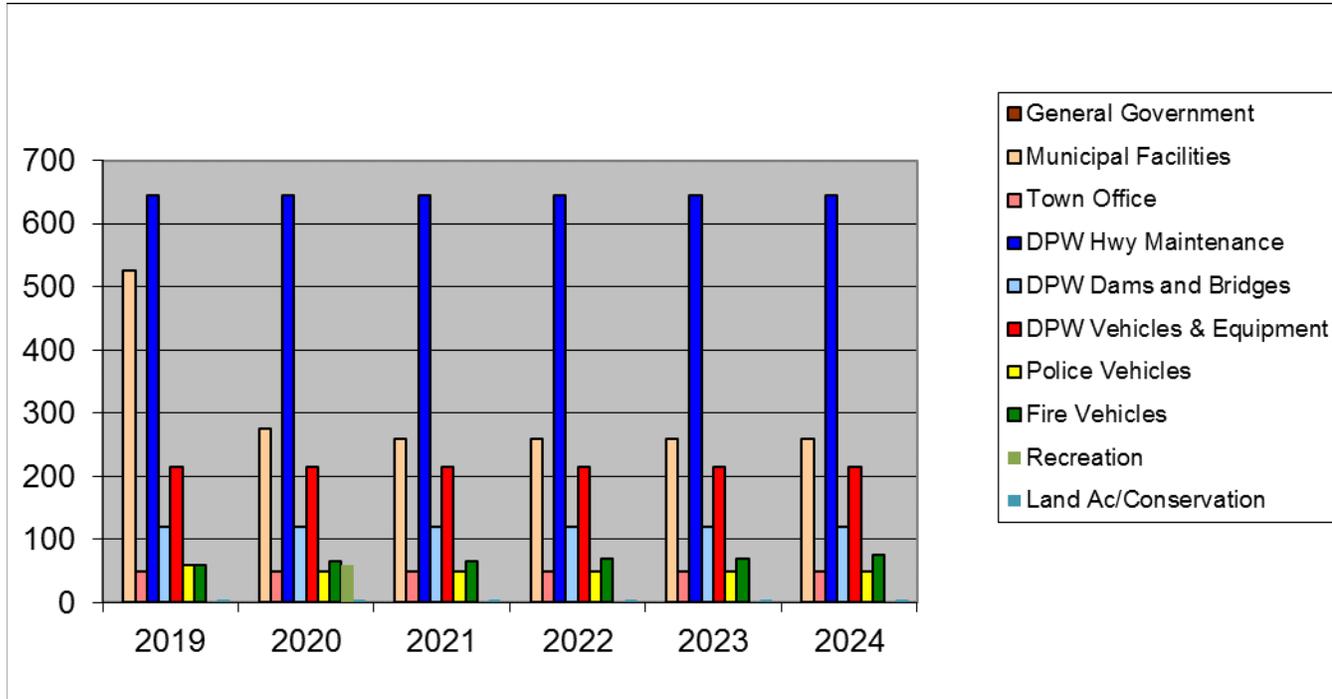
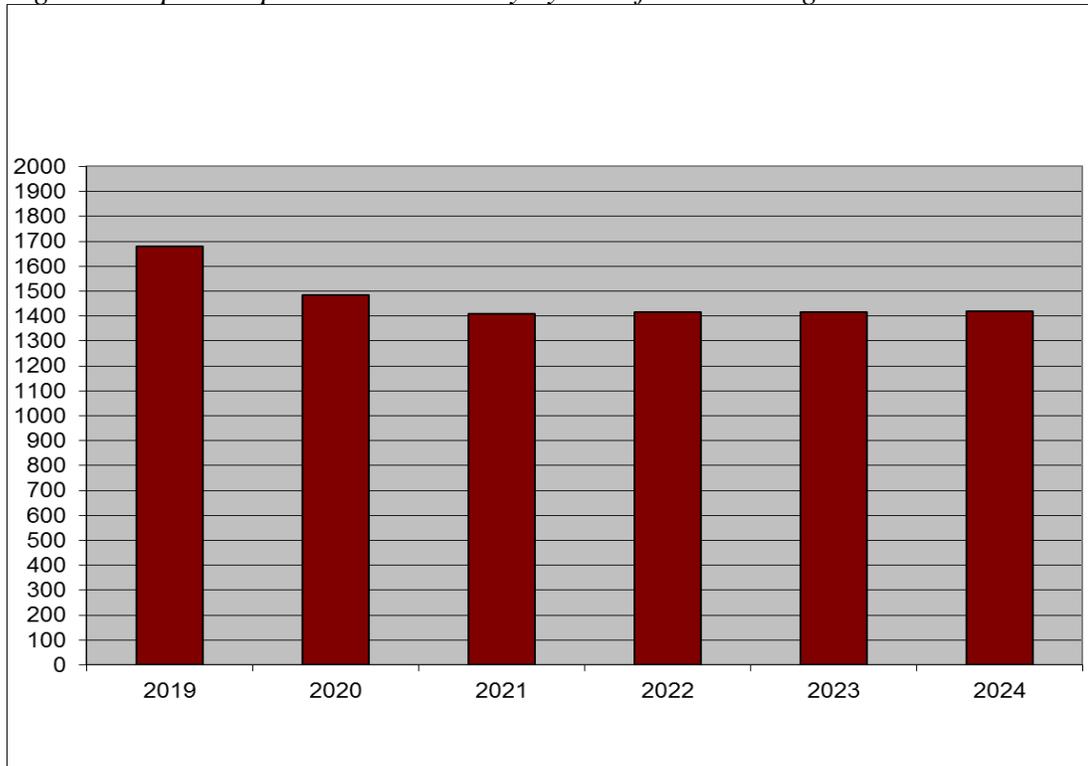


Figure 4 Capital Expenditures Summary by Year funded through the CIP



CIP SUMMARY

		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
MUNICIPAL FACILITIES Cash Flow										
Start Balance	Total in Capital Reserve Funds	77.5		2010	100.0	3.4	107.7	387.7	293.4	201.6
Add to reserve					300.0	300.0	300.0	450.0	450.0	450.0
Withdraw from reserve					-396.6	-195.7	-20.0	-544.3	-541.8	-569.4
Balance Forward					3.4	107.7	387.7	293.4	201.6	82.2
Town Office - CRF										
Start Balance	Total in Capital Reserve Funds		Tax	2017	100.0	150.0	200.0	250.0	250.0	250.0
Add to reserve	2017-18 50K				50	50	50			
Withdraw from reserve										
Balance Forward					150.0	200.0	250.0	250.0	250.0	250.0
DPW - HIGHWAY - Budget										
Road Improvements	Capital Investment Per DPW Road Management Plan									
	Paved Roads	595.0	Tax		595.0	595.0	595.0	595.0	595.0	595.0
	Gravel Roads	50.0	Tax		50.0	50.0	50.0	50.0	50.0	50.0
Total Expenditure		645.0			645.0	645.0	645.0	645.0	645.0	645.0
DPW - DAMS/BRIDGES (CRF)										
Start Balance	Total in Capital Reserve Funds		Tax	2017	28.0	88.0	136.1	97.1	147.1	319.6
Add to reserve	2017-18 50K				120	120	120	120	120	120
Withdraw from reserve					-60	-71.9	-159	-70	52.5	-22
Balance Forward					88.0	136.1	97.1	147.1	319.6	417.6
DPW-VEHICLES CASH FLOW										
Start Balance	Total in Capital Reserve Funds				287.0	414.0	492.9	610.8	678.7	574.1
Add to reserve	CRF \$138K in 2017-18				215.0	215.0	215.0	215.0	215.0	215.0
Withdraw from reserve					-88.0	-136.1	-97.1	-147.1	-319.6	-417.6
Balance Forward					414.0	492.9	610.8	678.7	574.1	371.5
POLICE CASH FLOW CRF										
Start Balance	Create CRF in 2020				0.0	0.0	-432.3	-993.1	-1621.8	-2145.9
Add to reserve					60.0	60.6	50.0	50.0	50.0	50.0
Withdraw from reserve					-60.0	-492.9	-610.8	-678.7	-574.1	-371.5
Balance Forward					0.0	-432.3	-993.1	-1621.8	-2145.9	-2467.4
FIRE DEPT CASH FLOW - CRF										
Start Balance	Total in Capital Reserve Funds	261.0			261.0	291.0	788.3	1846.4	3538.2	5754.1
Add to reserve	\$5K increase to the annual addition to CRF				60.0	65.0	65.0	70.0	70.0	75.0
Withdraw from reserve					-30.0	432.3	993.1	1621.8	2145.9	2467.4
Balance Forward		261.0			291.0	788.3	1846.4	3538.2	5754.1	8296.5
CONSERVATION FUND (CRF)										
Start Balance	Total in Capital Reserve Funds	15.0	Tax/LUC	2009	45.0	50.0	55.0	60.0	65.0	70.0
Add to reserve	(note that the LUCT est contribution is 10,000 per year except 2009)				5.0	5.0	5.0	5.0	5.0	5.0
Withdraw from reserve										
Balance Forward					50.0	55.0	60.0	65.0	70.0	75.0
TOTAL PROPOSED PROJECTS					1455.0	1520.6	1450.0	1555.0	1555.0	1560.0

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CIP SPREADSHEET

		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
PROJECT TITLE										
MUNICIPAL FACILITIES (CRF)										
<i>Municipal Facilities Assessment/Turner Report & Municipal Facilities Committee Recommendations</i>										
Town Office										
Building	Building replacement	3,714.0	Bond					334.3	326.8	319.4
Town Office Facility	rehab/replace existing building/address space & safety issues	0.0	Tax							
Town Office Standby Generator	An outdoor generator rated at 30Kw for emergency standby service at the town office	0.0	Tax							
Town Office HVAC System	Replace four existing HVAC units	0.0	Tax							
Town Office Roof	Replace roof. 2008 Turner Report cited 8-9 years remaining on existing roof.	0.0	Tax							
DPW- Facilities										
Central Storage	Replace roof, insulate	25.0	Tax						25.0	
Administration Building	Addition	50.0	Tax		50.0					
Highway Garage										
	Replace and relocate highway garage	5,750.0	Tax							
	Heating system	20.0	Tax			20.0				
	Paint booth	30.0	Tax						30.0	
	Wash bay	60.0	Tax				60.0			
	Vehicle exhaust system	100.0	Tax				100.0			
	Upgrade electrical service and panels	73.5	Tax		73.5					
Old Salt Storage Shed	Replace Roof	10.0	Tax		10.0					
Stormwater Pollution Prevention	Drainage improvements to yard and Knight St. SWPP compliance	125.0	Tax							125.0
Transfer Station										
Building Improvements	Loading dock, recyclable storage, office are, roof	105.0	Tax							
Layout Improvements	Enlarge existing building, relocate swap shop reconfigure layout	280.0	Tax							
Install toilet	Toilet and wash sink for employees	43.0	Tax		43.0					

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PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
Fire Department										
Addition/Shower Facilities	Addition/Shower Facilities	500.0	Tax/FD Assoc.		250.0					
A/C & Dehumidification	Moisture and mold prevention	70.0	Tax		70.0					
Front Entrance ADA		50.0	Tax					50.0		
Parking Lot Repave		160.0	Tax						160.0	
Police Department										
Upgrade Interior Spaces	Replace front door, asbestos tiles, repaint interior	0.0	Tax							
Station Expansion		0.0	Tax							
Library										
Emergency Generator		25.0	Tax							25.0
Repave Parking Lot		23.6	Tax		23.6					
Install Security System	Fire panel and security system	22.2	Tax			22.2				
Recreation										
Shade pavilion	Humiston field playground	40.0	Grants							
Paving at Humiston	Humiston field parking lot	100.0	Tax							100.0
Replace retaining wall	Retaining wall at Humiston baseball field	50.0	Tax			50.0				
Replace fencing	Replace chain link fencing on Humiston Field	0.0	Tax							
Total Expenditure - Municipal Facilities		11,426.3			396.6	195.7	20.0	544.3	541.8	569.4
MUNICIPAL FACILITIES Cash Flow										
Start Balance	Total in Capital Reserve Funds	77.5		2010	100.0	3.4	107.7	387.7	293.4	201.6
Add to reserve	2012 35K, 2013-15 75K, 2016 200K, 2017 1K, 2018 1K				300.0	300.0	300.0	450.0	450.0	450.0
Withdraw from reserve					-396.6	-195.7	-20.0	-544.3	-541.8	-569.4
Balance Forward					3.4	107.7	387.7	293.4	201.6	82.2

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PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
Town Office CRF Cash Flow										
Start Balance	Total in Capital Reserve Funds		Tax	2017	100.0	150.0	200.0	250.0	250.0	250.0
Add to reserve	2017-18 50K				50	50	50			
Withdraw from reserve										
Balance Forward					150.0	200.0	250.0	250.0	250.0	250.0

DPW - HIGHWAY (Budget/CRF)										
Road Improvements	Capital Investment Per DPW Road Management Plan									
	Paved Roads	595.0	Tax		595.0	595.0	595.0	595.0	595.0	595.0
	Gravel Roads	50.0	Tax		50.0	50.0	50.0	50.0	50.0	50.0
Drainage Improvements at KK Village		1,750.0	CDBG/USDA							
Pave Access Road at Conant Cemetery		100.0	Tax							
Total Expenditure		2,495.0			645.0	645.0	645.0	645.0	645.0	645.0

DPW - DAMS/BRIDGES (Budget)										
Bridge Capital Reserve	Maintain town bridges		Tax	2017					87.5	102.0
	Repair town bridges (annual expenditures)					177.5		300.0	100.0	
Masonry Bridges at Nutting Rd	Replace bridges at Contoocok River - State listed red list - functionally obsolete	1,625.0	Tax		60.0		575.0			
Poole Reservoir Dam		200.0	Tax							
Less Supplemental Appropriation			WA-UFB				-300.0			
Less Reimbursements			State			-105.6	-116.0	-230.0	-240.0	-80.0
Total Expenditure		1,825.0			60.0	71.9	159.0	70.0	-52.5	22.0

DPW - DAMS/BRIDGES (CRF)										
Start Balance	Total in Capital Reserve Funds		Tax	2017	28.0	88.0	136.1	97.1	147.1	319.6
Add to reserve	2017-18 50K				120	120	120	120	120	120
Withdraw from reserve					-60	-71.9	-159	-70	52.5	-22
Balance Forward					88.0	136.1	97.1	147.1	319.6	417.6

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PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
DPW - Vehicles (replacement year) - (CRF)										
Caterpillar Backhoe 2014	Highway Department Backhoe	243.5	Tax							243.5
Chipper 1992	Brush/Tree Chipper	60.0	Tax							
Compressor 1996		16.8	Tax				16.8			
Grader 2015	Highway Department	250.0	Tax							
L1 Loader 2004 CAT 928	Highway Department	185.5	Tax		176.5					
L2 Loader 2013	Highway Department	160.0	Tax							
PU 1 2001	Highway Department	42.0	Tax							42.0
PU 2 2003	Water Department Utility Truck	65.0	UF					66.0		
PU 3 2013	Water Department PU	37.6	UF				37.6			
PU 4 2004	Sewer Department PU	50.0	UF							
PU 5 2010	Highway Department Utility Truck	52.0	Tax	2010	52.0					
PU 6 2003	Highway Department One Ton Dump	95.0	Tax							
PU 7 2011	Highway Department One Ton Dump	100.0	Tax		100.0					
PU 8 2009	Highway Department One Ton Dump	100.0	Tax							
PU 9 2013	Sewer Department PU	54.0	Tax						54.0	
Ford Tractor 1991			Tax							
S-1 Sander 2007	Highway Department Sander	19.0	Tax							
S-2 Sander 2010	Highway Department Sander 10'	19.0	Tax	2010			19.0			
S-3 Sander 2014	Highway Department Sander 10'	18.0	Tax							
S-4 Sander 2001	Highway Department Sander 13'	22.0	Tax			22.0				
Skid Steer 2004	Highway Department Transfer Station	36.2	Tax		36.2					
Snowblower 2002	Highway Department	91.7	Tax					91.7		
Sweeper 2002	Highway Department	215.0	Tax					215.0		
Sp P-5 Snowplow Fisher 2010		7.0	Tax		7.0					
Sp P-6 -Snowplow American 2014		7.0	Tax			7.0				
Sp P-7 Snowplow Fisher 2011		8.5	Tax		8.5					
Sp-1 Snowplow 2007		8.3	Tax		8.3					
Sp-2 Snowplow 2005		8.5	Tax		8.5					
Sp-3 Snowplow 1997		6.0	Tax							
Sp-4 Snowplow 2009		7.0	Tax							
Sp-5 Snowplow 1994		12.9	Tax		11.1					
Sp-6 Snowplow 2010		8.5	Tax			8.5				
Sp-7 Snowplow 2010		8.5	Tax							
Sp-8 Snowplow 2007	11' Power Angle	8.3	Tax							
Sp-9 Snowplow 2001		8.3	Tax			8.5				
T-1 Dump Truck 2007	Highway Department 6 wheel sander truck	125.0	Tax				125.0			
T-2 Dump Truck 2018	Highway Department 6 wheel dump truck	125.0	Tax							
T-3 Dump Truck 2014	Highway Department 6 wheel dump truck	149.4	Tax							149.5
T-4 Dump Truck 2005	Highway Department 10 wheel dump truck	225.0	Tax			146.2				
TRACSTAR 2000		25.0				39.9				
Sub Total Expenditure - DPW Vehicles		2,680.5			408.1	232.1	198.4	372.7	54.0	435.0
User fees - revenue										
Less Lease Programs					-176.5					-243.5
Total Expenditure		2,680.5			231.6	232.1	198.4	372.7	54.0	191.5

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PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
DPW-VEHICLES CASH FLOW										
Start Balance	Total in Capital Reserve Funds				287.0	270.4	253.3	269.9	112.2	273.2
Add to reserve	CRF \$138K in 2017-18				215.0	215.0	215.0	215.0	215.0	215.0
Withdraw from reserve					-231.6	-232.1	-198.4	-372.7	-54.0	-191.5
Balance Forward					270.4	253.3	269.9	112.2	273.2	296.7

POLICE DEPARTMENT (Budget)										
Vehicle replacement	Unit 2 - 2014	60.0	Tax		60.0					
	Unit 3 - 2012	60.0	Tax			60.6				
	Unit 5 - 2016	60.6	Tax				61.8			
	Unit 1 - 2018	61.8	Tax							63.1
	Unit 2 - 2019	63.0	Tax							
Total Expenditure		305.4			60.0	60.6	0.0	61.8	0.0	63.1

POLICE CASH FLOW										
Start Balance	Create CRF in 2020				0.0	0.0	0.0	50.0	38.2	88.2
Add to reserve					60.0	60.6	50.0	50.0	50.0	50.0
Withdraw from reserve					-60.0	-60.6	0.0	-61.8	0.0	-63.1
Balance Forward					0.0	0.0	50.0	38.2	88.2	75.1

FIRE DEPARTMENT (Budget/CRF)										
Hose 1	Maintenance	30.0	Tax		30.0					
New Command Vehicle	Truck/car replacement in 2025	68.0	Tax							
Total Expenditure		98.0			30.0	0.0	0.0	0.0	0.0	0.0

FIRE DEPARTMENT CASH FLOW										
Start Balance	Total in Capital Reserve Funds	261.0			261.0	291.0	356.0	421.0	491.0	561.0
Add to reserve	\$5K increase to the annual addition to CRF				60.0	65.0	65.0	70.0	70.0	75.0
Withdraw from reserve					-30.0	0.0	0.0	0.0	0.0	0.0
Balance Forward		261.0			291.0	356.0	421.0	491.0	561.0	636.0

RECREATION DEPARTMENT (Budget)										
Mini Bus (1998)	Vehicle replacement in 2020	60.0	Tax			60.0				
Total Expenditure		60.0	Tax		0.0	60.0	0.0	0.0	0.0	0.0

RECREATION CASH FLOW										
Start Balance	Total in Capital Reserve Funds									
Add to reserve										
Withdraw from reserve										
Balance Forward										

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PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024	
CONSERVATION FUND (CRF)											
Start Balance	Total in Capital Reserve Funds	15.0	Tax/LUCT	2009	45.0	50.0	55.0	60.0	65.0	70.0	
Add to reserve	(note that the LUCT est contribution is 10,000 per year except 2009)				5.0	5.0	5.0	5.0	5.0	5.0	
Withdraw from reserve											
Balance Forward					50.0	55.0	60.0	65.0	70.0	75.0	
TOTAL PROPOSED PROJECTS											
					1455.0	1520.6	1450.0	1555.0	1555.0	1560.0	
TOTAL PROPOSED & EXISTING PROJECTS TO BE RAISED BY TAXES											
					1880.2	1892.9	1821.1	1898.7	1896.8	1901.4	
Local Assessed Valuation (2018 = \$410,472,604)		410,472.6									
TOTAL IMPACT OF AMOUNT TO BE RAISED BY TAXES ON TAX RATE					4.58	4.61	4.44	4.63	4.62	4.63	
INCREASE ON TAX RATE FROM PREVIOUS YEAR					1,244.0	1.55	0.03	-0.17	0.19	0.00	0.01
ESTIMATED MUNICIPAL TAX RATE (assuming no increases in the budget)					\$10.53 (2018 muni tax)	\$12.08	\$12.11	\$11.94	\$12.12	\$12.12	\$12.13

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BONDED DEBT

BONDED PROJECTS EXISTING										
Water System Main Replacement (Taxes - issued in 2000 - matures in 2021)refinanced 2011	500.0	UF	1994	56.8	54.2	51.6				
		Tax		28.0	26.7	25.4				
Pierce Crossing/Hadley Rd Bridge (issued 2001 - matures 2021)	750.0	TIFD	2001	40.3	38.5	36.8				
Wastewater Asset Management & Facility Planning (issued 2017 - matures 2022)	99.7	UF	2015	11.9	11.8	11.7	11.6			
Sewer Design (User Fees - issued in 2002 - matures in 2023)	616.2	UF	2002	36.5	35.4	34.2	33.0	31.9		
Sewer Design (Taxes - issued in 2002 - matures in 2023)	317.4	Tax		18.8	18.2	17.6	17.0	16.5		
Jaffrey Community Center (issued 2004 - matures 2024)	288.0	TIFD	2001	18.6	17.9	17.2	16.4	10.7	10.3	
Sewer Design (User Fees - issued in 2005 - matures in 2025)	990.0	UF	2005	62.5	60.7	58.8	57.0	55.2	53.3	
Sewer Design (Taxes - issued in 2005 - matures in 2025)	510.0	Tax		32.2	31.2	30.3	29.3	28.4	27.4	
AWWTF Construction (issued 2012 - User fees - matures 2036)	4,737.5	UF	2007	279.2	279.2	282.2	281.5	280.6	282.7	
AWWTF Construction (issued 2012 - Taxes - matures 2036)	2,440.5	Tax		143.8	143.8	145.4	145.0	144.5	145.6	
Sewer Tertiary Treatment (issued 2013 - matures 2032)	1,814.4	UF	2007	61.6	61.6	61.6	61.6	61.6	61.6	
Sewer Tertiary Treatment (issued 2013 - Taxes - matures 2032)	934.7	Tax		31.8	31.8	31.8	31.8	31.8	31.8	
Sewer Treatment Plant Improvements (NHDES SAG Grant -2012)	1,150.0	UF	2009	75.4	75.4	75.4	75.4	75.4	75.4	
	592.0	Tax		38.8	38.8	38.8	38.8	38.8	38.8	
Water Main Extension - Stone Arch Bridge (issued 2013 - matures 2023)	740.0	TIFD	2009	67.2	65.2	63.0	55.9	54.0	52.2	
River Street-Nelson Circle Pump Station (issued 2016 - matures 2026)	262.5	UF	2016	21.3	20.9	20.6	20.2	19.8	19.5	
Mountain Road & Main Street Water Main Replacement (issued 2017 - matures 2037)	1,760.8	UF	2017	79.2	79.2	79.2	79.2	79.2	79.2	
	867.3	Tax		39.5	39.5	39.5	39.5	39.5	39.4	
Capital Lease - DPW Grader	240.0	Tax	2015	50.0						
Capital Lease - Loader	176.5	Tax	2019	42.3	42.3	42.3	42.3	42.3		
Capital Lease -Backhoe	243.5	Tax	2024						58.4	
(Water projects = 0.67 users / 0.33 Tax; Sewer projects = 0.66 users / 0.34 tax)										
TOTAL BONDED EXISTING PROJECTS	(includes sewer construction)			1235.7	1172.3	1163.4	1035.5	1010.2	975.6	
	Revenues/User Fees			-684.4	-678.4	-675.3	-619.5	-603.7	-571.7	
	TIFD			-126.1	-121.6	-117.0	-72.3	-64.7	-62.5	
	TAX			425.2	372.3	371.1	343.7	341.8	341.4	

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ANTICIPATED BONDS

PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
BONDED PROJECTS - ANTICIPATED										
Septage Receiving Station	Upgrade septage receiving station	1,400.0	USDA	2016						
Subtotal					0.0	0.0	0.0	0.0	0.0	0.0
User Fees (.66)										
TIFD										
Amount to be raised by Tax (estimated)					0.0	0.0	0.0	0.0	0.0	0.0

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OTHER EXPENSE – WATER/SEWER USER COSTS

PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
DPW - WATER (Budget)										
Replace 550 lf of 12" water main	Squantum Village Dam - Prescott Rd. (After Dam Decommissioning)	235.0	UF							
Libby/Aetna Water Main repl	Replace old 6" line with new 8" line fire flow deficiencies	550.0	UF/SRF							
Add new water supply source	Cold Stone Springs	5,000.0	DWSRF							
Contoocook Well Upgrades	Redevelop well; rebuild/replace pump; chemical feed systems; code compliance improvements	800.0	DWSRF							
Replace Compactor	1995 MBW R270 Compactor	4.3	UF			4.3				
Replace Fusion Machine	2001 McElroy Fusion Machine	40.0	UF							40.0
Replace Emergency Generators	Prospect Street, Turnpike Well, Contoocook Well \$80K per generator	240.0	UF		240.0					
Bullet Pond Tank	Tank Repair & Maintenance	115.0	CRF		115.0					
Water Main Replacement	Rindge	3,066.0	DWSRF							
Water Main Replacement	School Street	430.0	DWSRF			430.0				
Water Main Replacement	Squantum Road	3,130.0	DWSRF			3130.0				
Water Main Replacement	Stratton Road	1,550.0	DWSRF			1550.0				
Water Main Replacement	Webster Street (proposed for 2026)	201.7	DWSRF							
Water Main Replacement	Bryant Road	354.2	DWSRF							354.2
Water Main Replacement	First Tavern Road	410.0	DWSRF							410.0
Water Main Replacement	Harkness Road	390.9	DWSRF							390.9
Water Main Replacement	Prescott Road	543.5	DWSRF							
Sub Total Expenditure - DPW Water		17,060.6			355.0	5,114.3	0.0	0.0	0.0	1,195.1
User fees - revenue										
Grants/SRF										
Total Expenditure- DPW Water		17,060.6			355.0	5,114.3	0.0	0.0	0.0	1,195.1

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PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
DPW - SEWER (Budget)										
Inflow/Infiltration Correction & Rehab Construction	On-going I/I maintenance and rehabilitation to remove extraneous flows and structurally rehabilitate mains and manholes	1,152.4	UF		214.0	197.0	140.7	200.0	200.7	200.0
Replace Erin Lane Pumping Station	Need to replace aging pump	25.0	UF							
Cross St Pumping Station	Need to replace aging pump	25.0	UF							
Replace grit removal system	Hadley Road Sewer Headworks and Pumping Station	459.2	CRF		459.2					
Replace sewer pump	Replace trailer mounted sewer pump	36.0	UF			36.0				
Replace sewer cleaner	Replace jet rod sewer cleaner	40.5	UF			40.5				
Upgrades to facilities	Wastewater facility upgrades	135.3	UF							
Construct garage	Construct 2-3 bay garage at WWTF. Removed from original project due to cost.	350.0	CWSRF		350.0					
Wastewater Lagoon Closure	Closure of the old treatment lagoons.	1,950.0	CWSRF							
Sewer manhole rehabilitation	Annual manhole rehab at \$50,000	300.0	UF		50.0	50.0	50.0	50.0	50.0	50.0
Sub Total Expenditure - DPW Sewer		4,473.4			1,073.2	323.5	190.7	250.0	250.7	250.0
User fees - revenue										
Grants/SRF										
Total Expenditure- DPW Sewer		4,473.4			1073.2	323.5	190.7	250.0	250.7	250.0

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SCHOOL DISTRICT CAPITAL EXPENSE

PROJECT TITLE		Total Cost 000'S	SOURCE	Date TM Approved	2019	2020	2021	2022	2023	2024
Jaffrey-Rindge Coop School District Bonded Projects										
Debt Service Principal (49.02%)	NB costs for 2013 and beyond are estimates as the									
Debt Service Interest (49.02%)	apportionment is recalculated annually									
Total Debt Service					0.0	0.0	0.0	0.0	0.0	0.0
State Building Aid Reimbursement to Jaffrey (State paying 40% for Elementary School & 48% on the Middle/High Schools)					-181.0	-180.0	-179.0	-178.0	-177.0	-176.0
NB State Aid is estimated for 2013 and beyond										
School District Net Capital Expense					-181.0	-180.0	-179.0	-178.0	-177.0	-176.0