

## TIF DISTRICTS & CIP SUMMARY

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### BUDGET SUMMARY

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
<b>Revenue</b>					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
N End Opportunity Corridor TIF	\$702,394	\$647,509	\$466,407	\$462,760	\$474,854
Sears Block TIF District	\$567,837	\$859,388	\$772,744	\$741,008	\$753,272
Penacook Village TIF District	\$51,921	\$56,454	\$57,529	\$56,246	\$57,328
<b>Total Revenue</b>	<b>\$16,818,534</b>	<b>\$12,243,971</b>	<b>\$21,343,902</b>	<b>\$21,307,236</b>	<b>\$18,768,762</b>
<b>Expense</b>					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
N End Opportunity Corridor TIF	\$967,956	\$491,705	\$355,689	\$342,229	\$210,815
Sears Block TIF District	\$756,114	\$801,521	\$928,470	\$929,345	\$882,077
Penacook Village TIF District	\$52,451	\$22,211	\$61,418	\$55,358	\$59,470
<b>Total Expense</b>	<b>\$17,272,902</b>	<b>\$11,996,057</b>	<b>\$21,392,799</b>	<b>\$21,374,154</b>	<b>\$18,635,670</b>

## TIF DISTRICTS & CIP SUMMARY

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### TAX INCREMENT FINANCE (TIF) DISTRICTS

The City currently has three Tax Increment Finance (TIF) districts. These districts were enacted in accordance with NH RSA 162-K. In accordance with State Law, the City has the ability to capture and retain tax revenues generated by new development constructed within each TIF District after their enactment. These captured revenues are used to support debt service incurred for infrastructure improvements within the TIF Districts, as well as operating and administrative costs.

Combined, these TIF Districts encompass 136.8 acres of land. Since their inception, the City has made a combined investment of \$25.2 +/- million in infrastructure improvements within these Districts. These investments have served as a catalyst for \$78,664,718 in new assessed value generated by several real estate development projects (FY 2017 estimate).

An overview of each TIF District follows. More specific information concerning the financial details for each TIF District is included elsewhere in this document.

- 1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been \$7,796,200, including \$1.05 million for the acquisition of the Tsunis Holdings property and related expenses. To date, this investment has yielded \$49,923,900 in new private development. Presently, the NEOCTIF District encompasses approximately 67.7 acres.
- 2) The **Sears Block (a.k.a. "Capital Commons") Tax Increment Finance District (SBTIF)** was established on September 8, 2003, and amended on July 30, 2014. This district was established to facilitate cleanup and redevelopment of the former Sears Block and surrounding properties located in downtown Concord. The former Sears Block is now occupied by the Capital Commons Office Building and Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been \$20,815,341. To date, this investment has served as a catalyst for \$27,001,018 in new private development. This figure includes the recently completed "Bindery / Love Your Neighbor" building at 45 South Main Street, but excludes the Smile Building at 49 South Main Street, and improvements to the Endicott Hotel, due to the use of RSA 79-E. Presently, the SBTIF District encompasses approximately 21 acres.
- 3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and amended on June 9, 2014. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village. Since 2010, the City's total capital investment in the PVTIF District has been \$1,354,040. This figure excludes \$3.673+/- million for acquisition and cleanup of the Allied Leather Tannery and Amazon Realty sites. To date, the City's investment in TIF improvements has yielded \$1,739,800 in new private development. Presently, the PVTIF District encompasses approximately 47.1 acres.

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### NEOCTIF FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
<b>Revenue</b>	<b>\$466,407</b>	<b>\$462,760</b>	<b>\$474,854</b>
<b>Expense</b>	<b>\$355,689</b>	<b>\$342,229</b>	<b>\$210,815</b>
<b>Net Income (Loss)</b>		<b>\$120,531</b>	<b>\$264,039</b>
<b>Beginning Working Capital</b>		<b>\$611,323</b>	<b>\$731,854</b>
<b>Ending Working Capital</b>		<b>\$731,854</b>	<b>\$995,893</b>

### NEOCTIF FUND DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
<b>Revenue</b>					
Property Taxes-NEOCTIF	\$622,727	\$646,416	\$465,782	\$460,960	\$473,854
Investment Income	\$636	\$1,093	\$625	\$1,800	\$1,000
Insurance Distributions & Credits	\$79,031	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$702,394</b>	<b>\$647,509</b>	<b>\$466,407</b>	<b>\$462,760</b>	<b>\$474,854</b>
<b>Expense</b>					
Outside Services	\$0	\$0	\$15,960	\$2,500	\$18,100
Debt Service	\$376,170	\$359,565	\$200,980	\$200,980	\$47,030
Miscellaneous	\$15,936	\$0	\$0	\$0	\$0
Transfer Out	\$575,850	\$132,140	\$138,749	\$138,749	\$145,685
<b>Total Expense</b>	<b>\$967,956</b>	<b>\$491,705</b>	<b>\$355,689</b>	<b>\$342,229</b>	<b>\$210,815</b>

## TIF DISTRICTS & CIP SUMMARY

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### NORTH END OPPORTUNITY CORRIDOR TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2017 projected total incremental assessed value of new development constructed within the NEOCTIF District since its establishment in 1998 is \$49,923,900.

In 2005, the City began to release a portion of the captured tax revenues generated by the new development within the District to support the City's General Fund, as well as those of other taxing authorities such as the County and Concord School District. This had no negative impact on the District's ability to meet debt service or maintenance cost obligations, as real estate development within the District has significantly surpassed the expectations of the City's original financial pro forma. The amount of increment initially allocated to support the General Fund in FY 2005 was \$16,462,800. In FY 2017, the City will allocate \$32,949,774 (or 66% of total incremental assessed valuation) to be used in determining the amount needed to be raised through taxation, thereby retaining \$19,974,126 in value to support the NEOCTIF's debt service and operating costs.

The NEOCTIF District was originally set to terminate at the end of FY 2019. However, this date was extended due to the appropriation of \$1,050,000, including \$600,000 in bonds, to acquire the former Tsunis property for the extension of Storrs Street to Constitution Avenue, as proposed in the City's Capital Improvement Program (CIP #18). The \$600,000 bond issuance was sold in January 2015 with a 20-year term, thereby extending the District's sunset date to FY 2037. CIP #18 includes \$400,000 in FY 2017 for design and, tentatively, includes \$4,400,000 in FY 2018 for construction of the new roadway; all to be supported by the funds generated by the TIF District. Future debt service for this project has been included within the financial pro forma for the NEOCTIF District, which, in part, also requires extension of the District's termination date from FY 2019 to FY 2037.

2017 OPERATING BUDGET

**TIF DISTRICTS & CIP SUMMARY**

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SBTIF FUND SUMMARY

	<b>2016 Budgeted</b>	<b>2016 Estimated</b>	<b>2017 Budget</b>
<b>Revenue</b>	<b>\$772,744</b>	<b>\$741,008</b>	<b>\$753,272</b>
<b>Expense</b>	<b>\$928,470</b>	<b>\$929,345</b>	<b>\$882,077</b>
<b>Net Income (Loss)</b>		<b>(\$188,337)</b>	<b>(\$128,805)</b>
<b>Beginning Working Capital</b>		<b>\$393,451</b>	<b>\$205,114</b>
<b>Ending Working Capital</b>		<b>\$205,114</b>	<b>\$76,309</b>

SBTIF BUDGET DETAIL

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budgeted</b>	<b>2016 Estimated</b>	<b>2017 Budget</b>
<b>Revenue</b>					
Property Taxes-Sears Block TIF	\$567,608	\$851,757	\$772,444	\$738,208	\$752,972
Investment Income	\$229	\$609	\$300	\$300	\$300
Finance Charges	\$0	\$7,021	\$0	\$2,500	\$0
<b>Total Revenue</b>	<b>\$567,837</b>	<b>\$859,388</b>	<b>\$772,744</b>	<b>\$741,008</b>	<b>\$753,272</b>
<b>Expense</b>					
Outside Services	\$0	\$2,425	\$9,090	\$5,000	\$9,550
Debt Service	\$241,684	\$246,316	\$246,025	\$250,990	\$253,800
Transfer Out	\$514,430	\$552,780	\$673,355	\$673,355	\$618,727
<b>Total Expense</b>	<b>\$756,114</b>	<b>\$801,521</b>	<b>\$928,470</b>	<b>\$929,345</b>	<b>\$882,077</b>

## TIF DISTRICTS & CIP SUMMARY

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### SEARS BLOCK TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2017 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District since its establishment in 2003 is \$27,001,018.

Property tax revenues generated by the incremental assessed value are retained by the District to support debt service and operating expenses. This value includes all new development within the District. However, this figure excludes the SMILE Building at 49 South Main Street and the Endicott Hotel Redevelopment Project at 1-5 South Main Street, as both developments have received RSA 79-E Community Revitalization Tax Relief Abatements. Consequently, incremental tax revenues for the SMILE Building are temporarily abated and will not be available to support operation of the TIF District until April 1, 2017 (FY 2018). Concerning the Endicott Hotel, increased property taxes associated with the commercial portions of the project have been abated until April 1, 2017 (FY 2018). In addition, property taxes on the residential portion of the Endicott Hotel have been abated until April 1, 2019 (FY 2020).

Since its inception in 2003, the City has appropriated \$20,845,341 for infrastructure improvements and other investments within the District. This figure excludes \$100,000 carried in CIP #529 in FY 2017 for masonry repairs for the Storrs Street (formerly Capital Commons) Parking Garage.

The FY 2017 budget continues the practice of transferring TIF revenues to the General Fund and Parking Fund for the purposes of: 1) reimbursing these funds for past investments in the Capital Commons Parking Garage project, and 2) transferring debt service costs traditionally supported by the General Fund and Parking Fund for the Capital Commons Project to the SBTIF.

Specifically, in FY 2017, the SBTIF will transfer \$239,410 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons Project in 2007. In addition, \$19,650 will be transferred to the General Fund to defray costs for administration of the SBTIF.

The SBTIF will also transfer \$206,167 to the Parking Fund in FY 2017. Of this total, \$96,000 will be the final payment from the SBTIF to the Parking Fund for repayment of \$550,000 of equity, plus interest, which the fund invested into the Capital Commons Project during 2003 – 2005. As initiated in FY 2016, the SBTIF will continue to absorb a portion of debt service payments associated with \$3,186,000 in Parking Fund supported bonds previously issued for the Capital Commons Project in 2005 and 2007. This amount will be \$102,777 in FY 2017. This amount is anticipated to increase in future years.

Starting in FY 2017, the SBTIF will support a portion of a new full-time maintenance position for the Downtown Services Team. The TIF will support this position in the amount of \$26,000 in FY 2017. This is projected to increase to \$36,488 in FY 2018. Approximately 53% of the Complete Streets Project is located within the SBTIF; therefore, financial support, to the extent the TIF can afford to make such investments, is appropriate.

Use of the SBTIF District fund balance to support transfers to the General Fund and Parking Fund will result in negative net operating income for FY 2017.

While the cost of maintaining the landscaping and plaza is included within the SBTIF, the cost of operating the Capital Commons Parking Garage is included within the City's Parking Fund budget.

When created in 2003, it was anticipated that the SBTIF District would terminate when debt service was to be fully repaid on June 30, 2027. However, this date has been extended to FY 2035 with the appropriation of \$1,990,000 in bonded debt for redevelopment of the NH Employment Security Property at 32-34 South Main Street and \$2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project. It is anticipated the District will terminate on or about FY 2035.

## TIF DISTRICTS & CIP SUMMARY

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### PVTIF FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
<b>Revenue</b>	<b>\$57,529</b>	<b>\$56,246</b>	<b>\$57,328</b>
<b>Expense</b>	<b>\$61,418</b>	<b>\$55,358</b>	<b>\$59,470</b>
<b>Net Income (Loss)</b>		<b>\$888</b>	<b>(\$2,142)</b>
<b>Beginning Working Capital</b>		<b>\$69,767</b>	<b>\$70,655</b>
<b>Ending Working Capital</b>		<b>\$70,655</b>	<b>\$68,513</b>

### PVTIF BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
<b>Revenue</b>					
Property Taxes-Penacook TIF	\$51,046	\$56,352	\$57,479	\$56,126	\$57,248
Investment Income	\$51	\$102	\$50	\$120	\$80
Miscellaneous	\$825	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$51,921</b>	<b>\$56,454</b>	<b>\$57,529</b>	<b>\$56,246</b>	<b>\$57,328</b>
<b>Expense</b>					
Outside Services	\$0	\$0	\$19,000	\$12,940	\$17,700
Debt Service	\$21,271	\$20,971	\$35,800	\$35,800	\$35,080
Transfer Out	\$31,180	\$1,240	\$6,618	\$6,618	\$6,690
<b>Total Expense</b>	<b>\$52,451</b>	<b>\$22,211</b>	<b>\$61,418</b>	<b>\$55,358</b>	<b>\$59,470</b>

## TIF DISTRICTS & CIP SUMMARY

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### PENACOOK VILLAGE TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2017 projected total incremental assessed value of new real estate development within the Penacook Village TIF District, since its enactment in 2010, is \$1,739,800. This amount is made up entirely by the new medical office building located at 4 Crescent Street. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs.

Accounting for debt service and operating costs, the District will generate a modest surplus, which shall be retained by the PVTIF to finance additional improvements, as well as to provide a financial reserve to offset potential fluctuations in property tax revenues that may result from appeals of assessed valuations in the future.

Presently, the PVTIF District is scheduled to terminate when existing debt service is fully repaid on June 30, 2032. This date is unchanged despite \$170,000 in additional debt service, which was authorized on June 9, 2014, to support environmental cleanup of the former Allied Leather Tannery site. However, this date will likely be extended should the City Council approve any additional appropriations to support redevelopment of the remaining City-owned portion of the former Allied Leather Tannery (CIP #508), or any other privately owned property within the District.

## TIF DISTRICTS & CIP SUMMARY

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### CIP INTRODUCTION & OVERVIEW

Municipalities are empowered by NH RSA 674:5 to create a Capital Improvement Program (CIP) for the purpose of planning for the orderly and coordinated implementation of capital investments in facilities, infrastructure, and equipment for a period of at least six years. In Concord, capital projects are funded by a variety of sources, including, but not limited to, the General Fund (general obligation bonds, capital transfers/outlays, and reserve funds); impact fees, bonds and capital transfers supported by Enterprise Funds (airport, arena, golf, parking, water and sewer funds); and State and Federal grants. The City has been diligently preparing a CIP as part of its annual budget process since the early 1990s. In Concord, the process of preparing a CIP is governed, in part, by Article 2-2 of the City Code of Ordinances.

Since FY 2011, the City has employed a 10 year planning horizon for the CIP. This approach allows the City to better schedule major capital expenditures in order to help avoid spikes in the City's tax rate, as well as rates and charges assessed by the City's various enterprise funds.

Although the CIP includes projects scheduled over the next 10 years, the FY 2017 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, from various reserve funds, and from enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects alleviating the need to have separate appropriation actions throughout the year. Funding for certain projects has been omitted from the capital resolution – as denoted by an asterisk – as these projects require funds from the State/Federal government, or from donations, in order to move forward. In other cases, the projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. Projects supported by Tax Increment Financing are also asterisked due to statutorily mandated public hearing processes for appropriations, which shall occur separately from the budget adoption process. Such projects will be presented for future City Council approval when confirmation for outside funding has been received. Funding commitments for the ensuing “out years” of the CIP (FY 2018 – 2026) will be reviewed as part of the budget adoption process for those respective fiscal years.

The proposed CIP runs from FY 2017 to FY 2026 and totals \$285,573,458, all funding sources combined.

### SELECTION AND PRIORITIZATION OF CAPITAL PROJECTS

The proposed CIP for FY 2017 totals \$21,860,258. This amount includes capital outlay and several projects that have been omitted from the capital resolution. Omitted projects include: CIP 51 - White Park Skate House, CIP 478 - North Pembroke Road Bridge, CIP 18 - Storrs Street North, CIP 529 - Storrs Street Parking Garage repairs, CIP 352 - Open Space Protection, CIP 584 - Concord Area Transit Bus Replacement, CIP 468 - Reconstruct Runway A at the Airport, and CIP 506 - Historical Surveys. Excluding capital outlay and these projects, the net amount to be appropriated for the FY 2017 CIP is \$17,483,308.

In keeping with past practice, all capital projects proposed for FY 2017 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

- 1) Project maintains or improves health, safety, or welfare of the general public or City personnel;
- 2) Project affects critically needed maintenance for key infrastructure, facilities, or equipment whereby deferred maintenance would severely impede municipal operations;
- 3) Project results in significant efficiencies or cost savings for delivery of municipal services;
- 4) Project better positions the City to undertake certain priority projects as economic and fiscal circumstances improve;
- 5) A significant portion of the project can be financed by outside sources other than the General Fund, Special Revenue Funds, or Enterprise Funds; or,
- 6) Project implements a City Council goal or priority.

2017 OPERATING BUDGET

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY FUNDING SOURCE

	<b>2017 Budget</b>
Arena / G.O. Bonds	\$100,000
General / Capital Close-out	\$185,314
General / G.O. Bonds	\$4,839,000
Golf / G.O. Bonds	\$50,000
Parking / G.O. Bonds	\$3,310,000
Sewer / Capital Close-out	\$132,562
Sewer / G.O. Bonds	\$3,745,000
Trans From Airport / Capital Transfer	\$6,000
Trans From Arena / Capital Transfer	\$2,500
Trans From General / Capital Transfer	\$391,750
Trans From Golf / Capital Transfer	\$4,500
Trans From Impact Fee Fund / Traf District 1	\$16,514
Trans From Impact Fee Fund / Traf District 3	\$16,972
Trans From Impact Fee Fund / Traf District 4	\$16,514
Trans From Parking / Capital Transfer	\$13,000
Trans From Sewer / Capital Transfer	\$68,160
Trans From Solid Waste / Capital Transfer	\$10,000
Trans From Trust / Equip Replace Reserve	\$100,000
Trans From Trust / Fire Equipment Reserve	\$151,337
Trans From Trust / Highway Reserve	\$1,475,500
Trans From Trust/Building Imp Reserve	\$25,000
Trans From Water / Capital Transfer	\$208,440
Water / Capital Close-out	\$30,245
Water / G.O. Bonds	\$2,585,000
<b>Sub Total</b>	<b>\$17,483,308</b>

Note: Capital Outlay appropriations are included in the respective operating fund budgets.

2017 OPERATING BUDGET

**TIF DISTRICTS & CIP SUMMARY**

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**APPROPRIATIONS BY DEPARTMENT**

**Finance Purchasing**

<b>Appropriations</b>	<b>2017 Budget</b>
130 Multi-Function Photocopy Machines	\$37,500
<b>Sub Total</b>	<b>\$37,500</b>

**Information Technology**

<b>Appropriations</b>	<b>2017 Budget</b>
2 Information Technology Hardware & Software Replacement	\$171,700
302 Enterprise Wide Information Systems Applications	\$976,651
525 Telephone System Replacement Program	\$95,000
<b>Sub Total</b>	<b>\$1,243,351</b>

**Police - Operations**

<b>Appropriations</b>	<b>2017 Budget</b>
368 Police Department Communications Equipment	\$410,000
403 Parking Division Vehicle Replacement Program	\$3,000
433 School Street Parking Garage (Formerly Durgin Block)	\$3,200,000
555 Handgun Replacement	\$40,000
575 Police Vehicle & Equipment Replacement	\$165,000
595 Parking Meters	\$70,000
596 Surface Lots	\$45,000
<b>Sub Total</b>	<b>\$3,933,000</b>

**Fire**

<b>Appropriations</b>	<b>2017 Budget</b>
4 Fire Department Vehicle Replacement	\$665,000
252 Fire Station Improvements	\$200,000
305 Fire Department Communications Equipment	\$190,000
375 Fire Department Boats	\$25,000
561 Fire Alarm Infrastructure Replacement	\$20,000
573 Fire Department Personnel Protective Equipment	\$20,000
<b>Sub Total</b>	<b>\$1,120,000</b>

2017 OPERATING BUDGET

**TIF DISTRICTS & CIP SUMMARY**

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**APPROPRIATIONS BY DEPARTMENT**

**GS-Highway / Utilities**

<b>Appropriations</b>	<b>2017 Budget</b>
78 Annual Highway Improvement Program	\$1,475,500
121 Vehicle & Equipment Replacement Program	\$875,000
<b>Sub Total</b>	<b>\$2,350,500</b>

**GS-Public Properties**

<b>Appropriations</b>	<b>2017 Budget</b>
63 City Wide Recreation Facility Improvements	\$440,000
64 Arena Improvements	\$100,000
65 City Hall Renovations	\$285,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	\$300,000
551 Library Maintenance	\$70,000
576 General Facility Repairs	\$25,000
<b>Sub Total</b>	<b>\$1,220,000</b>

**GS-Sewer**

<b>Appropriations</b>	<b>2017 Budget</b>
104 Hall Street Waste Water Treatment Plant Improvements	\$2,602,562
275 Sewer Pump Station Improvements	\$335,000
466 Penacook Waste Water Treatment Plant Improvements	\$235,000
<b>Sub Total</b>	<b>\$3,172,562</b>

**GS-Water**

<b>Appropriations</b>	<b>2017 Budget</b>
88 Water Plant Improvements	\$625,245
244 Water Meter Replacement Program	\$165,000
321 Water System Master Plan & Implementation	\$80,000
347 Water Storage Tank Repairs	\$30,000
372 Water System Pump Station Improvements	\$90,000
451 Leak Detection	\$30,000
482 Water System Asset Management	\$20,000
<b>Sub Total</b>	<b>\$1,040,245</b>

**GS-Solid Waste**

<b>Appropriations</b>	<b>2017 Budget</b>
447 Landfill Soil Vapor Extraction Systems	\$10,000
<b>Sub Total</b>	<b>\$10,000</b>

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### APPROPRIATIONS BY DEPARTMENT

#### CD-Engineering Services

<b>Appropriations</b>	<b>2017 Budget</b>
34 North Main Street / Storrs Street Intersection Signalization	\$50,000
83 Storm Water Improvements	\$550,000
85 Water Main Replacement	\$1,500,000
91 Sewer Main Rehabilitation and Construction	\$388,000
283 Traffic Signals and Traffic Operations Improvements	\$95,000
297 Geographic Information Systems (GIS)	\$125,000
460 Downtown Complete Streets Improvement Project	\$160,000
468 Reconstruct Taxiway A & Itinerant Ramp	\$6,000
<b>Sub Total</b>	<b>\$2,874,000</b>

#### Library

<b>Appropriations</b>	<b>2017 Budget</b>
477 Library Equipment Replacement	\$128,150
<b>Sub Total</b>	<b>\$128,150</b>

#### Rec-Grounds

<b>Appropriations</b>	<b>2017 Budget</b>
56 Rollins Park	\$60,000
59 Terrill Park	\$125,000
359 Merrill Park	\$15,000
530 Golf Course Equipment	\$50,000
569 Parks and Cemeteries Small Turf Equipment	\$24,000
587 Cemetery Improvements	\$80,000
<b>Sub Total</b>	<b>\$354,000</b>
<b>Total</b>	<b>\$17,483,308</b>

**CAPITAL IMPROVEMENT PROGRAM 2017-2026**

<b>PROJECT #</b>	<b>TITLE</b>	<b>DEPARTMENT</b>
2	Information Technology Hardware & Software Replacement	Information Technology
4	Fire Department Vehicle Replacement	Fire
17	Sidewalk, Bikeway and Streetscape Improvements	CD-Engineering Services
18	Storrs Street Extension, North & South	CD-Engineering Services
19	Loudon Road (Rte. 9) Corridor Improvements	CD-Engineering Services
30	Hoit Road / Whitney Road Intersection Signalization	CD-Engineering Services
31	Broadway / West Street Intersection (McKee Square) Signalization	CD-Engineering Services
34	North Main Street / Storrs Street Intersection Signalization	CD-Engineering Services
36	Manchester Street / Route 3 South	CD-Engineering Services
40	Langley Parkway	CD-Engineering Services
51	White Park	Rec-Grounds
52	Keach Park	Rec-Grounds
54	Russell Martin Park	Rec-Grounds
55	Rolfe Park	Rec-Grounds
56	Rollins Park	Rec-Grounds
57	Gustaf H. Lehtinen Park/Hero's Bridge	CD-Engineering Services
59	Terrill Park	Rec-Grounds
60	Kiwanis (Waterfront) Park	CD-Engineering Services
63	City Wide Recreation Facility Improvements	GS-Public Properties
64	Arena Improvements	GS-Public Properties
65	City Hall Renovations	GS-Public Properties
68	Library	Library
71	Runway Protection Zones: Property Acquisition	CD-Engineering Services
72	Runway Pavement Improvements	CD-Engineering Services
75	General Airport Repairs	GS-Public Properties
77	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	CD-Engineering Services
78	Annual Highway Improvement Program	GS-Highway / Utilities
83	Storm Water Improvements	CD-Engineering Services
84	Water Main Cleaning & Lining	CD-Engineering Services
85	Water Main Replacement	CD-Engineering Services
86	Water Main Construction	CD-Engineering Services
88	Water Plant Improvements	GS-Water
89	Hall Street Waste Water Treatment Plant Odor Control	GS-Sewer
91	Sewer Main Rehabilitation and Construction	CD-Engineering Services
97	Low Avenue Improvements	CD-Community Planning
104	Hall Street Waste Water Treatment Plant Improvements	GS-Sewer
107	Golf Course Club House and Maintenance Buildings	Rec-Grounds
114	Penacook Lake Dam and Spillway Rehabilitation	GS-Water
121	Vehicle & Equipment Replacement Program	GS-Highway / Utilities

**CAPITAL IMPROVEMENT PROGRAM 2017-2026**

<b>PROJECT #</b>	<b>TITLE</b>	<b>DEPARTMENT</b>
124	Water System SCADA Improvements	GS-Water
130	Multi-Function Photocopy Machines	Finance Purchasing
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds
244	Water Meter Replacement Program	GS-Water
245	Emergency Sewage Treatment Plant Repairs	GS-Sewer
252	Fire Station Improvements	Fire
254	Water System Emergency/Unanticipated Equipment Replacement	GS-Water
275	Sewer Pump Station Improvements	GS-Sewer
283	Traffic Signals and Traffic Operations Improvements	CD-Engineering Services
297	Geographic Information Systems (GIS)	CD-Engineering Services
302	Enterprise Wide Information Systems Applications	Information Technology
305	Fire Department Communications Equipment	Fire
321	Water System Master Plan & Implementation	GS-Water
323	Combined Operations & Maintenance Facility (COMF) Improvements	GS-Public Properties
335	Thermal Imaging Cameras	Fire
345	Water Supply Well Field Maintenance	GS-Water
347	Water Storage Tank Repairs	GS-Water
352	Open Space Protection	CD-Community Planning
358	Garrison Park	Rec-Grounds
359	Merrill Park	Rec-Grounds
360	Kimball Park	Rec-Grounds
361	Hooksett Turnpike Bridge Replacement	CD-Engineering Services
368	Police Department Communications Equipment	Police - Operations
370	Police Department Ballistic Vest Replacement Program	Police - Operations
372	Water System Pump Station Improvements	GS-Water
375	Fire Department Boats	Fire
376	Fire Department Hose & Equipment Replacement	Fire
380	Neighborhood Safety Improvements	CD-Engineering Services
381	Landfill Closure and Maintenance	GS-Solid Waste
383	New Airport Terminal Building	CD-Engineering Services
403	Parking Division Vehicle Replacement Program	Police - Operations
410	Sewer Video Inspection Equipment	GS-Sewer
432	North State Street Parking Garage (Formerly Firehouse Block)	City Manager /Operation
433	School Street Parking Garage (Formerly Durgin Block)	Police - Operations
447	Landfill Soil Vapor Extraction Systems	GS-Solid Waste
448	Hydrant and Valve Replacement Program	GS-Highway / Utilities
451	Leak Detection	GS-Water
460	Downtown Complete Streets Improvement Project	CD-Engineering Services

**CAPITAL IMPROVEMENT PROGRAM 2017-2026**

<b>PROJECT #</b>	<b>TITLE</b>	<b>DEPARTMENT</b>
466	Penacook Waste Water Treatment Plant Improvements	GS-Sewer
468	Reconstruct Taxiway A & Itinerant Ramp	CD-Engineering Services
471	Airport Fuel Farm	CD-Engineering Services
477	Library Equipment Replacement	Library
478	North Pembroke Road Bridge Replacement	CD-Engineering Services
482	Water System Asset Management	GS-Water
490	Police Department Records Management Microfilm Conversion	Police - Operations
492	Runway Protection Zone Obstruction Removal	CD-Engineering Services
498	Birchdale Road Bridge Replacement	CD-Engineering Services
502	Whitney Road Extension	CD-Engineering Services
506	Historical Surveys	CD-Community Planning
512	Emergency Vehicle Repairs	GS-Highway / Utilities
515	Golf Course Winter Recreation Improvements	Rec-Grounds
518	Bridge and Dam Maintenance / Repairs	CD-Engineering Services
519	Manchester Street/Old Turnpike Road Intersection Improvements	CD-Engineering Services
520	Intersection Safety Improvements	CD-Engineering Services
521	Police Firearms Range Improvements	Police - Operations
525	Telephone System Replacement Program	Information Technology
527	Cardiac Monitor & AED Replacement Program	Fire
528	Pocket Parks	Rec-Grounds
529	Storrs Street Parking Garage (Formerly Capital Commons)	City Manager /Operation
530	Golf Course Equipment	Rec-Grounds
534	Tie Down Rehabilitation and Expansion	CD-Engineering Services
541	Regional Drive/Chenell Drive Intersection Improvements	CD-Engineering Services
543	Merrimack River Greenway Trail Project	CD-Engineering Services
550	Roundabout Maintenance	CD-Engineering Services
551	Library Maintenance	GS-Public Properties
555	Handgun Replacement	Police - Operations
557	Memorial Field	Rec-Grounds
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Park	Rec-Grounds
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
570	Pleasant/Warren/Fruit Intersection Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
575	Police Vehicle & Equipment Replacement	Police - Operations
576	General Facility Repairs	GS-Public Properties

**CAPITAL IMPROVEMENT PROGRAM 2017-2026**

<b>PROJECT #</b>	<b>TITLE</b>	<b>DEPARTMENT</b>
579	Downtown Squares	GS-Public Properties
582	Manor Road/Abbott Road Roundabout Intersection Improvement Project	CD-Engineering Services
583	East Concord Fire Station	Fire
584	Replacement of CAT Transit Bus Vehicles	CD-Engineering Services
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Warren Street Improvements	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
595	Parking Meters	Police - Operations
596	Surface Lots	Police - Operations
597	Parking Beacons	Police - Operations

## City of Concord, New Hampshire

### Ratios of Long Term Debt Outstanding and Legal Debt Limits Last Ten Fiscal Years

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Base Value for Debt Limits (1)</b>	\$ 4,007,515,023	\$ 4,286,124,163	\$ 4,436,535,484	\$ 4,390,660,275	\$ 4,020,634,140	\$ 3,851,394,810	\$ 3,688,748,087	\$ 3,877,480,169	\$ 4,050,513,509	\$ 3,911,961,065
<b>Legal Debt Limits (% of Base Value)</b>										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 120,225,451	\$ 128,583,725	\$ 133,096,065	\$ 131,719,808	\$ 120,619,024	\$ 115,541,844	\$ 110,662,443	\$ 116,324,405	\$ 121,515,405	\$ 117,358,832
Water - 10% (2)	400,751,502	428,612,416	443,653,548	439,066,028	402,063,414	385,139,481	368,874,809	387,748,017	405,051,351	391,196,107
<b>Issued Debt at June 30</b>										
Total Issued Debt at June 30	\$ 61,766,516	\$ 74,127,970	\$ 66,311,626	\$ 68,036,092	\$ 66,429,838	\$ 66,632,593	\$ 67,234,223	\$ 69,162,800	\$ 72,161,009	\$ 76,554,459
Less Water Fund	(13,056,546)	(11,760,598)	(10,305,044)	(11,855,335)	(11,435,119)	(11,768,711)	(11,930,388)	(12,802,341)	(12,718,866)	(12,909,306)
Less Sewer Fund (3)	(8,673,880)	(15,811,823)	(14,367,749)	(14,707,852)	(15,519,027)	(13,973,463)	(14,059,897)	(14,819,785)	(14,228,732)	(13,770,736)
Less Tax Increment Debt (3)	(13,421,000)	(12,975,000)	(12,280,000)	(11,570,000)	(10,899,000)	(10,130,000)	(9,347,000)	(8,965,400)	(8,095,400)	(7,947,200)
Less Landfill Debt (3)	(1,769,946)	(1,560,291)	(1,621,196)	(1,375,946)	(1,136,332)	(900,425)	(668,901)	(442,001)	(218,732)	-
<b>Authorized Unissued at June 30</b>										
Total Authorized Unissued Debt at June 30	11,639,672	5,167,672	14,161,972	9,008,972	7,850,672	5,367,672	6,033,172	5,495,000	10,462,220	3,209,305
Less Golf Fund	-	-	-	-	-	(80,000)	(80,000)	(80,000)	(60,000)	(93,000)
Less Arena Fund	-	-	-	-	-	(475,000)	-	-	-	-
Less Water Fund	-	(1,150,000)	(3,017,000)	(1,130,500)	(697,000)	(175,000)	(150,000)	-	-	(136)
Less Sewer Fund (3)	(387,672)	(117,672)	(2,570,672)	(1,390,672)	(392,672)	(552,672)	(2,168,172)	-	-	-
Less Tax Increment Debt (3)	-	-	-	-	(285,000)	(285,000)	-	-	-	-
Total Debt Subject to general limit	\$ 36,097,144	\$ 35,920,258	36,311,937	35,014,759	33,916,360	33,659,994	34,863,037	37,548,273	47,301,499	45,043,386
<b>Legal Debt Margin</b>										
General	\$ 84,128,307	\$ 92,663,467	96,784,128	96,705,049	86,702,665	81,881,850	75,799,406	78,776,132	74,213,906	72,315,446
Water Fund	\$ 387,694,956	\$ 415,701,818	430,331,504	426,080,193	389,931,295	373,195,770	356,794,421	374,945,676	392,332,485	378,286,665
<b>% of Legal Debt Limits Used</b>										
General	30.0%	27.9%	27.3%	26.6%	28.1%	29.1%	31.5%	32.3%	38.9%	38.4%
Water Fund	3.3%	2.7%	2.3%	2.7%	2.8%	3.1%	3.2%	3.3%	3.1%	3.3%

Data Source  
Audited Financial Statements

Notes:

- (1) Base Value for Debt Limits computed by the NH Department of Revenue Administration
- (2) Legal debt limit percentage rates set by NH State statute
- (3) Debt exempt from Debt limits consists of Landfills, Tax Increment Financing and Sewer debt.

# City of Concord, New Hampshire

## Ratios of Outstanding Debt by Debt Type Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	General Obligation Bonds	General Obligation Bonds	General Obligation Bonds				
2015	\$ 48,874,693	\$ 27,679,766	\$ 76,554,459	\$ 1,804	5.94%	2.03%	
2014	44,125,550	28,035,460	72,161,010	1,701	5.65%	2.11%	
2013	40,430,476	28,732,324	69,162,800	1,615	5.51%	2.00%	
2012	40,161,251	27,072,972	67,234,223	1,569	5.50%	2.03%	
2011	40,031,119	26,601,474	66,632,593	1,557	5.45%	1.74%	
2009	38,882,692	27,547,146	66,429,838	1,503	6.84%	1.64%	
2008	40,860,105	27,175,987	68,036,092	1,540	7.01%	1.58%	
2008	40,934,133	25,377,493	66,311,626	1,509	6.87%	1.58%	
2007	45,758,099	28,369,871	74,127,970	1,687	7.68%	1.81%	
2006	39,200,390	22,566,126	61,766,516	1,431	5.53%	1.66%	
2005	26,510,977	20,858,880	47,369,857	1,105	4.27%	1.40%	

Data Sources:  
 Audited Financial Statements  
 U.S. Census Bureau  
 Assessors Department MS-1 Report

# City of Concord, New Hampshire

## Assessed and Estimated Full Value of Real Property Last Ten Fiscal Years

Fiscal Year	Local Assessed Value (1)			Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/Industrial	Utilities						
2015	\$ 2,101,417,750	\$ 1,534,639,311	\$ 161,176,300	\$ 3,797,233,361	\$ 33,688,716	\$ 3,763,544,645	\$ 23.58	\$ 3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%
2013	2,087,208,900	1,614,705,822	166,101,300	3,868,016,022	35,915,240	3,832,100,782	21.61	3,899,194,377	99.2%
2012	2,139,560,300	1,419,233,200	165,340,900	3,724,134,400	37,130,879	3,687,003,521	21.70	3,708,962,523	100.4%
2011	2,299,881,800	1,424,486,800	152,774,300	3,877,142,900	42,168,733	3,834,974,167	20.35	3,871,416,766	100.1%
2010	2,508,467,100	1,434,618,400	152,792,400	4,095,877,900	42,345,930	4,053,531,970	18.98	4,044,243,693	101.3%
2009	2,593,546,800	1,601,861,700	146,592,000	4,342,000,500	37,066,758	4,304,933,742	17.99	4,353,125,485	99.7%
2008	2,666,662,100	1,444,077,300	123,884,800	4,234,624,200	38,830,192	4,195,794,008	17.43	4,408,573,930	96.1%
2007	2,715,013,500	1,311,668,800	119,115,400	4,145,797,700	40,371,086	4,105,426,614	17.26	4,269,260,047	97.1%
2006	2,477,724,500	1,170,940,000	111,931,500	3,760,596,000	34,805,148	3,725,790,852	17.66	3,934,309,242	95.6%

Data Sources:

(1) State MS-1 Report of Assessed Values

(2) NH Department of Revenue Administration's Annual Equalization Survey

# City of Concord, New Hampshire

## Fund Balances, Governmental Funds

### Last Ten Fiscal Years

(modified accrual basis of accounting)

	Fiscal Year									
	2006	2007	2008	2009	2010	2011 <sup>(1)</sup>	2012	2013	2014	2015
<b>General Fund</b>										
Reserved	\$ 1,789,574	\$ 2,270,638	\$ 1,300,105	\$ 1,169,269	\$ 966,768	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	5,329,762	3,453,608	4,447,779	5,302,478	7,025,545	-	-	-	-	-
Nonspendable	-	-	-	-	-	181,815	152,871	152,871	152,871	152,871
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	-	-	-	-	-	4,316,925	4,938,869	4,729,164	3,416,913	3,265,799
Assigned	-	-	-	-	-	1,355,353	894,000	935,000	750,000	960,000
Unassigned	-	-	-	-	-	6,736,075	8,168,250	9,079,250	9,879,330	10,171,068
<b>Total General Fund</b>	<b>\$ 7,119,336</b>	<b>\$ 5,724,246</b>	<b>\$ 5,747,884</b>	<b>\$ 6,471,747</b>	<b>\$ 7,992,313</b>	<b>\$ 12,590,168</b>	<b>\$ 14,153,990</b>	<b>\$ 14,896,285</b>	<b>\$ 14,199,114</b>	<b>\$ 14,549,738</b>
<b>Other Governmental Funds</b>										
Reserved	\$ 7,733,404	\$ 8,686,203	\$ 13,154,406	\$ 11,784,460	\$ 10,652,150	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved:										
Special Revenue Funds	8,738,047	8,651,431	9,077,496	7,675,674	8,124,307	-	-	-	-	-
Capital Project Funds	20,587,665	14,906,493	5,017,047	4,261,481	3,500,587	-	-	-	-	-
Debt Service	591,867	657,335	760,163	856,787	1,248,100	-	-	-	-	-
Nonspendable	-	-	-	-	-	9,239,526	9,394,226	10,335,606	12,004,524	12,631,335
Restricted	-	-	-	-	-	4,214,191	2,803,781	3,148,961	9,539,642	11,848,567
Committed	-	-	-	-	-	10,842,872	9,916,209	7,765,227	5,109,805	6,977,411
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	(915)	(1,290)	-	(1,329,031)	(726,422)
<b>Total Other Funds</b>	<b>\$ 37,650,983</b>	<b>\$ 32,901,462</b>	<b>\$ 28,009,112</b>	<b>\$ 24,578,402</b>	<b>\$ 23,525,144</b>	<b>\$ 24,295,674</b>	<b>\$ 22,112,926</b>	<b>\$ 21,249,794</b>	<b>\$ 25,324,940</b>	<b>\$ 30,730,891</b>

Data Source

Audited Financial Statements

(1) Beginning with FY11, the presentation of Fund Balance conforms with Government Accounting Standards Board Statement No. 54

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

		<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
<b>General</b>										
2	Information Technology Hardware & Software Replacement	131,100	0	0	0	131,100	0	0	0	0
4	Fire Department Vehicle Replacement	665,000	490,000	23,663	0	0	0	0	0	151,337
34	North Main Street / Storrs Street Intersection Signalization	50,000	0	0	0	0	0	0	50,000	0
51	White Park *	900,000	450,000	0	0	0	450,000	0	0	0
56	Rollins Park	60,000	60,000	0	0	0	0	0	0	0
59	Terrill Park	125,000	125,000	0	0	0	0	0	0	0
63	City Wide Recreation Facility Improvements	440,000	440,000	0	0	0	0	0	0	0
65	City Hall Renovations	285,000	285,000	0	0	0	0	0	0	0
78	Annual Highway Improvement Program	1,475,500	0	0	0	0	0	0	0	1,475,500
83	Storm Water Improvements	510,000	510,000	0	0	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	650,000	650,000	0	0	0	0	0	0	0
130	Multi-Function Photocopy Machines	37,500	0	0	0	37,500	0	0	0	0
252	Fire Station Improvements	200,000	200,000	0	0	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	95,000	95,000	0	0	0	0	0	0	0
297	Geographic Information Systems (GIS)	125,000	125,000	0	0	0	0	0	0	0

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
302 Enterprise Wide Information Systems Applications	776,651	615,000	161,651	0	0	0	0	0	0
305 Fire Department Communications Equipment	190,000	90,000	0	0	0	0	0	0	100,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	150,000	150,000	0	0	0	0	0	0	0
352 Open Space Protection *	500,000	0	0	0	0	0	0	0	500,000
359 Merrill Park	15,000	15,000	0	0	0	0	0	0	0
368 Police Department Communications Equipment	410,000	410,000	0	0	0	0	0	0	0
375 Fire Department Boats	25,000	25,000	0	0	0	0	0	0	0
460 Downtown Complete Streets Improvement Project	160,000	160,000	0	0	0	0	0	0	0
477 Library Equipment Replacement	128,150	105,000	0	0	23,150	0	0	0	0
478 North Pembroke Road Bridge Replacement *	1,846,950	40,000	0	0	0	330,950	1,476,000	0	0
506 Historical Surveys *	35,000	0	0	0	0	0	35,000	0	0
512 Emergency Vehicle Repairs	10,000	0	0	10,000	0	0	0	0	0
525 Telephone System Replacement Program	70,000	70,000	0	0	0	0	0	0	0
551 Library Maintenance	70,000	70,000	0	0	0	0	0	0	0
555 Handgun Replacement	40,000	0	0	0	40,000	0	0	0	0
561 Fire Alarm Infrastructure Replacement	20,000	20,000	0	0	0	0	0	0	0

**\*Excluded from Budget Appropriation**

**CITY OF CONCORD, NEW HAMPSHIRE**

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
569 Parks and Cemeteries Small Turf Equipment	24,000	24,000	0	0	0	0	0	0	0
573 Fire Department Personnel Protective Equipment	20,000	0	0	0	20,000	0	0	0	0
575 Police Vehicle & Equipment Replacement	165,000	25,000	0	0	140,000	0	0	0	0
576 General Facility Repairs	25,000	0	0	0	0	0	0	0	25,000
584 Replacement of CAT Transit Bus Vehicles *	300,000	30,000	0	0	0	0	270,000	0	0
587 Cemetery Improvements	80,000	80,000	0	0	0	0	0	0	0
Subtotal General	10,809,851	5,359,000	185,314	10,000	391,750	780,950	1,781,000	50,000	2,251,837
Less *	3,581,950	520,000	0	0	0	780,950	1,781,000	0	500,000
Total General	7,227,901	4,839,000	185,314	10,000	391,750	0	0	50,000	1,751,837
<b><u>Parking</u></b>									
2 Information Technology Hardware & Software Replacement	3,000	0	0	0	3,000	0	0	0	0
403 Parking Division Vehicle Replacement Program	3,000	0	0	0	3,000	0	0	0	0
433 School Street Parking Garage (Formerly Durgin Block)	3,200,000	3,200,000	0	0	0	0	0	0	0
525 Telephone System Replacement Program	2,000	0	0	0	2,000	0	0	0	0
595 Parking Meters	70,000	65,000	0	0	5,000	0	0	0	0
596 Surface Lots	45,000	45,000	0	0	0	0	0	0	0

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
Subtotal Parking	3,323,000	3,310,000	0	0	13,000	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Parking	3,323,000	3,310,000	0	0	13,000	0	0	0	0
<b><u>Airport</u></b>									
468 Reconstruct Taxiway A & Itinerant Ramp	6,000	0	0	0	6,000	0	0	0	0
468 Reconstruct Taxiway A & Itinerant Ramp *	114,000	0	0	0	0	0	114,000	0	0
Subtotal Airport	120,000	0	0	0	6,000	0	114,000	0	0
Less *	114,000	0	0	0	0	0	114,000	0	0
Total Airport	6,000	0	0	0	6,000	0	0	0	0
<b><u>Golf</u></b>									
2 Information Technology Hardware & Software Replacement	3,000	0	0	0	3,000	0	0	0	0
525 Telephone System Replacement Program	1,500	0	0	0	1,500	0	0	0	0
530 Golf Course Equipment	50,000	50,000	0	0	0	0	0	0	0
Subtotal Golf	54,500	50,000	0	0	4,500	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Golf	54,500	50,000	0	0	4,500	0	0	0	0
<b><u>Arena</u></b>									
2 Information Technology Hardware & Software Replacement	1,000	0	0	0	1,000	0	0	0	0
64 Arena Improvements	100,000	100,000	0	0	0	0	0	0	0

\*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
525 Telephone System Replacement Program	1,500	0	0	0	1,500	0	0	0	0
Subtotal Arena	102,500	100,000	0	0	2,500	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Arena	102,500	100,000	0	0	2,500	0	0	0	0
<b><u>Solid Waste</u></b>									
447 Landfill Soil Vapor Extraction Systems	10,000	0	0	0	10,000	0	0	0	0
Subtotal Solid Waste	10,000	0	0	0	10,000	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Solid Waste	10,000	0	0	0	10,000	0	0	0	0
<b><u>Water</u></b>									
2 Information Technology Hardware & Software Replacement	13,440	0	0	0	13,440	0	0	0	0
85 Water Main Replacement	1,500,000	1,500,000	0	0	0	0	0	0	0
88 Water Plant Improvements	625,245	595,000	30,245	0	0	0	0	0	0
121 Vehicle & Equipment Replacement Program	125,000	125,000	0	0	0	0	0	0	0
244 Water Meter Replacement Program	165,000	0	0	0	165,000	0	0	0	0
254 Water System Emergency/Unanticipated Equipment Replacement	54,000	0	0	54,000	0	0	0	0	0
302 Enterprise Wide Information Systems Applications	100,000	100,000	0	0	0	0	0	0	0
321 Water System Master Plan & Implementation	40,000	40,000	0	0	0	0	0	0	0

**\*Excluded from Budget Appropriation**

**CITY OF CONCORD, NEW HAMPSHIRE**

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
323 Combined Operations & Maintenance Facility (COMF) Improvements	75,000	75,000	0	0	0	0	0	0	0
347 Water Storage Tank Repairs	30,000	30,000	0	0	0	0	0	0	0
372 Water System Pump Station Improvements	90,000	90,000	0	0	0	0	0	0	0
448 Hydrant and Valve Replacement Program	61,000	0	0	61,000	0	0	0	0	0
451 Leak Detection	30,000	30,000	0	0	0	0	0	0	0
482 Water System Asset Management	20,000	0	0	0	20,000	0	0	0	0
525 Telephone System Replacement Program	10,000	0	0	0	10,000	0	0	0	0
Subtotal Water	2,938,685	2,585,000	30,245	115,000	208,440	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Water	2,938,685	2,585,000	30,245	115,000	208,440	0	0	0	0
<b>Sewer</b>									
2 Information Technology Hardware & Software Replacement	20,160	0	0	0	20,160	0	0	0	0
83 Storm Water Improvements	40,000	40,000	0	0	0	0	0	0	0
91 Sewer Main Rehabilitation and Construction	388,000	350,000	0	0	38,000	0	0	0	0
104 Hall Street Waste Water Treatment Plant Improvements	2,602,562	2,470,000	132,562	0	0	0	0	0	0
121 Vehicle & Equipment Replacement Program	100,000	100,000	0	0	0	0	0	0	0
245 Emergency Sewage Treatment Plant Repairs	56,000	0	0	56,000	0	0	0	0	0

**\*Excluded from Budget Appropriation**

**CITY OF CONCORD, NEW HAMPSHIRE**

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
275 Sewer Pump Station Improvements	335,000	335,000	0	0	0	0	0	0	0
302 Enterprise Wide Information Systems Applications	100,000	100,000	0	0	0	0	0	0	0
321 Water System Master Plan & Implementation	40,000	40,000	0	0	0	0	0	0	0
323 Combined Operations & Maintenance Facility (COMF) Improvements	75,000	75,000	0	0	0	0	0	0	0
466 Penacook Waste Water Treatment Plant Improvements	235,000	235,000	0	0	0	0	0	0	0
525 Telephone System Replacement Program	10,000	0	0	0	10,000	0	0	0	0
Subtotal Sewer	4,001,722	3,745,000	132,562	56,000	68,160	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Sewer	4,001,722	3,745,000	132,562	56,000	68,160	0	0	0	0
<b><u>Tax Increment Financing</u></b>									
18 Storrs Street Extension, North & South *	400,000	0	0	0	0	0	0	0	400,000
529 Storrs Street Parking Garage (Formerly Capital Commons) *	100,000	0	0	0	0	0	0	0	100,000
Subtotal Tax Increment Financi	500,000	0	0	0	0	0	0	0	500,000
Less *	500,000	0	0	0	0	0	0	0	500,000
Total Tax Increment Financing	0	0	0	0	0	0	0	0	0

**\*Excluded from Budget Appropriation**

**CITY OF CONCORD, NEW HAMPSHIRE**

**FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

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	<b>Total</b>	<b>Bond</b>	<b>Close Out</b>	<b>Outlay</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Impact Fees</b>	<b>Trust Other</b>
Subtotal	21,860,258	15,149,000	348,121	181,000	704,350	780,950	1,895,000	50,000	2,751,837
Less *	4,195,950	520,000	0	0	0	780,950	1,895,000	0	1,000,000
Grand Total	17,664,308	14,629,000	348,121	181,000	704,350	0	0	50,000	1,751,837