

TIF Districts & CIP Summary

Budget Summary

| | 2016 | 2017 | 2018 | 2018 | 2019 |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Budgeted | Estimated | Budget |
| Revenue | | | | | |
| Capital Projects | \$20,047,222 | \$17,483,308 | \$13,283,674 | \$13,283,674 | \$13,721,908 |
| N End Opportunity Corridor TIF | \$463,281 | \$498,741 | \$493,156 | \$503,392 | \$510,520 |
| Sears Block TIF District | \$741,353 | \$777,242 | \$1,076,103 | \$1,076,227 | \$1,046,530 |
| Penacook Village TIF District | \$56,351 | \$58,558 | \$59,365 | \$59,754 | \$60,595 |
| Total Revenue | \$21,308,207 | \$18,817,849 | \$14,912,298 | \$14,923,047 | \$15,339,553 |
| Expense | | | | | |
| Capital Projects | \$20,047,222 | \$17,483,308 | \$13,283,674 | \$13,283,674 | \$13,721,908 |
| N End Opportunity Corridor TIF | \$341,053 | \$199,916 | \$213,480 | \$213,480 | \$244,280 |
| Sears Block TIF District | \$926,767 | \$885,088 | \$978,809 | \$974,812 | \$1,005,005 |
| Penacook Village TIF District | \$48,988 | \$51,688 | \$54,430 | \$54,430 | \$58,410 |
| Total Expense | \$21,364,030 | \$18,619,999 | \$14,530,393 | \$14,526,396 | \$15,029,603 |

TIF Districts & CIP Summary

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 approximately 137 acres of land. Since their inception, the City has made a combined investment of \$31,945,080 in infrastructure improvements within these Districts. These investments have served as a catalyst for \$89,710,640 in new assessed value generated by several real estate development projects (FY 2019 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 most recently 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. To date, this investment has yielded \$51,079,200 in new private development (FY 2019 estimate). 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 most recently 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 \$22,794,840. To date, this investment has served as a catalyst for \$36,325,840 in new private development (FY 2019 estimate). This figure excludes portions of the Endicott Hotel, as well as properties at 5-7 South State Street and 15 Pleasant Street, which are currently subject to RSA 79-E Community Revitalization Tax Relief abatements, as well as ongoing renovations to other properties in the District which have not yet been completed. Presently, the SBTIF District encompasses approximately 21 acres.
- 3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently 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 \$1,745,600 in new private development (FY 2019 estimate). Presently, the PVTIF District encompasses approximately 47.1 acres.

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NEOCTIF Fund Summary

| | 2018 Budgeted | 2018 Estimated | 2019 Budget |
|----------------------------------|------------------|--------------------|--------------------|
| Revenue | \$493,156 | \$503,392 | \$510,520 |
| Expense | \$213,480 | \$213,480 | \$244,280 |
| Net Income (Loss) | | \$289,912 | \$266,240 |
| Beginning Working Capital | | \$1,032,377 | \$1,322,289 |
| Ending Working Capital | | \$1,322,289 | \$1,588,529 |

NEOCTIF Fund Detail

| | 2016 Actual | 2017 Actual | 2018 Budgeted | 2018 Estimated | 2019 Budget |
|------------------------|------------------|------------------|------------------|-------------------|------------------|
| Revenue | | | | | |
| Property Taxes-NEOCTIF | \$460,960 | \$494,118 | \$490,156 | \$490,272 | \$500,520 |
| Investment Income | \$2,321 | \$4,624 | \$3,000 | \$13,120 | \$10,000 |
| Total Revenue | \$463,281 | \$498,741 | \$493,156 | \$503,392 | \$510,520 |
| Expense | | | | | |
| Outside Services | \$1,320 | \$7,200 | \$19,000 | \$19,000 | \$38,000 |
| Debt Service | \$200,984 | \$47,031 | \$41,480 | \$41,480 | \$45,630 |
| Transfer Out | \$138,749 | \$145,685 | \$153,000 | \$153,000 | \$160,650 |
| Total Expense | \$341,053 | \$199,916 | \$213,480 | \$213,480 | \$244,280 |

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North End Opportunity Corridor Tax Finance District

The FY 2019 projected total incremental assessed value of new development constructed within the NEOCTIF District since its establishment in 1998 is \$51,079,200.

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 current 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 2019, the City will allocate \$33,712,272 (or 66% of total incremental assessed valuation) to be used in determining the amount needed to be raised through taxation, thereby retaining \$17,366,928 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. The FY 2017 Budget contemplated appropriating \$400,000 for CIP #18 Storrs Street Extension North. However, these funds were ultimately not appropriated as City Administration determined it would be premature to proceed with final design of Storrs Street Extension North given ongoing efforts by the State of New Hampshire concerning future widening of Interstate 93 and potential impacts associated therewith for CIP #18. The FY 2019 CIP tentatively includes \$7,300,000 in FY 2021 for final design and construction of the new roadway to be supported by the funds generated by the TIF District. Water and sewer improvements associated with the roadway would be financed by the Water and Sewer funds, respectively. Timing of funding for CIP #18 remains subject to final design of the I-93 Bow / Concord Widening Project by the State of New Hampshire.

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SBTIF Fund Summary

| | 2018 Budgeted | 2018 Estimated | 2019 Budget |
|----------------------------------|--------------------|--------------------|--------------------|
| Revenue | \$1,076,103 | \$1,076,227 | \$1,046,530 |
| Expense | \$978,809 | \$974,812 | \$1,005,005 |
| Net Income (Loss) | | \$101,415 | \$41,525 |
| Beginning Working Capital | | \$100,192 | \$201,607 |
| Ending Working Capital | | \$201,607 | \$243,132 |

SBTIF Fund Detail

| | 2016 Actual | 2017 Actual | 2018 Budgeted | 2018 Estimated | 2019 Budget |
|--------------------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | |
| Property Taxes-Sears Block TIF | \$738,208 | \$776,610 | \$1,075,903 | \$1,076,035 | \$1,046,330 |
| Investment Income | \$781 | \$632 | \$200 | \$192 | \$200 |
| Finance Charges | \$2,365 | \$0 | \$0 | \$0 | \$0 |
| Total Revenue | \$741,353 | \$777,242 | \$1,076,103 | \$1,076,227 | \$1,046,530 |
| Expense | | | | | |
| Outside Services | \$2,425 | \$2,800 | \$10,030 | \$10,030 | \$16,000 |
| Debt Service | \$250,987 | \$263,561 | \$293,767 | \$289,770 | \$295,370 |
| Transfer Out | \$673,355 | \$618,727 | \$675,012 | \$675,012 | \$693,635 |
| Total Expense | \$926,767 | \$885,088 | \$978,809 | \$974,812 | \$1,005,005 |

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2019 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District since its establishment in 2003 is \$36,325,840. This is a slight reduction from the FY2018 amount of \$38,122,050 due to ongoing renovations of certain properties within the District.

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, but excludes those properties which are currently receiving RSA 79-E Community Revitalization Tax Relief Incentives. Such properties include the residential portion of the Endicott Hotel (79-E will expire on April 1, 2019), as well as 5-7 South State Street and 15-17 Pleasant Street (RSA 79-E is projected to expire on March 31, 2025 for both, respectively).

Since its inception in 2003, the City has appropriated \$22,974,840 for infrastructure improvements and other investments within the District. This figure includes appropriations for the CIP #460 Downtown Complete Streets Project, as well as the acquisition and future demolition of the former NH Employment Security property at 32 South Main Street.

The FY 2019 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 2019, the SBTIF will transfer \$225,675 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons Project in 2007. Also, \$184,795 shall be transferred to the General Fund to support the \$2.5 million bond for the Complete Streets Project (CIP #460). In addition, \$21,670 will be transferred to the General Fund to defray costs for administration of the SBTIF.

The SBTIF will also transfer \$223,910 to the Parking Fund in FY 2019. As initiated in FY 2016, the SBTIF will continue to absorb a portion of debt service payments associated with \$7,109,000 in Parking Fund supported bonds previously issued for the Capital Commons Project in 2005 and 2007. This amount will be \$215,760 in FY 2019.

During FY 2017, the SBTIF began supporting a portion of a new full-time maintenance position for the Downtown Services Team. This practice will continue in FY 2019 and beyond. The TIF will support this position in the amount of \$37,585 in FY 2019. 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.

The cost of maintaining the landscaping and plaza at the Storrs Street (Capital Plaza) Parking Garage is included within the SBTIF, as are the costs of maintaining the grounds at the former NH Employment Security building at 32 South Main Street.

When the SBTIF District was first established in 2003, it was anticipated that it 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, \$1.52 million in bonded debt for installation of underground utilities within a section of 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. However, this date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

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PVTIF Fund Summary

| | 2018 Budgeted | 2018 Estimated | 2019 Budget |
|----------------------------------|------------------|-------------------|----------------|
| Revenue | \$59,365 | \$59,754 | \$60,595 |
| Expense | \$54,430 | \$54,430 | \$58,410 |
| Net Income (Loss) | | \$5,324 | \$2,185 |
| Beginning Working Capital | | \$84,001 | \$89,325 |
| Ending Working Capital | | \$89,325 | \$91,510 |

PVTIF Fund Detail

| | 2016 Actual | 2017 Actual | 2018 Budgeted | 2018 Estimated | 2019 Budget |
|-----------------------------|-----------------|-----------------|------------------|-------------------|-----------------|
| Revenue | | | | | |
| Property Taxes-Penacook TIF | \$56,126 | \$58,198 | \$59,165 | \$59,214 | \$60,395 |
| Investment Income | \$225 | \$360 | \$200 | \$540 | \$200 |
| Total Revenue | \$56,351 | \$58,558 | \$59,365 | \$59,754 | \$60,595 |
| Expense | | | | | |
| Outside Services | \$6,570 | \$9,920 | \$12,825 | \$12,825 | \$17,050 |
| Debt Service | \$35,800 | \$35,077 | \$34,580 | \$34,580 | \$33,980 |
| Transfer Out | \$6,618 | \$6,690 | \$7,025 | \$7,025 | \$7,380 |
| Total Expense | \$48,988 | \$51,688 | \$54,430 | \$54,430 | \$58,410 |

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2019 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District, since its enactment in 2010, is \$1,745,600. This amount is largely associated with 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. 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

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); as well as 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 2019 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, various reserve funds, as well as enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects at the time of budget adoption thereby 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. Such projects will be presented for future City Council approval when confirmation for outside funding has been received. In other cases, asterisked projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. In addition, 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. Funding commitments for the ensuing “out years” of the CIP (FY 2020 – 2028) will be reviewed as part of the budget adoption process for those respective fiscal years.

The capital improvement plan includes recurring and non-recurring projects. Recurring projects occur more than once during the planning horizon and are generally for the maintenance or replacement of an asset. For example, CIP #2 is for the scheduled replacement of information technology hardware and software that meets the definition of a capital purchase and it is an on-going project. Non-recurring projects are projects that create a new asset or substantially replace an existing one and require a new level of maintenance or staffing that has an associated future operating and maintenance costs. Future costs and revenues are estimated and carried in the operating fund's pro forma. As the project gets closer to the current fiscal year, the project specifications become clearer and associated costs can be refined. For large projects, the design phase typically includes a requirement for estimating operating and maintenance costs. When these costs and revenues come to fruition, they enter the budget through the Program Change Request (PCR) process. The process is designed to identify a change in the level of service delivered. Therefore, a non-recurring project by its very nature changes the level of service delivered to residents. Changes associated with non-recurring CIP projects fit into the PCR process well by providing detailed budgetary information that requires a considerable amount of effort and planning. This planning helps to ensure efficient and effective delivery of the new or expanded service that complements the new asset the City has procured. PCRs are identified in appendix C of the budget book. Since every budget does not have a non-recurring project, the PCRs in appendix C will not always contain non-recurring operating and maintenance costs for a capital project because that project has not come to fruition. When they do, the PCR(s) reflect both the annual costs, one time costs, and the current fiscal year's costs.

The proposed CIP runs from FY 2019 to FY 2028 and totals for all funding sources combined can be found in the section titled Capital Improvement Summary Listing. Projects for the current fiscal year and their associated funding source(s) can be found at the end of this section in the table titled Budget Listing by Funding Source. This table contains all fiscal year 2019 projects. However, not all projects will be funded through the current budget resolutions. Excluded projects are identified with an asterisk in the CIP tables and have been omitted from the capital appropriation in the current fiscal year's budget resolutions. Capital Outlay is a component of the CIP that is funded in the operating budget, commonly referred to as “Pay as You Go” capital. The table Appropriations by Funding Source immediately follows this section contains the capital appropriation by funding source for this fiscal year's budget appropriation.

TIF Districts & CIP Summary

Selection and Prioritization of Capital Projects

In keeping with past practice, all capital projects proposed for FY 2019 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 in the future;
- 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.

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Appropriations by Funding Source

| | 2019 Budget |
|-------------------------------------------------|------------------------|
| General / G.O. Bonds | \$4,858,000 |
| Golf / G.O. Bonds | \$75,000 |
| Parking / G.O. Bonds | \$330,000 |
| Sewer / G.O. Bonds | \$3,128,500 |
| Trans From Airport / Capital Transfer | \$25,556 |
| Trans From Arena / Capital Transfer | \$32,100 |
| Trans From General / Capital Transfer | \$443,250 |
| Trans From Parking / Capital Transfer | \$30,000 |
| Trans From Sewer / Capital Transfer | \$94,375 |
| Trans From Solid Waste / Capital Transfer | \$10,000 |
| Trans From Trust / Economic Development Reserve | \$35,000 |
| Trans From Trust / Equip Replace Reserve | \$102,000 |
| Trans From Trust / Highway Reserve | \$1,915,000 |
| Trans From Water / Capital Transfer | \$172,375 |
| Water / G.O. Bonds | \$1,759,500 |
| Sub Total | \$13,010,656 |

Repurposing by Funding Source

| | |
|-----------------------------|---------------------|
| Airport / Capital Close-out | \$7,491 |
| General / Capital Close-out | \$41,792 |
| Sewer / Capital Close-out | \$627,814 |
| Water / Capital Close-out | \$34,155 |
| Sub Total | \$711,252 |
| Total | \$13,721,908 |

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

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Appropriations by Department

| | 2019 Budget |
|------------------------------------------------------------------|------------------------|
| Assessing | |
| 612 Assessing Software Upgrade and Data Conversion | \$40,000 |
| Sub Total | \$40,000 |
| | |
| Finance Purchasing | |
| 130 Multi-Function Photocopy Machines | \$21,000 |
| Sub Total | \$21,000 |
| | |
| Information Technology | |
| 2 Information Technology Hardware & Software Replacement | \$235,000 |
| Sub Total | \$235,000 |
| | |
| Police - Operations | |
| 403 Parking Division Vehicle Replacement Program | \$70,000 |
| 484 Police Station Improvements | \$180,000 |
| 490 Police Department Records Management Microfilm Conversion | \$100,000 |
| 521 Police Firearms Range Improvements | \$160,000 |
| 522 Patrol Rifle Replacements | \$25,000 |
| 575 Police Vehicle & Equipment Replacement | \$150,000 |
| 595 Parking Meters | \$45,000 |
| 596 Surface Lots | \$66,792 |
| 598 TASER Replacement | \$40,000 |
| 607 Video System Replacement | \$110,000 |
| 616 Parking Division Technology | \$25,000 |
| Sub Total | \$971,792 |
| | |
| Fire | |
| 4 Fire Department Vehicle Replacement | \$510,000 |
| 252 Fire Station Improvements | \$100,000 |
| 335 Thermal Imaging Cameras | \$30,000 |
| 376 Fire Department Hose & Equipment Replacement | \$20,000 |
| 561 Fire Alarm Infrastructure Replacement | \$55,000 |
| 573 Fire Department Personnel Protective Equipment | \$20,000 |
| Sub Total | \$735,000 |
| | |
| City Manager /Operation | |
| 432 North State Street Parking Garage (Formerly Firehouse Block) | \$100,000 |
| 529 Storrs Street Parking Garage (Formerly Capital Commons) | \$95,000 |
| Sub Total | \$195,000 |

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| | 2019 Budget |
|--------------------------------------------------------------------|------------------------|
| GS-Highway / Utilities | |
| 78 Annual Highway Improvement Program | \$1,915,000 |
| 121 Vehicle & Equipment Replacement Program | \$998,000 |
| Sub Total | \$2,913,000 |
| | |
| GS-Public Properties | |
| 63 City Wide Recreation Facility Improvements | \$85,000 |
| 64 Arena Improvements | \$32,100 |
| 65 City Hall Renovations | \$130,000 |
| 75 General Airport Repairs | \$20,000 |
| 276 Facilities Condition Assessment | \$125,000 |
| 323 Combined Operations & Maintenance Facility (COMF) Improvements | \$550,000 |
| 551 Library Maintenance | \$100,000 |
| 576 General Facility Repairs | \$20,000 |
| 579 Downtown Squares | \$40,000 |
| Sub Total | \$1,102,100 |
| | |
| GS-Sewer | |
| 89 Hall Street Waste Water Treatment Plant Odor Control | \$500,000 |
| 104 Hall Street Waste Water Treatment Plant Improvements | \$2,486,357 |
| 410 Sewer Video Inspection Equipment | \$21,457 |
| 466 Penacook Waste Water Treatment Plant Improvements | \$225,000 |
| Sub Total | \$3,232,814 |
| | |
| GS-Water | |
| 88 Water Plant Improvements | \$118,000 |
| 244 Water Meter Replacement Program | \$125,000 |
| 372 Water System Pump Station Improvements | \$100,000 |
| 482 Water System Asset Management | \$90,000 |
| Sub Total | \$433,000 |
| | |
| GS-Solid Waste | |
| 447 Landfill Soil Vapor Extraction Systems | \$10,000 |
| Sub Total | \$10,000 |
| | |
| CD-Community Planning | |
| 574 Development Permitting Software | \$200,000 |
| 599 Zoning Update | \$100,000 |
| Sub Total | \$300,000 |

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| | 2019 Budget |
|---------------------------------------------------------|------------------------|
| CD-Engineering Services | |
| 83 Storm Water Improvements | \$775,000 |
| 85 Water Main Replacement | \$1,204,155 |
| 91 Sewer Main Rehabilitation and Construction | \$290,000 |
| 283 Traffic Signals and Traffic Operations Improvements | \$55,000 |
| 297 Geographic Information Systems (GIS) | \$116,000 |
| 383 New Airport Terminal Building | \$5,556 |
| 468 Reconstruct Taxiway A & Itinerant Ramp | \$7,491 |
| 479 Storm Water Enterprise Mechanism | \$60,000 |
| 502 Whitney Rd. Extension | \$35,000 |
| 518 Bridge and Dam Maintenance / Repairs | \$25,000 |
| Sub Total | \$2,573,202 |
| | |
| Library | |
| 477 Library Equipment Replacement | \$10,000 |
| Sub Total | \$10,000 |
| | |
| Rec-Grounds | |
| 51 White Park | \$30,000 |
| 52 Keach Park | \$60,000 |
| 55 Rolfe Park | \$60,000 |
| 56 Rollins Park | \$70,000 |
| 107 Golf Course Club House and Maintenance Buildings | \$130,000 |
| 235 Golf Course Grounds Improvements | \$310,000 |
| 528 Pocket Parks | \$20,000 |
| 530 Golf Course Equipment | \$75,000 |
| 557 Memorial Field | \$50,000 |
| 569 Parks and Cemeteries Small Turf Equipment | \$40,000 |
| 587 Cemetery Improvements | \$105,000 |
| Sub Total | \$950,000 |
| Total | \$13,721,908 |

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Capital Improvement Program 2019-2028

| Project # | Title | Department |
|------------------|-------------------------------------------------------------------|-------------------------|
| 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 |
| 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 | Rec-Grounds |
| 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 |
| 124 | Water System SCADA Improvements | GS-Water |

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| Project # | Title | Department |
|-----------|----------------------------------------------------------------|-------------------------|
| 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 |
| 276 | Facilities Condition Assessment | GS-Public Properties |
| 283 | Traffic Signals and Traffic Operations Improvements | CD-Engineering Services |
| 297 | Geographic Information Systems (GIS) | CD-Engineering Services |
| 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 |
| 358 | Garrison Park | Rec-Grounds |
| 359 | Merrill Park | Rec-Grounds |
| 360 | Kimball Park | Rec-Grounds |
| 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 |
| 443 | City-Wide Community Center | City Manager /Operation |
| 447 | Landfill Soil Vapor Extraction Systems | GS-Solid Waste |
| 448 | Hydrant and Valve Replacement Program | GS-Highway / Utilities |
| 451 | Leak Detection | GS-Water |
| 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 |
| 479 | Storm Water Enterprise Mechanism | CD-Engineering Services |

TIF Districts & CIP Summary

| Project # | Title | Department |
|-----------|---------------------------------------------------------------|-------------------------|
| 484 | Police Station Improvements | Police - Operations |
| 490 | Police Department Records Management Microfilm Conversion | Police - Operations |
| 492 | Runway Protection Zone (RPZ) Obstruction Removal | 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 |
| 522 | Patrol Rifle Replacements | Police - Operations |
| 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 Parks | Rec-Grounds |
| 569 | Parks and Cemeteries Small Turf Equipment | Rec-Grounds |
| 570 | Pleasant/Warren/Fruit Intersection Improvements | CD-Engineering Services |
| 571 | I-393/Horseshoe Pond Drainage Improvements | CD-Engineering Services |
| 572 | Airport Master Plan | CD-Engineering Services |
| 573 | Fire Department Personnel Protective Equipment | Fire |
| 574 | Development Permitting Software | CD-Community Planning |
| 575 | Police Vehicle & Equipment Replacement | Police - Operations |
| 576 | General Facility Repairs | GS-Public Properties |
| 579 | Downtown Squares | GS-Public Properties |
| 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 | Downtown Corridor Streetscape Improvement Project | CD-Engineering Services |

TIF Districts & CIP Summary

| Project # | Title | Department |
|-----------|------------------------------------------------|-------------------------|
| 590 | Downtown Civic District Sidewalk Replacement | CD-Engineering Services |
| 594 | New Central Fire Station | Fire |
| 595 | Parking Meters | Police - Operations |
| 596 | Surface Lots | Police - Operations |
| 597 | Parking Beacons | Police - Operations |
| 598 | TASER Replacement | Police - Operations |
| 599 | Zoning Update | CD-Community Planning |
| 600 | Impact Fee Ordinance Update | CD-Community Planning |
| 601 | Design Guidelines Update | CD-Community Planning |
| 602 | Iron Works Road Bridge Replacement Project | CD-Engineering Services |
| 603 | Washington Street Bridge Replacement Project | CD-Engineering Services |
| 607 | Video System Replacement | Police - Operations |
| 609 | Main Street Sign Panels | CD-Community Planning |
| 610 | Police Radio and Phone Line Recorder System | Police - Operations |
| 611 | Eastman Street Retaining Wall | CD-Engineering Services |
| 612 | Assessing Software Upgrade and Data Conversion | Assessing |
| 615 | Fiber Review and Replacement | Information Technology |
| 616 | Parking Division Technology | Police - Operations |

City of Concord, New Hampshire

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

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Base Value for Debt Limits (1) | \$ 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 | \$ 4,001,809,256 | \$ 4,033,007,307 |
| Legal Debt Limits (% of Base Value) | | | | | | | | | | |
| General - 1.75% thru 1998, 3% 1999 on (2) | \$ 133,096,065 | \$ 131,719,808 | \$ 120,619,024 | \$ 115,541,844 | \$ 110,662,443 | \$ 116,324,405 | \$ 121,515,405 | \$ 117,358,832 | \$ 120,054,278 | \$ 120,990,219 |
| Water - 10% (2) | \$ 443,653,548 | \$ 439,066,028 | \$ 402,063,414 | \$ 385,139,481 | \$ 368,874,809 | \$ 387,748,017 | \$ 405,051,351 | \$ 391,196,107 | \$ 400,180,926 | \$ 403,300,731 |
| Issued Debt at June 30 | | | | | | | | | | |
| Total Issued Debt at June 30 | \$ 66,311,626 | \$ 68,036,092 | \$ 66,429,838 | \$ 66,632,593 | \$ 67,234,223 | \$ 69,162,800 | \$ 72,161,009 | \$ 76,554,459 | \$ 81,679,007 | \$ 89,693,668 |
| Less Water Fund | (10,305,044) | (11,855,335) | (11,435,119) | (11,768,711) | (11,930,388) | (12,802,341) | (12,718,866) | (12,909,306) | (14,595,612) | (15,943,403) |
| Less Sewer Fund (3) | (14,367,749) | (14,707,852) | (15,519,027) | (13,973,463) | (14,059,897) | (14,819,785) | (14,228,732) | (13,770,736) | (16,861,971) | (18,773,712) |
| Less Tax Increment Debt (3) | (12,280,000) | (11,570,000) | (10,899,000) | (10,130,000) | (9,347,000) | (8,965,400) | (8,095,400) | (7,947,200) | (7,206,400) | (6,586,400) |
| Less Landfill Debt (3) | (1,621,196) | (1,375,946) | (1,136,332) | (900,425) | (668,901) | (442,001) | (218,732) | - | - | - |
| Authorized Unissued at June 30 | | | | | | | | | | |
| Total Authorized Unissued Debt at June 30 | 14,161,972 | 9,008,972 | 7,850,672 | 5,367,672 | 6,033,172 | 5,495,000 | 10,462,220 | 3,209,305 | 14,827,958 | 16,769,126 |
| Less Golf Fund | - | - | - | (80,000) | (80,000) | (80,000) | (60,000) | (93,000) | (60,000) | (3,000) |
| Less Arena Fund | - | - | - | (475,000) | - | - | - | - | - | (76,500) |
| Less Solid Waste Fund | - | - | - | - | - | - | - | - | - | - |
| Less Water Fund | (3,017,000) | (1,130,500) | (697,000) | (175,000) | (150,000) | - | - | (136) | (36,500) | (136,500) |
| Less Sewer Fund (3) | (2,570,672) | (1,390,672) | (392,672) | (552,672) | (2,168,172) | - | - | - | (36,500) | (136,500) |
| Less Tax Increment Debt (3) | - | - | (285,000) | (285,000) | - | - | - | - | - | - |
| Total Debt Subject to general limit | \$ 36,311,937 | \$ 35,014,759 | \$ 33,916,360 | \$ 33,659,994 | \$ 34,863,037 | \$ 37,548,273 | \$ 47,301,499 | \$ 45,043,386 | \$ 57,709,982 | \$ 64,806,779 |
| Legal Debt Margin | | | | | | | | | | |
| General | 96,784,128 | 96,705,049 | 86,702,665 | 81,881,850 | 75,799,406 | 78,776,132 | 74,213,906 | 72,315,446 | 62,344,296 | 56,183,440 |
| Water Fund | 430,331,504 | 426,080,193 | 389,931,295 | 373,195,770 | 356,794,421 | 374,945,676 | 392,332,485 | 378,286,665 | 385,548,813 | 387,220,828 |
| % of Legal Debt Limits Used | | | | | | | | | | |
| General | 27.3% | 26.6% | 28.1% | 29.1% | 31.5% | 32.3% | 38.9% | 38.4% | 48.1% | 53.6% |
| Water Fund | 2.3% | 2.7% | 2.8% | 3.1% | 3.2% | 3.3% | 3.1% | 3.3% | 3.6% | 4.0% |
| 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 | | | | |
| 2017 | \$ 52,624,030 | \$ 34,797,070 | \$ 87,421,100 | \$ 2,038 | 6.70% | 2.22% |
| 2016 | 49,142,637 | 32,536,370 | 81,679,007 | 1,916 | 6.38% | 2.12% |
| 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% |
| 2010 | 38,882,692 | 27,547,146 | 66,429,838 | 1,503 | 6.84% | 1.64% |
| 2009 | 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% |

City of Concord, New Hampshire

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

| Fiscal Year | Local Assessed Value (1) | | | Utilities | 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 | Industrial | | | | | | | |
| 2017 | \$ 2,258,430,650 | \$ 1,526,604,188 | \$ 177,017,200 | \$ 3,962,052,038 | \$ 31,281,237 | \$ 3,930,770,801 | \$ 24.77 | \$ 4,061,020,935 | 97.6% | |
| 2016 | 2,168,810,800 | 1,539,035,833 | 178,446,300 | 3,886,292,933 | 32,958,740 | 3,853,334,193 | 24.36 | 4,033,984,178 | 96.3% | |
| 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% | |

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)

| | 2008 | 2009 | 2010 | 2011 ⁽¹⁾ | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund | | | | | | | | | | |
| Reserved | \$ 1,300,105 | \$ 1,169,269 | \$ 966,768 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Unreserved | 4,447,779 | 5,302,478 | 7,025,545 | - | - | - | - | - | - | - |
| Nonspendable | - | - | - | 181,815 | 152,871 | 152,871 | 152,871 | 152,871 | 168,027 | 212,814 |
| Restricted | - | - | - | - | - | - | - | - | - | - |
| Committed | - | - | - | 4,316,925 | 4,938,869 | 4,729,164 | 3,416,913 | 3,265,799 | 4,106,177 | 5,271,321 |
| Assigned | - | - | - | 1,355,353 | 894,000 | 935,000 | 750,000 | 960,000 | 930,000 | 975,000 |
| Unassigned | - | - | - | 6,736,075 | 8,168,250 | 9,079,250 | 9,879,330 | 10,171,068 | 10,735,579 | 11,015,079 |
| Total General Fund | \$ 5,747,884 | \$ 6,471,747 | \$ 7,992,313 | \$ 12,590,168 | \$ 14,153,990 | \$ 14,896,285 | \$ 14,199,114 | \$ 14,549,738 | \$ 15,939,783 | \$ 17,474,214 |
| Other Governmental Funds | | | | | | | | | | |
| Reserved | \$ 13,154,406 | \$ 11,784,460 | \$ 10,652,150 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Unreserved: | | | | | | | | | | |
| Special Revenue Funds | 9,077,496 | 7,675,674 | 8,124,307 | - | - | - | - | - | - | - |
| Capital Project Funds | 5,017,047 | 4,261,481 | 3,500,587 | - | - | - | - | - | - | - |
| Debt Service | 760,163 | 856,787 | 1,248,100 | - | - | - | - | - | - | - |
| Nonspendable | - | - | - | 9,239,526 | 9,394,226 | 10,335,606 | 12,004,524 | 12,631,335 | 11,465,110 | 12,586,124 |
| Restricted | - | - | - | 4,214,191 | 2,803,781 | 3,148,961 | 9,539,642 | 11,848,567 | 11,105,618 | 13,594,542 |
| Committed | - | - | - | 10,842,872 | 9,916,209 | 7,765,227 | 5,109,805 | 6,977,411 | 5,439,600 | 4,083,185 |
| Assigned | - | - | - | - | - | - | - | - | - | - |
| Unassigned | - | - | - | (915) | (1,290) | - | (1,329,031) | (726,422) | (2,091,373) | (2,180,891) |
| Total Other Funds | \$ 28,009,112 | \$ 24,578,402 | \$ 23,525,144 | \$ 24,295,674 | \$ 22,112,926 | \$ 21,249,794 | \$ 25,324,940 | \$ 30,730,891 | \$ 25,918,955 | \$ 28,082,960 |

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 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|----------------------------------------------------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| General | | | | | | | | |
| 2 Information Technology Hardware & Software Replacement | 176,250 | 0 | 0 | 0 | 176,250 | 0 | 0 | 0 |
| 4 Fire Department Vehicle Replacement | 510,000 | 510,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 40 Langley Parkway * | 700,000 | 350,000 | 0 | 0 | 0 | 350,000 | 0 | 0 |
| 51 White Park | 30,000 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 52 Keach Park | 60,000 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 55 Rolfe Park | 60,000 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 56 Rollins Park | 70,000 | 70,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 63 City Wide Recreation Facility Improvements | 85,000 | 85,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 65 City Hall Renovations | 130,000 | 130,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 78 Annual Highway Improvement Program | 1,915,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,915,000 |
| 83 Storm Water Improvements | 775,000 | 775,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 107 Golf Course Club House and Maintenance Buildings | 130,000 | 100,000 | 0 | 0 | 30,000 | 0 | 0 | 0 |
| 121 Vehicle & Equipment Replacement Program | 685,000 | 655,000 | 0 | 0 | 0 | 0 | 0 | 30,000 |
| 130 Multi-Function Photocopy Machines | 21,000 | 0 | 0 | 0 | 21,000 | 0 | 0 | 0 |
| 235 Golf Course Grounds Improvements | 310,000 | 310,000 | 0 | 0 | 0 | 0 | 0 | 0 |

R. 06/14/18 ***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|-----------------------------------------------------------------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| 252 Fire Station Improvements | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 276 Facilities Condition Assessment | 125,000 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 283 Traffic Signals and Traffic Operations Improvements | 55,000 | 55,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 297 Geographic Information Systems (GIS) | 116,000 | 78,000 | 0 | 0 | 38,000 | 0 | 0 | 0 |
| 323 Combined Operations & Maintenance Facility (COMF) Improvements | 265,000 | 265,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 335 Thermal Imaging Cameras | 30,000 | 0 | 0 | 0 | 30,000 | 0 | 0 | 0 |
| 376 Fire Department Hose & Equipment Replacement | 20,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 |
| 477 Library Equipment Replacement | 10,000 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 |
| 478 North Pembroke Road Bridge Replacement * | 230,000 | 0 | 0 | 0 | 0 | 46,000 | 184,000 | 0 |
| 479 Storm Water Enterprise Mechanism | 60,000 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 484 Police Station Improvements | 180,000 | 180,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 490 Police Department Records Management Microfilm Conversion | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 502 Whitney Road Extension | 35,000 | 0 | 0 | 0 | 0 | 0 | 0 | 35,000 |
| 512 Emergency Vehicle Repairs | 10,000 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 |
| 518 Bridge and Dam Maintenance / Repairs | 25,000 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |

R. 06/14/18 *Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|----------------------------------------------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| 521 Police Firearms Range Improvements | 160,000 | 160,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 522 Patrol Rifle Replacements | 25,000 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 528 Pocket Parks | 20,000 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 543 Merrimack River Greenway Trail Project * | 1,000,000 | 0 | 0 | 0 | 0 | 200,000 | 800,000 | 0 |
| 551 Library Maintenance | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 557 Memorial Field | 50,000 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 561 Fire Alarm Infrastructure Replacement | 55,000 | 55,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 569 Parks and Cemeteries Small Turf Equipment | 40,000 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 573 Fire Department Personnel Protective Equipment | 20,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 |
| 574 Development Permitting Software | 200,000 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 575 Police Vehicle & Equipment Replacement | 150,000 | 0 | 0 | 0 | 78,000 | 0 | 0 | 72,000 |
| 576 General Facility Repairs | 20,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 |
| 579 Downtown Squares | 40,000 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 584 Replacement of CAT Transit Bus Vehicles * | 300,000 | 30,000 | 0 | 0 | 0 | 0 | 270,000 | 0 |
| 587 Cemetery Improvements | 105,000 | 105,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 596 Surface Lots | 41,792 | 0 | 41,792 | 0 | 0 | 0 | 0 | 0 |
| 598 TASER Replacement | 40,000 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 |

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|------------------------------------------------------------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| 599 Zoning Update | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 607 Video System Replacement | 110,000 | 110,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 612 Assessing Software Upgrade and Data Conversion | 40,000 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal General | 9,635,042 | 5,238,000 | 41,792 | 10,000 | 443,250 | 596,000 | 1,254,000 | 2,052,000 |
| Less * | 2,230,000 | 380,000 | 0 | 0 | 0 | 596,000 | 1,254,000 | 0 |
| Total General | 7,405,042 | 4,858,000 | 41,792 | 10,000 | 443,250 | 0 | 0 | 2,052,000 |
| <u>Parking</u> | | | | | | | | |
| 2 Information Technology Hardware & Software Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 403 Parking Division Vehicle Replacement Program | 70,000 | 70,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 432 North State Street Parking Garage (Formerly Firehouse Block) | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 529 Storrs Street Parking Garage (Formerly Capital Commons) | 95,000 | 95,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 595 Parking Meters | 45,000 | 40,000 | 0 | 0 | 5,000 | 0 | 0 | 0 |
| 596 Surface Lots | 25,000 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 616 Parking Division Technology | 25,000 | 0 | 0 | 0 | 25,000 | 0 | 0 | 0 |
| Subtotal Parking | 360,000 | 330,000 | 0 | 0 | 30,000 | 0 | 0 | 0 |
| Less * | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Parking | 360,000 | 330,000 | 0 | 0 | 30,000 | 0 | 0 | 0 |

R. 06/14/18 *Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|----------------------------------------------------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| <u>Airport</u> | | | | | | | | |
| 75 General Airport Repairs | 20,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 |
| 383 New Airport Terminal Building | 5,556 | 0 | 0 | 0 | 5,556 | 0 | 0 | 0 |
| 383 New Airport Terminal Building * | 105,556 | 0 | 0 | 0 | 0 | 0 | 105,556 | 0 |
| 468 Reconstruct Taxiway A & Itinerant Ramp | 7,491 | 0 | 7,491 | 0 | 0 | 0 | 0 | 0 |
| 468 Reconstruct Taxiway A & Itinerant Ramp * | 1,412,510 | 63,510 | 0 | 0 | 0 | 0 | 1,349,000 | 0 |
| Subtotal Airport | 1,551,113 | 63,510 | 7,491 | 0 | 25,556 | 0 | 1,454,556 | 0 |
| Less * | 1,518,066 | 63,510 | 0 | 0 | 0 | 0 | 1,454,556 | 0 |
| Total Airport | 33,047 | 0 | 7,491 | 0 | 25,556 | 0 | 0 | 0 |
| <u>Golf</u> | | | | | | | | |
| 2 Information Technology Hardware & Software Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 530 Golf Course Equipment | 75,000 | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Golf | 75,000 | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less * | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Golf | 75,000 | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| <u>Arena</u> | | | | | | | | |
| 2 Information Technology Hardware & Software Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 64 Arena Improvements | 32,100 | 0 | 0 | 0 | 32,100 | 0 | 0 | 0 |

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|--------------------------------------------------------------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| Subtotal Arena | 32,100 | 0 | 0 | 0 | 32,100 | 0 | 0 | 0 |
| Less * | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Arena | 32,100 | 0 | 0 | 0 | 32,100 | 0 | 0 | 0 |
| <u>Solid Waste</u> | | | | | | | | |
| 447 Landfill Soil Vapor Extraction Systems | 10,000 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 |
| Subtotal Solid Waste | 10,000 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 |
| Less * | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Solid Waste | 10,000 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 |
| <u>Water</u> | | | | | | | | |
| 2 Information Technology Hardware & Software Replacement | 29,375 | 0 | 0 | 0 | 29,375 | 0 | 0 | 0 |
| 85 Water Main Replacement | 1,204,155 | 1,170,000 | 34,155 | 0 | 0 | 0 | 0 | 0 |
| 88 Water Plant Improvements | 118,000 | 100,000 | 0 | 0 | 18,000 | 0 | 0 | 0 |
| 121 Vehicle & Equipment Replacement Program | 157,000 | 157,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 244 Water Meter Replacement Program | 125,000 | 0 | 0 | 0 | 125,000 | 0 | 0 | 0 |
| 254 Water System Emergency/Unanticipated Equipment Replacement | 56,000 | 0 | 0 | 56,000 | 0 | 0 | 0 | 0 |
| 323 Combined Operations & Maintenance Facility (COMF) Improvements | 142,500 | 142,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| 372 Water System Pump Station Improvements | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 448 Hydrant and Valve Replacement Program | 63,000 | 0 | 0 | 63,000 | 0 | 0 | 0 | 0 |

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|--------------------------------------------------------------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| 482 Water System Asset Management | 90,000 | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Water | 2,085,030 | 1,759,500 | 34,155 | 119,000 | 172,375 | 0 | 0 | 0 |
| Less * | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Water | 2,085,030 | 1,759,500 | 34,155 | 119,000 | 172,375 | 0 | 0 | 0 |
| <u>Sewer</u> | | | | | | | | |
| 2 Information Technology Hardware & Software Replacement | 29,375 | 0 | 0 | 0 | 29,375 | 0 | 0 | 0 |
| 89 Hall Street Waste Water Treatment Plant Odor Control | 500,000 | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 91 Sewer Main Rehabilitation and Construction | 290,000 | 250,000 | 0 | 0 | 40,000 | 0 | 0 | 0 |
| 104 Hall Street Waste Water Treatment Plant Improvements | 2,486,357 | 1,880,000 | 606,357 | 0 | 0 | 0 | 0 | 0 |
| 121 Vehicle & Equipment Replacement Program | 156,000 | 156,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 245 Emergency Sewage Treatment Plant Repairs | 58,000 | 0 | 0 | 58,000 | 0 | 0 | 0 | 0 |
| 323 Combined Operations & Maintenance Facility (COMF) Improvements | 142,500 | 142,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| 410 Sewer Video Inspection Equipment | 21,457 | 0 | 21,457 | 0 | 0 | 0 | 0 | 0 |
| 466 Penacook Waste Water Treatment Plant Improvements | 225,000 | 200,000 | 0 | 0 | 25,000 | 0 | 0 | 0 |
| Subtotal Sewer | 3,908,689 | 3,128,500 | 627,814 | 58,000 | 94,375 | 0 | 0 | 0 |
| Less * | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Sewer | 3,908,689 | 3,128,500 | 627,814 | 58,000 | 94,375 | 0 | 0 | 0 |

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2019
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

| | Total | Bond | Close Out | Outlay | Transfer | Donations | State Federal | Trust Other |
|-------------|--------------|-------------|------------------|---------------|-----------------|------------------|--------------------------|------------------------|
| Subtotal | 17,656,974 | 10,594,510 | 711,252 | 187,000 | 807,656 | 596,000 | 2,708,556 | 2,052,000 |
| Less * | 3,748,066 | 443,510 | 0 | 0 | 0 | 596,000 | 2,708,556 | 0 |
| Grand Total | 13,908,908 | 10,151,000 | 711,252 | 187,000 | 807,656 | 0 | 0 | 2,052,000 |

R. 06/14/18

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE